

To: **Members of the Strategy & Resources Committee**

Councillors K. Baker (Chairman); J. Anderson; S. Brindley; A. Chadwick; K. Gilder;
C. Jewell; M. Nagra; B. Rowland; P. Wicks

NOTICE IS HEREBY GIVEN that a meeting of the Strategy & Resources Committee will be held at the Oakwood Centre at 8:00 pm on Tuesday 23 November 2021, at which your attendance is requested.



Kevin Murray
Deputy Town Clerk

AGENDA

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST**

To receive any declarations of interest from Members relating to the business of the meeting.

3. **MINUTES OF THE MEETING HELD ON 14 SEPTEMBER 2021**

To approve the minutes of the Strategy and Resources Committee held on 14 September 2021 and that they be signed by the Chairman as a correct record. *(These minutes were provided in the Full Council agenda of 28 September 2021)*

4. **FINANCE**

a) **Budgetary Control**

To receive **Report No. SR 20/21.**

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b) **Payments**

To approve the following payments as set out in **Appendix 4b:**

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	Current account	Imprest account
August 2021	£64,722.27	£128,819.73
September 2021	£135,802.65	£52,990.99
October 2021	£94,625.42	£57,448.53

c) To receive the report of the Council's internal auditors for the period for April 2021 – September 2021. **(Appendix 4c)**

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5. **OAKWOOD CENTRE UPDATE**
To receive **Report No. SR 21/21.** Page 17
6. **INVESTMENTS WORKING PARTY**
To note **Report No. SR 22/21** of the Investments Working Party meeting held on 10 November 2021 and consider the recommendation contained within the report. Page 22
7. **WOODLEY TOWN CENTRE MANAGEMENT INITIATIVE**
To note that a report of the Woodley Town Centre Management Initiative meeting held on 20 October 2021 will be provided to the next Strategy & Resources Meeting due to be held on 25 January 2022.
8. **COMMUNITY GRANTS**
To consider **Report No. SR 23/21.** The guidelines for awarding Community Grants to groups and organisations and to individuals are attached to the report. Page 73
9. **ALLOTMENTS RENT REVIEW**
To consider **Report No. SR 24/21.** Page 77
10. **COUNCIL MEETING DATES 2022/23**
To recommend the proposed schedule of meetings for the 2022/23 municipal year. **(Appendix 10)** Page 79
11. **TOWN ELECTORS WORKING PARTY**
a) To approve the terms of reference of the working party. **(Appendix 11)** Page 80
b) To suspend Standing Order 4 f).
c) To approve the number of places on the working party to be 4, with places split as follows:
Conservative - 2
Liberal Democrat - 1
Labour & Independent - 1
d) To appoint Members to the working party.
12. **BOROUGH/PARISH LIAISON FORUM**
To note the minutes of the Borough/Parish Liaison forum, which took place on 4 October 2021. **(Appendix 12)** Page 81
13. **WOODLEY TOWN COUNCIL YOUTH STRATEGY**
To receive **Report SR 25/21.** Page 86
14. **MALONE PARK PLAY AREA FENCING**
Large sections of the timber/chainlink fencing around the play area at Malone Park suffered vandalism damage over the weekend of 23/24 October. The damaged fencing was removed to make safe on 25 October. Some of the fencing was in poor condition and would have required replacement in the next 1 – 2 years. Quotes have been received for the replacement of the fencing with a robust, galvanised bow top railing. The cost of the railings including installation and self-closing gates is £12,000.

It is proposed that £12,000 be allocated from the General Reserve to fund the new railings.

Members are asked to consider the allocation of £12,000 from the General Reserve to fund the installation of bow-top railings and self-closing gates at Malone Park.

15. **WOODLEY TOWN CENTRE MANAGEMENT INITIATIVE – VAT REPORT**
To receive **Report SR 26/21.** Page 165
16. **CLIMATE EMERGENCY ACTION PLAN UPDATE**
To receive **Report SR 27/21.** Page 171
17. **FUTURE AGENDA ITEMS**
To consider any future agenda items for the committee to consider.
18. **PUBLICITY AND WEBSITE**
To consider items to be publicised.

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STRATEGY AND RESOURCES COMMITTEE**BUDGETARY CONTROL 2021/22****Report No. SR 20/21**

EXPENDITURE	Budget 2021/22	Actual Exp as at 31/10/2020	Actual Exp as at 31/10/2021	Actual Exp as % of Budget	Information
Central Costs	271876	143252	133897	49.2	Most costs at or under 58% - equipment costs at 107% & payment for H&S training modules over 3 years costing £3,600.
Democratic Costs	53759	26940	28443	52.9	Costs at 58% for training and room hire for meetings, other costs at zero. Additional cost for Past Mayor & Mayoress/consort badges with new logo.
Corporate Management	360795	215579	225898	62.6	Most costs at 58%, apart from insurance, affiliation fees, legal & professional fees and HR advice/support.
Capital Programme	0	0	0	0.0	No capital funds allocated in 2021/22.
Grants	17000	9334	9184	54.0	Community & Individual grants at 40%, WTCMI grant at 58% - paid monthly.
Oakwood Centre	137253	82531	67897	49.5	All costs apart from rates, contract cleaning, stationary at 58% or under.
Maintenance HQ	2645	1437	1557	58.9	Phone and repairs costs higher than 58%, other costs under.
Woodley TCMi	68967	23047	32761	47.5	All costs at or under 58%, apart from floral display costs.
Capital and Projects	264980	180598	179166	67.6	Loan re lake / workshop / Woodford Park LC payable in April. Most other loan payments made in Sept & March. Sinking fund allocation of £80,000 in respect of the Oakwood Centre paid.
TOTAL	1177275	682718	678803	57.7	
Month 7 = 58%					

INCOME	Budget 2021/22	Actual Inc as at 31/10/2020	Actual Inc as at 31/10/2021	Actual Inc as % of Budget	
Central Costs	8455	10892	12517	148.0	<i>(Furlough income included in budget figures)</i> Income at or under 41.7%. Furlough Inc: £10,177
Democratic Costs	0	0	0		
Corporate Management	0	0	0		
Capital Programme	0	0	0		
Grants	0	0	0		
Oakwood Centre	76667	65331	68910	89.9	Letting income from hirers at 54%. Furlough Inc: £16,049
Maintenance HQ	0	0	0		
Woodley TCMi	68967	30457	45722	66.3	Overall income at 41% with Saturday market at 52% of budgeted income.
Capital and Projects	0	0	0	0.0	
TOTAL	154089	106680	127149	304.2	Total Furlough income: £26,226
NET	1023186	576038	551654	53.9	
Month 7 = 58%					

Current Account

List of Payments made between 01/08/2021 and 31/08/2021

Date Paid	Payee Name	Amount Paid	Transaction Detail
12-Aug-21	(Personal Information)	500.00	WTCMI-Mkt Manager
06-Aug-21	Alan Hadley Ltd	297.00	Refuse collection
12-Aug-21	Alan Hadley Ltd	297.00	Refuse collection
18-Aug-21	Alan Hadley Ltd	297.00	Refuse collection
25-Aug-21	Alan Hadley Ltd	297.00	Refuse collection
18-Aug-21	AYS Cleaning Contractors Ltd	1732.31	Contract Cleaning
12-Aug-21	BALC	3209.03	Annual subscription-ALC/NALC
20-Aug-21	Be Fuelcards Ltd	32.72	BP Unleaded-Depot
18-Aug-21	Bowak Ltd	241.95	Cleaning supplies
06-Aug-21	Brake Bros Foodservice Ltd	378.59	Vending supplies
18-Aug-21	Brake Bros Foodservice Ltd	723.21	Vending supplies
25-Aug-21	Brewers Decorator Centners	263.44	Decorating supplies
25-Aug-21	Brown Bag Cafe Ltd	337.68	Catering service fee
25-Aug-21	Business Stream	39.77	Water rates-Toilet
12-Aug-21	Castle Water	160.19	Water rates
06-Aug-21	CDK Casting Ltd	101.40	Bronze plaque
18-Aug-21	CDK Casting Ltd	101.40	Bronze plaque
25-Aug-21	Churchill Contract Services Ltd	1456.93	Contract Cleaning
02-Aug-21	Club Manager Ltd	80.40	Monthly gym software fee
25-Aug-21	CoolerAid Ltd	24.66	Bottled water
26-Aug-21	Ecotricity	62.52	Gas supply- Coro Hall
26-Aug-21	Ecotricity	143.67	Gas supply-WPLC
26-Aug-21	Ecotricity	164.99	Gas supply-OC
26-Aug-21	Ecotricity	46.21	Gas supply-Chapel Hall
12-Aug-21	EDF Energy 1 Ltd	17.18	Electric supply-Clock
12-Aug-21	Epos Now Ltd D/D	30.00	Monthly WPLC till charge
10-Aug-21	Global 4 Communications	698.65	Phones & Mobiles
06-Aug-21	Go2Dave Ltd	154.44	Grey poloshirts-Depot
12-Aug-21	Grounds Management Association	158.00	Annual subscription-Depot
18-Aug-21	HMRC Cumbernauld	14941.99	Tax & NI Employer/employee
25-Aug-21	IBS Office Solutions Ltd	446.38	Qtrly Photocopier rental/printing charge
27-Aug-21	ICO	35.00	Information CO
12-Aug-21	John Stacey - Sons Ltd	348.00	Refuse collection
27-Aug-21	Les Mills Fitness UK Ltd	203.69	Body balance-Coach-Gym
18-Aug-21	Lister Wilder Ltd	228.41	Machinery repair-Depot
03-Aug-21	Lloyds Bank D/D	37.75	Bank charges-current a/c
13-Aug-21	Lloyds Bank D/D	198.90	Monthly cardnet service fee
31-Aug-21	Lloyds Bank D/D	41.33	Current a/c bank charges
16-Aug-21	Mainstream Digital Ltd	1.13	Phone-WTC
16-Aug-21	Merchant Rentals Ltd	15.44	Cardnet monthly charge
16-Aug-21	Merchant Rentals Ltd	18.40	Monthly cardnet charge
25-Aug-21	Pat Pals Ltd	636.73	Electrical PAT Testing
12-Aug-21	Pest Control Wokingham	60.00	Wasp nest treatment
12-Aug-21	Plusnet Plc	54.67	Phone-OC
18-Aug-21	Plusnet Plc	42.68	Phone-WPLC
06-Aug-21	Poztive Energy Ltd	60.53	Electric supply
12-Aug-21	Poztive Energy Ltd	706.94	Electric supply
18-Aug-21	Poztive Energy Ltd	665.98	Electric supply
18-Aug-21	Poztive Energy Ltd	40.96	Electric supply
18-Aug-21	Prudential	307.24	AVC deducted from pay
31-Aug-21	Public Works Loan Board	5,874.06	Public Works Loan-Capital/Interest

06-Aug-21	Reading Community Energy Soc Ltd	1479.53	Electric supply
25-Aug-21	Seton	113.93	Masks/dry wipes/markers
18-Aug-21	SGW Payroll Ltd	155.78	Payroll services
16-Aug-21	Siemens Financial Services	1,100.80	Monthly gym equip charge
27-Aug-21	SWALEC	34.58	Electric supply-Toilet
12-Aug-21	Technical Surfaces Ltd	360.00	3G Matchfit service
18-Aug-21	Thames Valley Water Services Ltd	204.00	Monthly water checks
18-Aug-21	The Berkshire Pension Fund	17696.70	Employer/employee pension
18-Aug-21	Trade UK - Screwfix	87.90	Building supplies
12-Aug-21	Tudor Environmental	241.06	Gardening supplies-Depot
18-Aug-21	Unison Collection Ac	22.50	Union fee deducted from pay
25-Aug-21	Vaughtons	1072.85	Mayrol chain supplies
25-Aug-21	Veolia ES - UK Ltd	626.30	Refuse collection
12-Aug-21	Willis & Anisworth	802.79	Sharp sand - Depot
02-Aug-21	Wokingham BC - Rates	2,283.00	Rates-WPLC
02-Aug-21	Wokingham BC - Rates	364.00	Rates-Coro Hall
02-Aug-21	Wokingham BC - Rates	165.00	Rates-Chapel Hall
02-Aug-21	Wokingham BC - Rates	898.00	Rates-OC

Total Payments 64,722.27

CLERKS IMPREST A/C

List of Payments made between 01/08/2021 and 31/08/2021

Date Paid	Payee Name	Amount Paid	Transaction Detail
10-Aug-21	(Personal Information)	21.00	Key cut-OC
10-Aug-21	(Personal Information)	75.00	Refund deposit
23-Aug-21	(Personal Information)	75.00	Refund deposit
16-Aug-21	(Personal Information)	157.50	Refund WPLC course
10-Aug-21	(Personal Information)	75.00	Refund deposit
06-Aug-21	Equipmart Ltd	22.87	Brass Tap adapter/reducer
25-Aug-21	Lloyds Bank	46,941.99	Net August 2021 payroll
13-Aug-21	Lloyds Bank D/D	13.60	Bank charges-Imprest a/c
03-Aug-21	Optagon t/a Rubber4Roofs	827.16	ClassicBond 1.5mm tape-OC
18-Aug-21	Rathbone Investment	80,000.00	2021/2022 Investment
10-Aug-21	Rdg Spring Gdn Brass Band	46.00	Refund inv 16740-Rdg Spring Gdn
19-Aug-21	Thames Water Web	120.00	Town Ctre Commu Gdn plans
06-Aug-21	UK Madawala Bazaar	87.00	Refund deposit
06-Aug-21	Wokingham BC	357.61	Aplication fees-WPLC

Total Payments 128,819.73

Woodley Town Council
Current Account
List of Payments made between 01/09/2021 and 30/09/2021

Date Paid	Payee Name	Amount Paid	Transaction Detail
16-Sep-21	(Personal Information)	400.00	WTCMI Market Manager
16-Sep-21	(Personal Information)	50.00	Celilidh band-WTCMI
16-Sep-21	Alan Hadley Ltd	297.00	Refuse collection
23-Sep-21	Alan Hadley Ltd	297.00	Refuse collection
16-Sep-21	AYS Cleaning Contractors Ltd	25.99	Contract cleaning - OC
23-Sep-21	AYS Cleaning Contractors Ltd	929.29	Contract cleaning - OC
10-Sep-21	Be Fuelcards Ltd	0.77	Admin fee-Depot
24-Sep-21	Be Fuelcards Ltd	138.11	BP Diesel/Ult Unleaded-
16-Sep-21	Bourne Amenity Ltd	1664.40	Plus soil - Town Centre Gdn
16-Sep-21	Bowak Ltd	293.63	Cleaning supplies-OC
08-Sep-21	Brake Bros Foodservice Ltd	462.38	Vending supplies
16-Sep-21	Brake Bros Foodservice Ltd	256.36	Vending supplies
23-Sep-21	Brake Bros Foodservice Ltd	250.79	Vending supplies
23-Sep-21	Brewers Decorator Centres	297.67	Decorating supplies
23-Sep-21	Brown Bag Cafe Ltd	149.78	Catering service fee
08-Sep-21	Castle Water	633.57	Water rates
16-Sep-21	Castle Water	4297.94	Water rates
01-Sep-21	CF Corporate Finance Ltd	166.32	Qtrly photocopier rental
23-Sep-21	Churchill Contract Services Ltd	947.00	Contract cleaning - WPLC
02-Sep-21	Club Manager Ltd	80.40	Monthly gym software fee
23-Sep-21	CoolerAid Ltd	24.66	Bottled water
17-Sep-21	DCK Accounting Solutions Ltd	338.16	Pre-year end check 2020/21
16-Sep-21	Drain Surgeons UK Ltd	185.00	Empty Cesspit-Depot
27-Sep-21	Ecotricity	42.17	Gas supply-Coro Hall
27-Sep-21	Ecotricity	146.63	Gas supply-WPLC
27-Sep-21	Ecotricity	111.92	Gas supply-OC
27-Sep-21	Ecotricity	42.57	Gas supply-Chapel Hall
16-Sep-21	EDF Energy 1 Ltd	17.18	Electric supply-Clock
10-Sep-21	Epos Now Ltd D/D	30.00	Monthly WPLC till fee
23-Sep-21	Ethos Communications Solutions Ltd	179.72	Printing/coping - WPLC
16-Sep-21	Fenland Leisure Products Ltd	974.04	Playground supplies
09-Sep-21	Global 4 Communications	735.97	Phones-Mobiles
17-Sep-21	HMRC Cumbernauld	15238.79	Tax & NI Employer/employee
23-Sep-21	IBS Office Solutions Ltd	381.96	Qtrly Photocopier rental/printing charge
27-Sep-21	Les Mills Fitness UK Ltd	203.69	Coach-Bodybalance-WPLC
14-Sep-21	Lloyds Bank D/D	228.80	Cardnet service fee
16-Sep-21	Lyreco UK Ltd	33.50	Stationery supplies
23-Sep-21	Lyreco UK Ltd	42.43	Stationery supplies
24-Sep-21	Mainstream Digital Ltd	41.08	Qtrly rental/Cancel fee
23-Sep-21	McVeigh Parker & Co Ltd	138.24	Geotextile membrane-Town Centre Gdn
15-Sep-21	Merchant Rentals Ltd	15.44	Cardnet machine rental
15-Sep-21	Merchant Rentals Ltd	18.40	Cardnet machine rental
16-Sep-21	MKR Electrical Services Ltd	559.28	Electrical supplies
16-Sep-21	Pat Pals Ltd	176.64	Electrical PAT Testing
23-Sep-21	Pest Control Wokingham	80.00	Wasp nest treatment
23-Sep-21	PKF Littlejohn LLP	2400.00	2020/21 external Audit fees
13-Sep-21	Plusnet Plc	40.27	Phone-OC
13-Sep-21	Poztive Energy Ltd	64.30	Electric supply-Coro Hall
17-Sep-21	Poztive Energy Ltd	2210.36	Electric supply
27-Sep-21	Poztive Energy Ltd	24.46	Electric supply-WPLC
27-Sep-21	Poztive Energy Ltd	1.01	Electric supply-Chapel Hall
16-Sep-21	PPL PRS Ltd	1249.42	Music license-WTC
17-Sep-21	Prudential	307.24	AVC deducted from pay
30-Sep-21	Public Works Loan Board	69298.08	PWLB-Capital/Interest payment

16-Sep-21	R.E.S. Systems Ltd	1260.00	6 monthly fire alarm testing
16-Sep-21	Seton	27.58	Toilet roll dispensers-WPLC
13-Sep-21	SGW Payroll Ltd	153.74	August payroll services
15-Sep-21	Siemens Financial Services	1100.80	Gym equip rental
23-Sep-21	SSE Southern Electric	275.42	Electric supply
16-Sep-21	Staysure Ltd	202.20	Repair puncture/wheels-Depot
27-Sep-21	SWALEC	40.43	Electric supply-Toilet
16-Sep-21	Technical Surfaces Ltd	1560.00	FA register testing-WPLC
23-Sep-21	Technical Surfaces Ltd	480.00	3G Matchfit service fee
17-Sep-21	The Berkshire Pension Fund	17941.18	Employer/employee pension
16-Sep-21	Trade UK - BandQ	218.25	Building supplies
16-Sep-21	Trade UK - Screwfix	32.75	Building supplies
16-Sep-21	Travis Perkins Trading Co	235.25	Building supplies
23-Sep-21	Travis Perkins Trading Co	133.92	Building supplies
16-Sep-21	Tudor Environmental	412.28	Gardening supplies-Depot
01-Sep-21	TV Licence DDA	159.00	TV Licence-WPLC
17-Sep-21	Unison Collection Ac	22.50	Union fee deducted from pay
23-Sep-21	Veolia ES - UK Ltd	617.54	Refuse collection
01-Sep-21	Wokingham BC - Rates	2283.00	Rates-WPLC
01-Sep-21	Wokingham BC - Rates	364.00	Rates-Coro Hall
01-Sep-21	Wokingham BC - Rates	165.00	Rates-Chapel Hall
01-Sep-21	Wokingham BC - Rates	898.00	Rates-OC

Total Payments

135802.65

CLERKS IMPREST A/C

List of Payments made between 01/09/2021 and 30/09/2021

Date Paid	Payee Name	Amount Paid	Transaction Detail
17-Sep-21	(Personal Information)	27.00	Refund WPLC course
17-Sep-21	(Personal Information)	75.00	Refund deposit
17-Sep-21	(Personal Information)	60.30	Refund deposit
17-Sep-21	(Personal Information)	50.00	Refund deposit
20-Sep-21	(Personal Information)	15.00	Refund allot key deposit
22-Sep-21	(Personal Information)	44.10	Refund WPLC course
27-Sep-21	(Personal Information)	75.00	Refund deposit
27-Sep-21	(Personal Information)	75.00	Refund deposit
27-Sep-21	(Personal Information)	75.00	Refund deposit
16-Sep-21	Agrovista UK Ltd	1797.66	Seed/fertilizer-
15-Sep-21	Amazon Mkt place	169.99	White Larder fridge-Coro Hall
16-Sep-21	Amazon Mkt place	229.00	Electric Twin Cavity cooker
24-Sep-21	Amazon Mkt Place	24.94	Extra large Tablecloth
28-Sep-21	Amazon Mkt Place	8.50	Wooden Coffee stir sticks
28-Sep-21	Amazon Mkt Place	41.99	12oz Ripple paper cups
29-Sep-21	Amazon.co.uk	51.06	Fire Assembly point signs
30-Sep-21	Amazon.co.uk	89.00	Fire Assembly Point signs
28-Sep-21	BT Telephone Payment Centre	205.46	Finial phone bill-WPLC
17-Sep-21	Helpful Hirings Ltd	747.36	Seed top dresser-
24-Sep-21	Kaspersky Lab	54.99	Internet Security-WTC
22-Sep-21	Lloyds Bank	47735.60	Sept 2021 - Payroll
10-Sep-21	Lloyds Bank D/D	13.60	Imprest a/c bank charges
23-Sep-21	Solopress.com	44.38	WTCMI-posters
29-Sep-21	Solopress.com	59.52	WTCMI-Banners
17-Sep-21	Stageability	100.00	Refund deposit
20-Sep-21	Wokingham BC	1121.54	Council tax-19/20 & 20/21 flat

Total Payments

52990.99

Woodley Town Council**Current Account****List of Payments made between 01/10/2021 and 31/10/2021**

Date Paid	Payee Name	Amount Paid	Transaction Detail
07-Oct-21	(Personal Information)	400.00	WTCMI Mkt Manager
28-Oct-21	(Personal Information)	650.00	Hearald delivery - Woodley
07-Oct-21	ACL Consultancy Solutions Ltd	1755.00	Professional fees-Youth strategy
14-Oct-21	Advanced Maintenance UK Ltd	4200.00	Annual service boiler check
28-Oct-21	Alan Hadley Ltd	297.00	Refuse collection
06-Oct-21	ASAP Computer Services	154.80	Anti-virus fee - WPLC
22-Oct-21	AYS Cleaning Contractors Ltd	1461.07	Contract cleaning - OC
28-Oct-21	AYS Cleaning Contractors Ltd	44.25	Contract cleaning - OC
22-Oct-21	Be Fuelcards Ltd	39.12	Unleaded fuel-Depot
28-Oct-21	Boston Seeds	246.99	Gardening supplies
06-Oct-21	Bourne Amenity Ltd	1664.40	Plus soil-Community Garden
07-Oct-21	Bowak Ltd	132.36	Cleaning supplies-OC
14-Oct-21	Bowak Ltd	47.04	Cleaning supplies-OC
22-Oct-21	Bowak Ltd	153.33	Cleaning supplies-OC
14-Oct-21	Brewers Decorator Centres	117.78	Decorating supplies
22-Oct-21	Brewers Decorator Centres	63.90	Decorating supplies
14-Oct-21	Brown Bag Cafe Ltd	36.00	Catering service fee
22-Oct-21	Brown Bag Cafe Ltd	90.30	Catering service fee
14-Oct-21	Business Stream	226.43	Water rates-Toilet
07-Oct-21	Castle Water	482.34	Water rates
14-Oct-21	Central Sports UK Ltd	629.55	Sports equip supplies
22-Oct-21	Churchill Contract Services Ltd	320.52	Contract cleaning - WPLC
01-Oct-21	Club Manager Ltd	80.40	Monthly Gym software fee
22-Oct-21	CoolerAid Ltd	19.73	Bottled water
07-Oct-21	DCK Accounting Solutions Ltd	492.00	20/21 VAT Partial Exemption fee
07-Oct-21	Dejac Associates Ltd	306.00	Modem/router-WPLC
06-Oct-21	Earth Anchors Ltd	130.74	Red bin sacks
12-Oct-21	Ecotricity	42.85	Gas supply-OC
12-Oct-21	Ecotricity	17.49	Gas supply-Chapel Hall
25-Oct-21	Ecotricity	149.18	Gas supply-OC
25-Oct-21	Ecotricity	147.39	Gas supply-WPLC
25-Oct-21	Ecotricity	25.16	Gas supply-Coro Hall
25-Oct-21	Ecotricity	56.72	Gas supply-Chapel Hall
07-Oct-21	EDF Energy 1 Ltd	16.61	Electric supply-Clock
07-Oct-21	Energy Electrical Distributors Ltd	19.44	Electrical supplies
12-Oct-21	Epos Now Ltd D/D	30.00	Monthly WPLC till support fee
07-Oct-21	Fraser Office Supplies Ltd	11.02	Stationery supplies
11-Oct-21	Global 4 Communications	1557.20	Phone/Mobiles/Broadband
22-Oct-21	HMRC Cumbernauld	17074.37	Tax & NI Employer/employee
11-Oct-21	HMRC VAT	5309.07	Qtr 2 July-Sep21 VAT
06-Oct-21	ID Card Supplies	145.20	Magnetic ID card supplies
22-Oct-21	Keep Mobile	500.00	Grant 2021/2022
14-Oct-21	Lamps-Tubes Luminations Ltd	2064.00	Lights town centre-WTCMI
27-Oct-21	Les Mills Fitness UK Ltd	203.69	Coach-Bodybalance-WPLC
22-Oct-21	Lightatouch	1387.50	Internal Audit 2021/2022
22-Oct-21	Link Visiting Scheme	500.00	Grant 2021/2022
05-Oct-21	Lloyds Bank D/D	43.91	Current a/c service fees
14-Oct-21	Lloyds Bank D/D	338.87	Cardnet Service fees
22-Oct-21	Lyreco UK Ltd	48.61	Stationery supplies
15-Oct-21	Merchant Rentals Ltd	15.44	Cardnet machine rental
15-Oct-21	Merchant Rentals Ltd	18.40	Cardnet machine rental
14-Oct-21	MKR Electrical Services Ltd	407.66	Electrical supplies
06-Oct-21	Pest Control Wokingham	60.00	Wasp nest treatment
22-Oct-21	Pest Control Wokingham	160.00	Wasp nest treatment
26-Oct-21	Pitney Bowes Ltd	100.00	Postage topup
12-Oct-21	Plusnet Plc	43.98	Phone broadband-OC
18-Oct-21	Poztive Energy Ltd	837.90	Electric supply-OC
21-Oct-21	Poztive Energy Ltd	542.34	Electric supply-WPLC
22-Oct-21	Poztive Energy Ltd	65.13	Electric supply-Coro Hall

06-Oct-21	PPL PRS Ltd	443.23	Music license-Coro Hall
22-Oct-21	Prudential	307.24	AVC deducted from pay
01-Oct-21	Public Works Loan Board	6676.72	PWLB-Capital/Interest payment
22-Oct-21	Readibus	9711.00	Grant 2021/2022
15-Oct-21	SGW Payroll Ltd	159.86	Sept 2021-Payroll service fee
15-Oct-21	Siemens Financial Services	1100.80	Gym equipment rental
28-Oct-21	SSE Contracting Ltd	124.26	Electrical repair-Amenities
14-Oct-21	SSE Southern Electric	304.31	Electric supply
28-Oct-21	SWALEC	40.09	Electric supply-Toilet
22-Oct-21	Technical Surfaces Ltd	360.00	3G Matchfit service fee
22-Oct-21	Thames Valley Water Services Ltd	282.00	Water checks-Monthly
22-Oct-21	The Berkshire Pension Fund	19002.01	Employer/employee pension
22-Oct-21	The Parkinson Partnership LLP	500.00	Professional fees-WTCMI
22-Oct-21	Trade UK - BandQ	925.36	Building supplies
22-Oct-21	Trade UK - Screwfix	667.23	Building supplies
14-Oct-21	Tudor Environmental	5.40	Wooden pegs-Depot
22-Oct-21	Unison Collection Ac	22.50	Union fee deducted from pay
22-Oct-21	Veolia ES - UK Ltd	603.23	Refuse collection
01-Oct-21	Wokingham BC - Rates	2283.00	Rates-WPLC
01-Oct-21	Wokingham BC - Rates	364.00	Rates-Coro Hall
01-Oct-21	Wokingham BC - Rates	165.00	Rates-Chapel Hall
01-Oct-21	Wokingham BC - Rates	898.00	Rates-OC
22-Oct-21	Wokingham-Citizens Advice	3500.00	Grant 2021/2022

Total Payments

94625.42

**Woodley Town Council
CLERKS IMPREST A/C**

List of Payments made between 01/10/2021 and 31/10/2021

Date Paid	Payee Name	Amount Paid	Transaction Detail
04-Oct-21	(Personal Information)	28.00	Refund WPLC course
12-Oct-21	(Personal Information)	75.00	Refund deposit
15-Oct-21	(Personal Information)	103.20	Refund WPLC course
15-Oct-21	(Personal Information)	31.68	Postage stamps
18-Oct-21	(Personal Information)	21.00	Refund deposit
18-Oct-21	(Personal Information)	75.00	Refund deposit
18-Oct-21	(Personal Information)	60.00	Refund credit invoice
22-Oct-21	(Personal Information)	15.00	Refund deposit
26-Oct-21	(Personal Information)	15.00	Refund allot key deposit
29-Oct-21	(Personal Information)	150.00	Refund deposit
11-Oct-21	Amazon Mkt Place	27.98	Witches hats with hooks-WTCMI
18-Oct-21	ASLAM	150.00	Refund deposit
26-Oct-21	Berks Muslim Arab	74.70	Refund deposit
25-Oct-21	Canva Pty Ltd	99.99	Annual subscription-Canva Pro
22-Oct-21	Cupsdirect	45.48	7oz water paper cup-OC
04-Oct-21	Entertainments Ltd	100.00	Refund deposit
12-Oct-21	Fellowship Educational	75.00	Refund deposit
19-Oct-21	Harlequin Floors	68.17	PVC Floor tape-OC
27-Oct-21	Lloyds Bank	50,441.29	Net October 2021 payroll
15-Oct-21	Lloyds Bank D/D	13.60	Imprest a/c charges
22-Oct-21	LSW Secure Ltd	3,614.40	Padlocks & keys - Allot/WPLC
06-Oct-21	Mailcoms Ltd	1,098.00	Postage machine replacement
12-Oct-21	Merchant Rentals	72.00	Exchange cardnet to GPRS
26-Oct-21	Mrs Shaheen Akhtar CO-23690	75.00	Refund deposit
21-Oct-21	PETTY CASH A/C	203.38	Top up petty cash
27-Oct-21	Solopress - AGA Print Ltd	715.66	Folded Leaflets & Flyers

Total Payments

57448.53



7 Hodder Close, Chandlers Ford, Hants, SO53 4QD.
Tel: 07762 780605 Email: Tim.Light1@hotmail.co.uk

21 October, 2021

The Deputy Town Clerk

Woodley Town Council

The Oakwood Centre,

Headley Road, Woodley,

Berkshire,

RG5 4JZ

Dear Kevin

First Interim Internal Audit Report

Woodley Town Council – April 2021– September 2021

The Accounts and Audit (England) Regulations 2015 (as amended) require all Town and Parish Councils to undertake an effective internal audit to evaluate the effectiveness of their risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.

We confirm that we are independent of the Council.

The internal audit work to be carried out has been planned to enable us to give our opinion on the control objectives set out in the Annual Internal Auditor's Report on the 2021-22 Annual Governance and Accountability Annual Return (AGAR).

We have complied with the legal requirements and proper practices set out in:

- 'Governance and Accountability for Local Councils – A Practitioners' Guide (England)' 2021
- The Accounts and Audit (England) Regulations 2015 (as amended).

Background

Woodley Town Council had income and expenditure in 2019/2020 of between £2,500,000 and £3,000,000 and is subject to review by the External Auditor, PKF Littlejohn.

The Council had a clean annual report from the External Auditor for 2020/2021.

The Council is not a sole managing trustee.

It is good practice for the Council to comply with the Local Government Transparency Code 2015.

The Council's accounting records are maintained on RBS Omega Software

The Woodford Park Leisure Centre re-opened from the 19 July 2021 following the Covid guidelines and the Oakwood Centre is now full open from the 13 September 2021. Some office staff continue a hybrid working pattern but this does not restrict the Council Offices from being full functional.

An interim audit review was agreed with the Deputy Town Clerk and Finance Officer to be carried out remotely on Monday 11 and Tuesday 12 October 2021. Although it was agreed with the Deputy Town Clerk and Finance Officer that this review could be carried out remotely due to the constraints of the fuel crisis and working from home arrangements that are currently in place the next review would be on site in February 2022.

The Finance Officer has also provided back-up information from RBS Omega for the period April 2021 to September 2021 to support the current governance and financial management position of the Council.

Further confirmation has been obtained of good practice and compliance with the Transparency Code Regulations 2015 from the Council's website.

We have noted that the Town Clerk is currently on long term sick leave and the Deputy Town Clerk is now acting up to ensure the continuity of the Council financial and administrative functions are maintained.

We have also been asked by the Finance Officer to comment on the work in progress to review Financial Regulations. It is noted that Financial Regulations posted on the Council website show that they have not been updated since 2016 although the National Association of Local Council have produced a new template version for use from 2019. The review will take in the account new updates from the 2019 version to ensure that it is fit for purpose for the Council.

Although we have obtained confirmation that the Council have given approval in 2008 for the Deputy Town Clerk to act on behalf of the Town Clerk in her absence. Financial Regulations paragraph 3.1 does not currently show the any delegated authority for the Deputy Town Clerk to authorise payments in her absence. We have made recommendations in this report to remedy this and that further reviews are undertaken on a regular basis.

It is also noted that the Council has employed a VAT Consultant to report the appropriateness to recover VAT on transactions relating to the Woodley Town Centre Management Initiative. Early indications are that the Council will need to revise its arrangements for treatment of WTCMI

payment transactions. There is potential that the Council may need to repay VAT to HMRC for VAT that has been recovered but was not due to be claimed.

Internal audit checks

We have undertaken a series of audit tests on the Council's financial records, vouchers, documents, Minutes, policies, procedures, and insurance documentation to ascertain the efficiency and effectiveness of the Town Council's internal control framework. This internal audit report is based on the audit testing carried out at the visit.

During this review we checked a sample tested the following:

- Minutes of Council and Committee Meetings
- Policies and Procedures
- Bank and cash
- Investments
- Budgetary Management
- Income and expenditure
- VAT claims
- Transparency of the Council website

Findings

Details of good practice noted, our recommendations and other matters to be brought to the Council's attention are set out below.

Good practice

- The Council continues to maintain its books and records on RBS Omega Software.
- Staff remain aware of the requirements of GDPR
- The Council is registered with the ICO.
- Details of total payments authorised at meetings are recorded in the Minutes.
- Income records are appropriate and recorded correctly
- Expenditure items could be traced and are recorded correctly in the financial ledger.
- All records continue to be up to date and easy to follow.
- The Council take an active scrutiny role.
- The budgeting process is detailed and monitored.
- Bank reconciliations are carried out promptly each month and were accurate.
- VAT claims continue to be submitted to HMRC on a regular basis.
- Sales Invoices are raised when appropriate to record income due to the Council.
- The Council remain compliant with the requirements of the Transparency Code 2015
- The Website Accessibility Statement remains uploaded to the Council's website.

Recommendations

Financial Regulations

- Financial Regulations 3.1 should be updated to ensure that delegated authority is given to the Deputy Town Clerk to act as Town Clerk and to authorise payments as appropriate.
- On completion of the Financial Regulations review the Council website should be brought up to date to meet the requirements of the Transparency Code Regulations 2015.
- A review of Financial Regulations should be carried out each year at the annual meeting of the Council to ensure that remain fit for purpose.

Other matters of note brought to the Council's attention

- It should be noted that the External Auditor has highlighted in 2020/2021 that any authority which receives income in respect of an insurance claim against expenditure during the year should not account for it as a receipt but should be netting it off against the relevant expense. Whilst the Practitioners' Guide is silent on the matter, the External Auditors view is that the true cost to the authority should be shown on a net basis. Accounting on a gross basis inflates the gross income and gross expenditure of the authority and can push the authority into a higher fee band than it would otherwise be in.
- The Council have provided evidence of the posting date for the Exercise of Public Rights in 2021 and will be able to tick "Yes" to Assertion 4 on Section 1 (Governance Statement) of the AGAR 2021/2022 to comply with the requirements of the Accounts and Audit Regulations 2015. We will also be able to tick "Yes" to Control Objective M on the Annual Internal Audit Report 2021/2022.
- We note that the risk assessment 2021/2022 documentation has yet to be approved by full Council for 2021/2022. We have discussed with the Deputy Town Clerk the need to review the documentation to ensure that this is completed and approved by 31 March 2022 to ensure compliance with the requirements of the External Auditor. We understand that the Council will work towards completing this during the 2021/2022 financial year to ensure that the Council can tick "Yes" to Assertion 5 on Section 1 (Governance Statement) of the AGAR 2021/2022 to comply with the requirements for the External Auditor. We will also tick "Yes" to Control Objective C on the Annual Internal Audit Report 2021/2022. The 2021/2022 risk assessment should now be uploaded on to the Council website for information.

Conclusion

Based on the tests we have carried out at this interim internal audit visit, in our view, the internal control procedures in operation are appropriate to meet the needs of Woodley Town Council except where we have made a recommendation in this report.

Next visit

The next internal audit visit has been arranged for **Monday 21 February 2022**.

At this visit detailed checks will be carried out on:

- Minutes of Council Meetings
- Bank and cash
- Investments
- Income and expenditure
- VAT claims
- Financial Risk Assessment
- Payroll Information.
- Transparency Regulations 2015
- Website Accessibility Regulations 2018

Next Steps

This report should be noted and circulated to the next meeting of the Strategy and Resources Committee.

The Council should decide what action will be taken on the recommendations we have made.

Tim Light FMAAT and Paul Reynolds FMAAT
Internal auditors

Woodley Town Council

OAKWOOD CENTRE UPDATE

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To advise Members of current operational matters relating to the Oakwood Centre.

Oakwood Centre Update

Bookings and room hire

Business bookings are returning and we have some new, regular local business hirers. The interview room is being hired out regularly by new hirers for individual office working and interviews.

We are receiving a number of enquiries for larger social bookings in 2022, which is very encouraging.

Vaccination Clinics

Clinics for the flu jab / Covid booster programme have taken place and we are expecting more regular bookings as we move through into the winter months. These are currently half day weekend clinics.

Alan Cornish Theatre

Woodley Theatre have returned with 'Jazz at the Oakwood' which took place in October, and are presenting the play 'Talking Heads' from 30th November to 4th December.

Theatre bookings in December have returned to normal with children's theatre groups and performances as in previous years.

Bookings Manager

The Council's new Bookings Manager, Nikki Syers, started work with us on 8 November.

Maintenance

The Maintenance Team have replaced the damaged/removed timber retention boards to the shrub beds at the front of the Centre.

We are awaiting quotes for work to the extraction system from the main kitchen. The system remains operational in the interim.

The Fire Risk Assessment for the building was reviewed in October and a review of staff training needs will be carried out in the coming weeks.

Recommendations:

- ◆ **That Members note the information contained in the report.**

**Report of a meeting of the Investments Working Party held at the Oakwood Centre
on Wednesday 10 November 2021 at 6.30pm.**

- Present:** Councillors: J. Anderson (Chairman), K Baker, A Heap
- Officers present:** K. Murray, Deputy Town Clerk; A. Basra, Finance Officer
- Also present:** C. Sargent, Rathbones Investment Management
- Apologies:** Councillor S. Brindley

1. **APPOINTMENT OF CHAIRMAN**

RESOLVED:

To appoint Councillor Anderson as Chairman for the municipal year.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by Members.

3. **INVESTMENTS**

- i) The quarterly reports at 31 December 2020, 5 April 2021, 30 June 2021 and 30 September 2021 were noted.
- ii) Charles Sargent presented the annual report on the Council's investment portfolio and advised that the portfolio value had exceeded the £2m target as of the previous day. He reported that the Council's investment commitment and risk approach through the period had worked well and that the portfolio had performed well through the pandemic and other recent worldwide market challenges. He explained that the Council was now in a very good position, having achieved its objective well in advance of the 2025 target date.
- iii) Charles Sargent explained the risk report questionnaire was to continually assess the Council's position on risk and confirmed that the previous assessment of a 1 out of 6 risk rating has been appropriate and all funds were now in very low risk investments. It was agreed that the risk level remained appropriate given the performance of the portfolio.

4. **DRAFT TREASURY MANAGEMENT STRATEGY**

- i) Members agreed that the objectives stated in the Draft Treasury Management Strategy (**APPENDIX 1**) had been achieved now that the portfolio value had exceeded £2m, and that the investment targets in the strategy were no longer relevant.
- ii) Members discussed the available options with Charles Sargent including continuing to add the annual amount to the portfolio until the target date was reached, or selling the portfolio and converting the value to cash in order to ensure security now that the target had been achieved. It was noted that the portfolio value could be taken as cash and placed in appropriate rated banks and that the Council could then consider whether it wished to continue with an investment portfolio under a new strategy, either for the remaining 4 years or longer term, under an arrangement with Rathbones. It was noted that the value of the portfolio may continue to fluctuate whilst still invested and that this may dip below the £2m in the short term. It was noted that

Rathbones could place the portfolio funds in a holding account as a temporary measure in order to enable to the Council to make suitable banking arrangements. The Finance Officer agreed to look into banking options with suitably rated banks.

RESOLVED TO RECOMMEND:

- ◆ **That the Strategy and Resources Committee recommend to Full Council that the investment portfolio be sold as soon as confirmation is received that the value has exceeded £2m, and the funds be placed in cash, in an appropriate rated bank, and that the Council consider whether to continue investing under a new strategy going forwards.**

Meeting closed at 7.50pm

**Woodley Town Council
Draft Annual Treasury Management Strategy 2022/23****Background**

Under the Local Government Act 2003 the Council is required to have regard to the Guidance on Local Government Investments issued by the Ministry for Housing, Communities and Local Government and operative from 1 April 2018, following a consultation on the Prudential Framework of Capital Finance, **Appendix A**.

In addition there are two codes of practice issued by the Chartered Institute of Public Finance and Accountability (CIPFA) to which the Council should have regard and which contain investment guidance that complements the CLG guidance. These are:

- Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes
- The Prudential Code for Capital Finance in Local Authorities

Local authorities, including town and parish councils, are required to have regard to the current editions of these CIPFA codes by regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146].

The guidance from DCLG applies to Woodley Town Council because its investments at any time in the year (temporary and long term) are likely to exceed £100,000.

Investment Strategy

The guidance recommends that for each financial year a council should prepare at least one investment strategy that is prepared and approved by Council before the start of the year. The strategy may be revised during the year, depending on circumstances.

The investment strategy should set out the council's policies for the prudent management of its investments and for giving priority, firstly, to the security of those investments and, secondly, to their liquidity.

The strategy should identify the procedures for monitoring, assessing and mitigating the risk of loss of investment sums and for ensuring that those sums are readily accessible for expenditure whenever needed.

Introduction

The Council acknowledges the importance of prudently investing surplus funds and has structured its strategy and its policies and practices in respect of treasury management on the guidance available.

This strategy complies with the revised requirements set out in the Department for Communities and Local Government's *Guidance on Local Government Investments (operative from 1/4/18)* and has regard to the Chartered Institute of Public Finance and Accountancy's *Treasury Management in Public Services: Code of Practice and Cross Sectoral Guidance Notes* and *The Prudential Code for Capital Finance in Local Authorities*.

This strategy puts in place formal objectives, policies, practices and reporting arrangements for the effective management and control of the Council's treasury management activities.

Policy and practice

The Council defines its treasury management activities as:

The management of the council's cash flows, its banking, money market and capital market transactions; the effective control of risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council.

The Council acknowledges that effective treasury management will provide support towards the achievement of its objectives. It is committed to achieving value for money in treasury management and to employing suitable comprehensive performance measurement techniques within the context of effective risk management.

The treasury management strategy, to include the investment strategy, will be prepared and approved before the start of each financial year.

Approval of the treasury management strategy will be considered by full Council. This is in accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (regulation 4(1)(b) and Schedule 4) (SI 2000/2853, as amended by SI 2004/1158).

The Council may revise the treasury management strategy and/or the investment strategy at any point in the year, subject to full Council approval.

Short term investments, approved by the Town Clerk, will be reported to the Strategy and Resources Committee.

The Investments Working Party and/or Strategy and Resources Committee will monitor the performance of long term investments through the year and receive an annual report from the external investment manager in October/November.

Where external investment managers are used they will be contractually required to comply with this strategy.

Investment objectives

To ensure prudent investment of the funds held by the Council on behalf of the community.

In the case of temporary investments, to ensure that the Council's investment priorities are the security of sums invested and the liquidity of those sums, ensuring that money is readily available for expenditure when needed.

In the case of long term investments, to build up sufficient funds to pay the loan principal of £2M by 2025/6 in respect of the loans made by the Public Works Loan Board for the construction of the Oakwood Centre.

Temporary (specified) investments

From time to time the Council may have a temporary surplus of cash funds. Such surplus cash funds may be invested for periods of less than 12 months.

For the prudent management of its treasury balances, in order to maintain sufficient levels of security and liquidity, the council will use deposits with reputable banks or building societies.

Counterparties: The choice of institution and length of deposit will be at the discretion of the Town Clerk, but the credit rating from one or more independent credit rating agencies must give a rating judging the institution to be of high quality and subject to low credit risk with a credit rating of at least A. The rating will be reviewed every time there are surplus funds for investment.

In specifying the length of these investments the Council's anticipated expenditure requirement over the proposed investment period will be assessed to ensure sufficient funds remain available.

The level of temporary surplus funds invested with one institution at any one time will not exceed £250,000.

Note: Financial institutions where temporary investments were made in 2020/21:

Lloyds Bank

Santander Bank

Long term (unspecified) investments

The Council has a fund it is building up to pay the £2M principal of the loans for the construction of the Oakwood Centre by 2025/6 and is making long term investments towards this objective. It is anticipated that funds invested will remain so until payment of the loans is due, in three stages during 2025 and 2026.

The Council appointed Rathbone Investment Management Ltd in August 2010, in 2015 and in 2020, to advise on and manage the investment of this fund and has agreed that the investment manager will manage the fund in line with the dynamic asset allocation provided in *Rathbone Investment Management Report October 2021*. The portfolio is to be managed on a discretionary basis which will enable the investment manager to take decisions, in line with the agreed fund strategy, without prior referral to the Council.

The Council has instructed Rathbone Investment Management Ltd to manage the fund on a low risk rating and will encourage the investment manager to consider social, ethical and environmental factors when selecting, retaining or disposing assets.

Appendix B shows the investment performance since 2010 against the benchmarks of the Retail Price Index and the Consumer Price Index + 2%. The investments held and the rates of return are also provided in the appendix.

Period	Target increase in investment value 2022/23
1 November 2021 – 31 October 2022	To be discussed at the meeting of the Investment Working Party, given the large increase this year in the fund value to date.

As at 31 October 2021 the market value of the fund was £1,979,059, an increase of £114,641 over the year, excluding the contributions of £80,000 in the year, made by the Council. The total fund, including the £80,000 Council contribution now stands at £1,979,059. The VAT reclaimed on the

fees paid to Rathbones in 2021/22 will be allocated to the fund in January 2022. The target increase that had been set for this period was £58,837.

Overall, the target for the fund is to achieve a fund of £2M with a combination of annual contributions and investment value.

The Council, through the Investments Working Party and/or the Strategy and Resources Committee, will receive an annual report from the investment manager in October/November and review the year on year performance and the annual performance each year in November. *

The Council, through the Investments Working Party and/or the Strategy and Resources Committee, will review its annual contribution to the fund every three years. The next review is due to take place in November 2022.

The choice of investment manager will be reviewed every 5 years. In 2020 the Council agreed to appoint Rathbone Investment Management Ltd. The criteria for this process is attached at **Appendix C**. The Council's Investments Working Party monitors the quality of advice as part of its annual meeting at which the investment portfolio managed by Rathbone Investment Management is presented by the investment manager and reviewed by Members.

The Town Clerk has been approved as the Council's designated person in dealings with Rathbones and is authorised to deal with administrative matters and give instructions on behalf of the Council. In addition, the Deputy Town Clerk and Finance Manager have been approved to be able to access the Rathbones Fund in the name of Woodley Town Council in order to update spreadsheets and make monthly reports.

Counterparties:

Rathbone Investment Management Ltd

Rathbone Investment Management Ltd, the wholly owned subsidiary of Rathbone Brothers PLC, has been appointed to provide an investment management service to the Council in line with the objectives set out above. Rathbone Brothers PLC is a FTSE250 quoted company and is regulated by the Prudential Regulation Authority and the Financial Conduct Authority.

Rathbone Investment Management Ltd has been appointed to operate the Council's investment portfolio on a low risk level. A series of committees filter stocks/funds that the company deems are appropriate for the level of portfolio risk. Rathbones is directed to manage the fund with a low approach to risk and to select investments that meet this level of risk for the portfolio and that are in line with the asset allocation described above.

In its dealings with Rathbone Investment Management Ltd the Council will ensure that:

- clear and comprehensive records of all investments held on its behalf are provided to the Council.
- investments are held in a nominee account, held separately from the company's own assets

Each year the Council will require the investment manager to:

- provide the company's most recent Report on Controls in Operation
- confirm that internal procedures and controls are in place to ensure the security of the Council's assets and that there is adequate segregation of duties in the application of internal procedures.
- confirm that the company's practices and adherence to procedures are subject to regular review as part of both internal and external audit
- confirm that the custodial activities relating to investments are subject to regular review and reconciliation

** There is no index available to compare the fund's strategy (where the portfolio asset mix is constantly moving towards the greater security of gilts) and performance will be measured against a bespoke benchmark. (Currently the comparison is made against the Retail Price Index and the Consumer Price Index + 2%.)*

APPENDICES:

Appendix A – Guidance on Local Government Investments 2018

Appendix B – Rathbone Investment Management Report 31 October 2021

Appendix C – Criteria to be met by investment manager/company

STATUTORY GUIDANCE ON LOCAL GOVERNMENT INVESTMENTS

(3rd Edition)

Issued under section 15(1)(a) of the *Local Government Act 2003* and effective for financial years commencing on or after 1 April 2018

POWER UNDER WHICH THE GUIDANCE IS ISSUED

1. The following Guidance is issued by the Secretary of State under section 15(1)(a) of the *Local Government Act 2003*. Under that section local authorities are required to “have regard” to “such guidance as the Secretary of State may issue”.

DEFINITION OF TERMS

2. In this guidance the **2003 Act** means the *Local Government Act 2003*.
3. **Local authority** has the meaning given in section 23 of the *2003 Act*. To the extent that this guidance applies to parish councils and charter trustees (see paragraph 11) a reference to a local authority includes those councils and trustees.
4. The definition of an **investment** covers all of the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios. This may therefore include investments that are not managed as part of normal treasury management processes or under treasury management delegations.
5. For the avoidance of doubt, the definition of an investment also covers loans made by a local authority to one of its wholly-owned companies or associates, to a joint venture, or to a third party. The term does not include *pension funds* or *trust fund investments*, which are subject to separate regulatory regimes and therefore are not covered by this guidance.
6. A **credit rating agency** is one of the following three companies:
 - Standard and Poor’s;
 - Moody’s Investors Service Ltd; and
 - Fitch Ratings Ltd.
7. For the purposes of this guidance a **loan** is a written or oral agreement where a local authority temporarily transfers cash to a third party, joint venture, subsidiary or associate who promises to return it according to the terms of the agreement, normally with interest. This definition does not include a loan to another local authority, which is classified as a specified investment.

8. The **Treasury Management Code** means the statutory code of practice issued by CIPFA: *“Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes, 2017 Edition”*.
9. The **Prudential Code** means the statutory code of practice, issued by CIPFA: *“The Prudential Code for Capital Finance in Local Authorities, 2017 Edition”*.
10. The **Capital Strategy** is the strategy required by the updates to the Prudential Code and Treasury Management Code.

APPLICATION

Effective date

11. This guidance applies for financial years commencing on or after 1 April 2018. It supersedes all previous editions of the Statutory Guidance on Local Authority Investments.
12. Strategies presented to Council or equivalent before 1 April 2018 but relating to 2018-19 and future financial years do not need to include all of the additional disclosures required by this edition of the guidance should it not prove practical or cost effective to do so. If a local authority chooses not to include the new disclosures in its 2018-19 Strategy, it must include the disclosures in full in the first Strategy presented to full Council or equivalent after 1 April 2018.

Local authorities

13. This guidance applies to all local authorities in England.
14. This guidance applies to parish councils and charter trustees, providing their total investments exceed or are expected to exceed £100,000 at any time during the financial year. Where a parish council or charter trustee expects its total investments to be between £10,000 and £100,000, it is encouraged to adopt the principles in this guidance.

KEY PRINCIPLES

Transparency and democratic accountability

15. For each financial year, a local authority should prepare at least one Investment Strategy (“the Strategy”). The Strategy should contain the disclosures and reporting requirements specified in this guidance.
16. The Strategy should be approved by the full council. For authorities without a full Council, the Strategy should be approved at the closest equivalent level. The

Secretary of State recommends that the Strategy should be presented for approval prior to the start of the financial year.

17. Where a local authority proposes to make a material change to its Strategy during the year a revised Strategy should be presented to full council or equivalent for approval before the change is implemented.

18. The Strategy should be publicly available on a local authority's website. Where a parish council or charter trustee does not maintain its own website, they should post a public notice detailing how local residents can obtain a copy of the Strategy, free of charge.

19. Where a local authority prepares a Capital Strategy in line with the requirements of the Prudential Code, a Treasury Management Strategy in line with the requirements of the Treasury Management Code, or any other publicly available document, the disclosures required to be included in the Strategy can be published in those documents instead of in the Strategy.

Contribution

20. Investments made by local authorities can be classified into one of two main categories:

- Investments held for treasury management purposes; and
- Other investments.

21. Where local authorities hold treasury management investments, they should apply the principles set out in the Treasury Management Code. They should disclose that the contribution that these investments make to the objectives of the local authority is to support effective treasury management activities. The only other element of this Guidance that applies to treasury management investments is the requirement to prioritise Security, Liquidity and Yield in that order of importance.

22. Local authorities should disclose the contribution that all other investments make towards the service delivery objectives and/or place making role of that local authority. It is for each local authority to define the types of contribution that investments can make and a single investment can make more than one type of contribution.

Use of indicators

23. The Strategy should include quantitative indicators that allow Councillors and the public to assess a local authority's total risk exposure as a result of its investment decisions. This should include how investments are funded and the rate of return

received. Where investment decisions are funded by borrowing the indicators used should reflect the additional debt servicing costs taken on.

24. Local authorities should consider the most appropriate indicators to use, given their risk appetite and capital and investment strategies. Whilst this guidance does not prescribe specific indicators or thresholds, the indicators used should be consistent from year to year and should be presented in a way that allows elected members and the general public to understand a local authorities' total risk exposure from treasury management and other types of investment.

25. Where a local authority has entered into a long term investment or has taken out long term debt to finance an investment the indicators used should allow Councillors and the general public to assess the risks and opportunities of the investment over both its payback period and over the repayment period of any debt taken out.

Security, Liquidity and Yield

26. A prudent investment policy will have two underlying objectives:

- **Security** – protecting the capital sum invested from loss; and
- **Liquidity** – ensuring the funds invested are available for expenditure when needed.

27. The generation of **yield** is distinct from these prudential objectives. However, this does not mean that local authorities are recommended to ignore potential revenues. Once proper levels of security and liquidity are determined, it will then be reasonable to consider what yield can be obtained consistent with these priorities.

28. When entering into treasury management investments, local authorities should consider security, liquidity and yield in that order of importance.

29. When entering into other types of investments local authorities should consider the balance between security, liquidity and yield based on their risk appetite and the contribution(s) of that investment activity.

Security

Financial Investments

30. Financial investments can fall into one of three categories:

- **Specified investments;**
- **Loans;** and
- Other **Non-specified investments.**

Specified Investments

31. An investment is a specified investment if all of the following apply:

- The investment is denominated in sterling and any payments or repayments in the respect of the investment are payable only in sterling.
- The investment is not a long term investment. This means that the local authority has contractual right to repayment within 12 months, either because that is the expiry term of the investment or through a non-conditional option.
- The making of the investment is not defined as capital expenditure by virtue of Regulation 25(1)(d) of the *Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [as amended]*.
- The investment is made with a body or in an investment scheme described as high quality (see paragraph 33 or with one of the following bodies:
 - i. The United Kingdom Government;
 - ii. A local authority in England or Wales (as defined in section 23 of *the 2003 Act*) or a similar body in Scotland or Northern Ireland; or
 - iii. A parish council or community council.

32. For the purposes of paragraph 32 the Strategy should define high credit quality. Where this definition incorporates ratings provided by credit rating agencies paragraph 42 is relevant.

Loans

33. A local authority may choose to make loans to local enterprises, local charities, wholly owned companies and joint ventures as part of a wider strategy for local economic growth even though those loans may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity.

34. Local authorities can make such loans whilst continuing to have regard to this guidance if they can demonstrate in their Strategy that:

- Total financial exposure to these type of loans is proportionate;
- They have used an allowed “expected credit loss” model for loans and receivables as set out in International Financial Reporting Standard (IFRS) 9 *Financial Instruments* as adopted by proper practices to measure the credit risk of their loan portfolio;
- They have appropriate credit control arrangements to recover overdue repayments in place; and
- The local authority has formally agreed the total level of loans by type that it is willing to make and their total loan book is within their self-assessed limit.

Non-specified investments

35. A non-specified investment is any financial investment that is not a loan and does not meet the criteria to be treated as a specified investment.
36. For non-specified investments (i.e. those not meeting the criteria in paragraph 31), the Strategy should:
- Set out procedures for determining which categories of investments may be prudently used (and where these procedures involve the use of credit ratings, paragraph 32 is relevant).
 - Identify which categories of investments have been defined as suitable for use.
 - State the upper limits for the maximum amounts both individually and cumulatively that may be held in each identified category and for the overall amount held in non-specified investments and confirm that investments made have remained within those limits.

Non-financial investments

37. As defined in paragraph 4 of this guidance non-financial investments are non-financial assets that the organisation holds primarily or partially to generate a profit. Where a local authority holds a non-financial investment, it will normally have a physical asset that can be realised to recoup the capital invested. Local authorities should consider whether the asset retains sufficient value to provide security of investment using the fair value model in *International Accounting Standard 40: Investment Property* as adapted by proper practices.
38. Where the fair value of non-financial investments is sufficient to provide security against loss, the Strategy should include a statement that a fair value assessment has been made within the past twelve months, and that the underlying assets provide security for capital investment.
39. Where the fair value of non-financial investments is no longer sufficient to provide security against loss, the Strategy should provide detail of the mitigating actions that the local authority is taking or proposes to take to protect the capital invested.
40. Where a local authority recognises a loss in the fair value of a non-financial investment as part of the year end accounts preparation and audit process, an updated Strategy should be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

Risk Assessment

41. The Strategy should state the local authority's approach to assessing risk of loss before entering into and whilst holding an investment, making clear in particular:

- How it has assessed the market that it is/will be competing in, the nature and level of competition, how it thinks that the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements.
- Whether and, if so how, a local authority uses external advisors be they treasury management advisors, property investment advisors or any other relevant persons.
- How the local authority monitors and maintains the quality of advice provided by external advisors.
- To what extent, if at all, any risk assessment is based on credit ratings issued by credit ratings agencies.
- Where credit ratings are used, how frequently they are monitored and the procedures for taking action if credit ratings change.
- What other sources of information are used to assess and monitor risk.

Liquidity

42. For financial investments that are not treasury management investments or loans the Strategy should set out the procedures for determining the maximum periods for which funds may prudently be committed and state what those maximum periods are and how the local authority will stay within its stated investment limits.
43. For non-financial investments the Strategy should set out the procedures for ensuring that the funds can be accessed when they are needed, for example to repay capital borrowed. It should also state the local authority's view of the liquidity of the investments that it holds, recognising that assets can take a considerable period to sell in certain market conditions. Where local authorities hold non-financial investment portfolios they can choose to assess liquidity by class of asset or at a portfolio level if appropriate.

Proportionality

44. Where a local authority is or plans to become dependent on profit generating investment activity to achieve a balanced revenue budget, the Strategy should detail the extent to which funding expenditure to meet the service delivery objectives and/or place making role of that local authority is dependent on achieving the expected net profit. In addition, the Strategy should detail the local authority's contingency plans should it fail to achieve the expected net profit.
45. The assessment of dependence on profit generating investments and borrowing capacity allocated to funding these should be disclosed as a minimum over the life-cycle of the Medium Term Financial Plan. However, an assessment of longer term risks and opportunities is recommended.

Borrowing in advance of need

46. Authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed.
47. Where a local authority chooses to disregard the Prudential Code and this Guidance and borrows or has borrowed purely to profit from the investment of the extra sums borrowed the Strategy should explain:
- Why the local authority has decided not to have regard to this Guidance or to the Prudential Code in this instance; and
 - The local authority's policies in investing the money borrowed, including management of the risks, for example, of not achieving the desired profit or borrowing costs increasing.

Capacity, skills and culture

48. The Strategy should disclose the steps taken to ensure that those elected members and statutory officers involved in the investments decision making process have appropriate capacity, skills and information to enable them to take informed decisions as to whether to enter into a specific investment, to assess individual assessments in the context of the strategic objectives and risk profile of the local authority and to enable them to understand how the quantum of these decisions have changed the overall risk exposure of the local authority.
49. The Strategy should disclose the steps taken to ensure that those negotiating commercial deals are aware of the core principles of the prudential framework and of the regulatory regime within which local authorities operate.
50. Where appropriate the Strategy should comment on the corporate governance arrangements that have been put in place to ensure accountability, responsibility and authority for decision making on investment activities within the context of the local authority's corporate values.

ANNEX A – INFORMAL COMMENTARY ON THE STATUTORY GUIDANCE ON LOCAL GOVERNMENT INVESTMENTS

Power under which this Guidance is issued [paragraph 1]

1. The **Local Government Act 2003**, section 15(1), requires a local authority "...to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify...".
2. The guidance on investments in the main part of this document is issued under section 15(1) of the 2003 Act and authorities are therefore required to have regard to it. This part (**Annex A**) contains an informal commentary ("the commentary") on the Statutory Guidance.
3. Two codes of practice issued by the *Chartered Institute of Public Finance and Accountancy* (CIPFA) contain investment guidance which complements the MHCLG guidance. These publications are:
 - *Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes*
 - *The Prudential Code for Capital Finance in Local Authorities*
4. Local authorities are required to have regard to the current editions of the CIPFA codes by regulations 2 and 24 of the *Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146] as amended*.

Objectives in updating the Guidance

5. The 2nd edition of this Guidance, which was issued in 2010, reflected concerns raised by the CLG and Treasury Select committees as part of their enquiries into the financial crash of 2007-8. The key areas of focus were:
 - The practice of investing for yield, especially in Icelandic Banks;
 - The need for transparent investment strategies; and
 - The use of Treasury Management advisors.
6. The changes made to the 3rd edition of this Guidance reflect changes in patterns of local authority behaviour. Some local authorities are investing in non-financial assets, with the primary aim of generating profit. Others are entering into very long term investments or providing loans to local enterprises or third sector entities as part of regeneration or economic growth projects that are in line with their wider role for regeneration and place making.

7. In addition, the National Audit Office and the Public Accounts Committee have raised a number of concerns about local authority behaviour that this guidance aims to address. These are:

- Local authorities are exposing themselves to too much financial risk through borrowing and investment decisions;
- There is not enough transparency to understand the exposure that local authorities have as a result of borrowing and investment decisions; and
- Members do not always have sufficient expertise to understand the complex transactions that they have ultimate responsibility for approving.

Effective Date [paragraphs 11-12]

8. This Guidance applies from 1 April 2018. It supersedes all previous editions of the Guidance.

9. The Guidance requires local authorities to produce a number of additional disclosures. Many local authorities already produce these as part of internal reporting and risk management procedures. However, if these disclosures are not currently produced, then local authorities do not need to prepare them in full for Strategies presented to full Council or equivalent before 1 April 2018. Those local authorities who do not include the required disclosures in their 2018-19 strategies, should present them for approval the first time the relevant Strategy is updated or superseded.

Local Authorities [paragraphs 12-13]

10. This Guidance applies to all local authorities, who hold or during the next financial year intend to hold financial or non-financial investments, solely or in part to generate revenue income.

11. It applies to parish councils whose investments exceed the thresholds set out in paragraph 14. The decision to lower the financial threshold for parish councils has been taken in recognition that some parishes have begun to engage in commercial ventures. As parish councils tend to be fairly small and to obtain a greater percentage of their funding directly from council tax payers than other types of local authority, it is right that they demonstrate that they have carefully considered the expertise that they need to manage the risks arising from their strategy.

Transparency and democratic accountability [paragraphs 15-19]

12. The Government believes that local authorities need to be better at explaining “why” not just “what” they are doing with their investment activity. That means that the sector needs to demonstrate more transparency and openness and to

make it easier for informed observers to understand how good governance and democratic accountability have been exercised.

13. The additional disclosures required by the Guidance should be included in a single document presented to full Council or the equivalent. Although the Guidance refers to an Investment Strategy, providing that all of the disclosures are easy for interested parties to find and are in or linked from a single document, a separate Strategy does not need to be prepared. The Strategy should be updated at least annually.
14. Subject to the provisions in paragraph 35 and 36 of the commentary, local authorities can exclude specific non-financial investments from the required disclosures on grounds of commercial confidentiality. The Government expects that non-disclosure on grounds of commercial confidentiality will be an exceptional circumstance. A local authority should only determine that it would breach commercial confidentiality to include an investment in the disclosures on receipt of appropriate professional advice, using the same criteria as would be used to exclude the public from a Council meeting. Local authorities should reassess whether the commercial confidentiality test is met every time a new Strategy is presented to full Council or the equivalent.
15. Under Regulation 17 of the *The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012* as amended overview and scrutiny committee members have right of access to any confidential information relating to any decision by any committee or any member of the executive of their council. Nothing in this Guidance has the power to override this regulation.
16. Assets that generate revenue income solely through fees and charges for discretionary services levied under Section 93 of the *Local Government Act 2003* should not be classified as non-financial investments for this purpose.
17. If disclosures are already produced in another document that is publicly available then a local authority can provide a link to the disclosures from the Strategy rather than reproducing them. The exception is disclosures contained in the Statutory Accounts, which do not meet the requirements of this Strategy. This is because local authority statutory accounts can be complex and difficult for users who are not familiar with local government accounting to understand and statutory accounts are prepared to a higher level of materiality than local authorities should use for internal risk management.

Contribution [paragraphs 20-22]

18. Local authorities may have several different objectives, when deciding to acquire an asset. If an asset is not solely held for yield, then a local authority may have a different risk appetite or be willing to accept a lower return than it otherwise would.

19. Each local authority should determine how it categorises different types of contribution, and each investment can have more than one type of contribution.

A non-exhaustive list of types of contribution include:

- Yield/profit
- Regeneration
- Economic benefit/business rates growth
- Responding to local market failure
- Treasury management

20. Where a local authority classifies an investment as contributing to regeneration or local economic benefit, it should be able to demonstrate that the investment forms part of a project in its Local Plan.

Use of indicators [paragraphs 23-25]

21. Local authorities should present a range of indicators to allow members and other interested parties to understand the total exposure from borrowing and investment decisions. The indicators should cover both the local authority's current position and the expected position assuming all planned investments for the following year are completed. The indicators do not need to take account of Treasury Management investments unless these are expected to be held for more than 12 months.

22. The Guidance requires local authorities to develop quantitative indicators that allow Councillors and the public to assess a local authority's total risk exposure as a result of its investment decisions. We recommend that, the indicators in the table below are used. Where local authorities have a different risk appetite or different expectation of returns depending on the contribution(s) each type of investment makes, they should consider presenting the indicators, classified by type of contribution or risk appetite.

Debt to net service expenditure (NSE) ratio	<i>Gross debt as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>
Commercial income to NSE ratio	<i>Dependence on non-fees and charges income to deliver core services. Fees and charges should be netted off gross service expenditure to calculate NSE.</i>
Investment cover ratio	<i>The total net income from property investments, compared to the interest expense.</i>
Loan to value ratio	<i>The amount of debt compared to the total asset value.</i>
Target income returns	<i>Net revenue income compared to equity. This is a measure of achievement of the portfolio of properties.</i>
Benchmarking of returns	<i>As a measure against other investments and against other council's property portfolios.</i>
Gross and net income	<i>The income received from the investment portfolio at a gross level and net level (less costs) over time.</i>
Operating costs	<i>The trend in operating costs of the non-financial investment portfolio over time, as the portfolio of non-financial investments expands.</i>
Vacancy levels and Tenant exposures for non-financial investments	<i>Monitoring vacancy levels (voids) ensure the property portfolio is being managed (including marketing and tenant relations) to ensure the portfolio is productive as possible.</i>

23. Where appropriate, local authorities should consider including targets or limits set by members alongside the outturn. Where there has been a significant change in year on year performance against any of the indicators presented local authorities should include an explanation in the Strategy.

24. Local authorities can choose to present additional indicators in the Strategy should they believe that it would enhance understandability and transparency to do so.

Security, liquidity and yield [paragraphs 26-29]

25. For treasury management and other financial investments local authorities should continue to prioritise **SECURITY, LIQUIDITY** and **YIELD** in that order of importance.

26. Whilst consideration of **security** and **liquidity** is important for loans and non-financial investments, the relative balance between objectives may be different depending on the nature and objectives in making a specific investment.

Security and liquidity

Loans [paragraphs 33 – 34, 40]

27. Loans to joint ventures, local SMEs or third sector bodies, and wholly owned companies fall within the scope of the Guidance. When considering security and liquidity of loans local authorities should set limits for their total exposure and apply the expected loss model in line with the requirements of *IFRS 9 Financial Instruments*.

Non-financial investments [paragraphs 37-40, 43]

28. Where a local authority has a non-financial investment, it will have an asset that can be realised to recoup the sums invested. Therefore, the Guidance requires local authorities to consider security by reference to the value of the asset relative to purchase price and to set out the plans to recoup the investment if realising the asset would not recoup the sums invested. In the period immediately after purchase, it is normal for the directly attributable costs of purchasing a non-financial investment to be greater than the realisable value of the asset. In this scenario, all the Strategy needs to disclose is how long the local authority expects it to take for the increase in asset values to provide security for the sums invested and the assumptions underpinning that expectation.

29. Non-financial investments are by their nature illiquid. However, this does not mean that the local authority does not need to plan for realising a part of its non-financial investment portfolio, for example to repay debt. The liquidity of the non-financial investment portfolio should be considered over the repayment period of any debt taken out to acquire assets, which could be very long term. Given current trends such as the scale and pace of technology driven change, there is no guarantee that non-financial investments will continue to deliver value over their lifetime. To manage this risk, local authorities need to have plans to realise the capital tied up in non-financial investments if required. In addition, the Strategy should consider the trade-offs between accepting capital loss and refinancing debt incurring additional debt servicing costs by doing so, if appropriate.

Proportionality [paragraphs 44-45]

30. Local authorities need to consider the long term sustainability risk implicit in becoming too dependent on commercial income or in taking out too much debt relative to net service expenditure.

31. In addition, whilst under statute, local authority debt is secured on the revenues of that authority, in practice, there is no realistic prospect of the revenues of any local authority being sufficient to pay back debt equating to many multiples of the sum of NNDR and Council Tax Income, without a pervasive and long term impact on service delivery. It is unclear whether local authorities who have adopted a debt financed commercial investment strategy have realistic plans to manage failure. Whilst the Government recognises the importance of local authorities taking on debt to enhance service provision, irrespective of the source of finance, it does not believe that it should do the same for commercial investments.
32. For this reason, the Guidance introduces a new requirement that in every local authority, full council or its nearest equivalent, sets limits that cannot be exceeded for gross debt compared to net service expenditure, and for commercial income as a percentage of net service expenditure.
33. If a local authority has exceeded these limits through investments taken out prior to the introduction of this Guidance, it does not need to dispose of investments currently held. However, authorities who have exceeded their self-assessed limits should not enter into any further investments, irrespective of how these are financed, other than short term investments required for efficient treasury management.

Borrowing in advance of need [paragraphs 46-47]

34. The Prudential Code, issued by CIPFA has always contained a statement that local authorities should not borrow more than, or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The purpose of repeating that statement in this Guidance is to make it clear that it extends to borrowing taken on to finance the acquisition of non-financial as well as financial investments.
35. Local authorities can still finance the acquisition of financial on non financial investments from capital receipts generated from the sale of surplus assets. However, they should not repurpose receipts allocated to the acquisition of assets that contribute to service delivery to fund the purchase of investments, solely to avoid the requirements against borrowing in advance of need.
36. If exceptionally a local authority, chooses not to have regard to the provision on borrowing to fund investment activity the Guidance requires them to explain, in their Strategy, the rationale for this decision.
37. The purpose of this disclosure is to allow external auditors, tax payers and other interested parties to understand why the local authority has chosen to disregard

the Guidance, and to hold the authority to account should they believe there is not sufficient reason for doing so.

Capacity, Skills and Culture [paragraphs 48-50]

38. In the Public Accounts Committee report of 18 November 2016¹, members raised concerns that, locally elected members may not always have the background and expertise to understand the risks associated with the decisions that they are being asked to make. For this reason the Guidance extends the requirements on capacity and skills to members and any statutory officers involved in or responsible for signing off on investment decisions.
39. Members do not necessarily need formal training in understanding investment risks to satisfy the requirements of the Guidance. Depending on their level of expertise a presentation setting out the risks and opportunities of an investment strategy/specific investment in terms a layman would understand, may be sufficient to meet the new requirements.
40. The Government is aware that many local authorities have brought in outside expertise to identify and negotiate investment opportunities. Whilst this can be an effective method of risk management, it is important that those negotiating deals understand that they are not operating in a purely commercial environment and that the prime purpose of a local authority is to deliver statutory services to local residents. Therefore, the Strategy should comment on how they have been made aware of this.

¹ <https://www.parliament.uk/business/committees/committees-a-z/commons-select/public-accounts-committee/inquiries/parliament-2015/financial-sustainability-local-authorities-16-17/>



Rathbone Investment Management
Woodley Town Council

10 November 2021

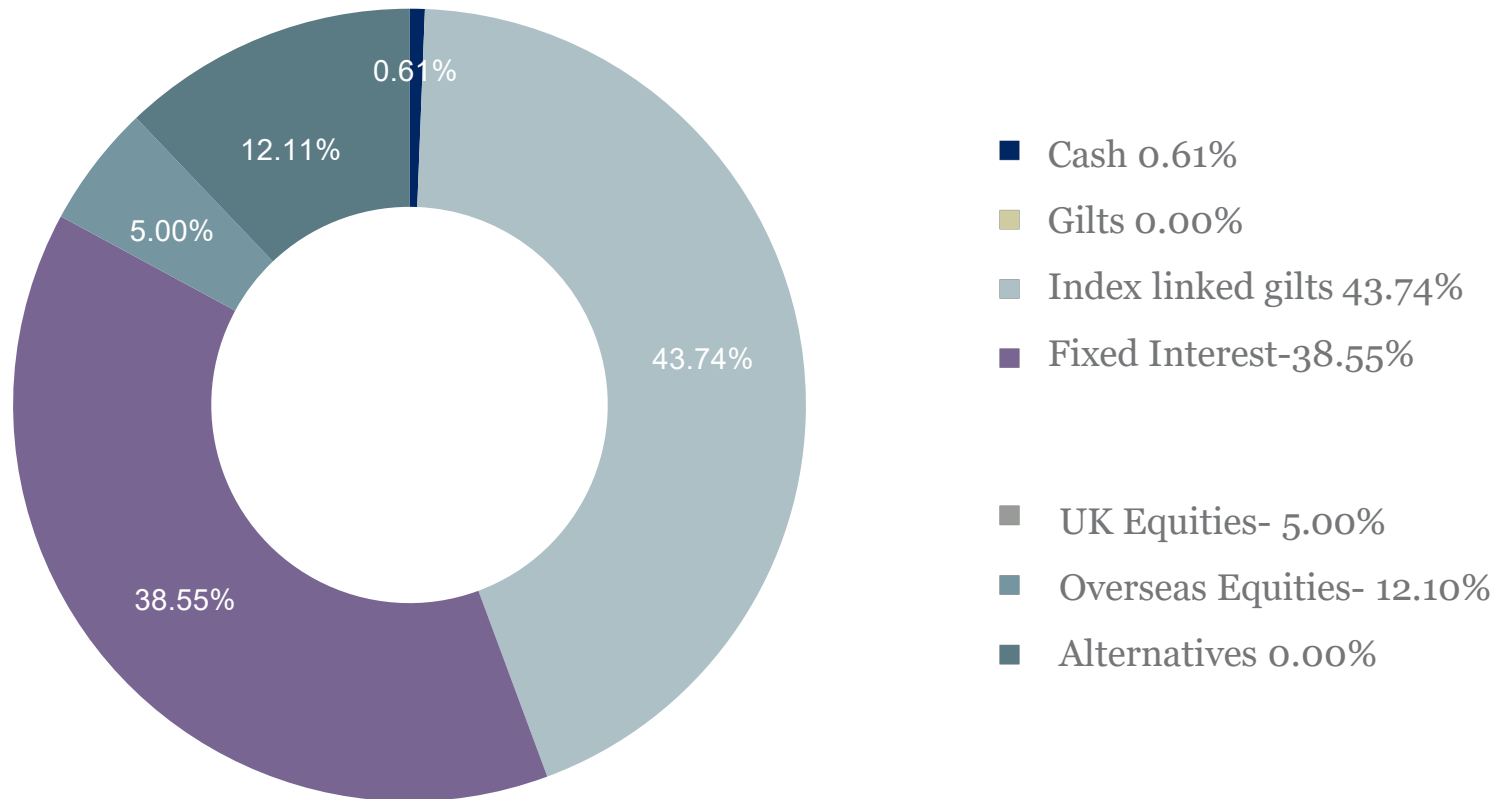
The mandate

Investment period	To end in 2025
Investment objectives	Growth – to build up sufficient funds to pay the loan principal of £2m by 2025/26 in respect of the loans made by the Public Works Loan Board for the construction of the Oakwood Centre.
Attitude to risk	Lower
Benchmark	Retail Price Index & CPI+2%
Restrictions on investment	There are no investment restrictions additional to those in the standard terms and conditions of your investment management agreement however the investment manager will consider social, ethical and environmental factors when selecting, retaining or disposing of assets.

Dynamic asset allocation

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cash/gilts (%)	44	48	52	56	60	64	68	72	76	80	84	88	92	96	100
Equities/ Alternatives (%)	56	52	48	44	40	36	32	28	24	20	16	12	8	4	0

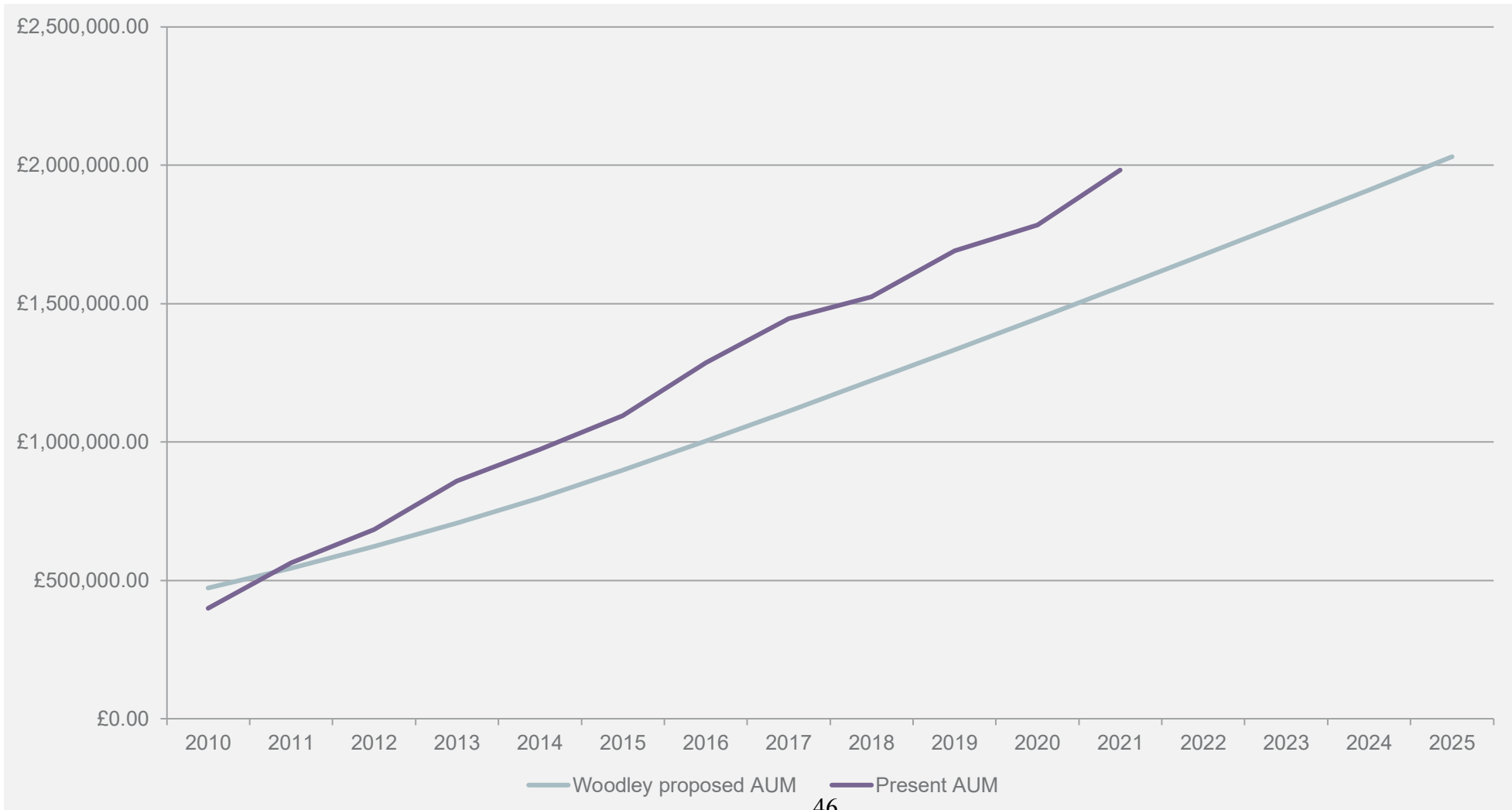
Asset allocation – lower risk, balanced



Changes in asset allocation since 30 November 2011

	30.11.11	31.10.12	31.10.13	31.10.14	31.10.15	31.10.16	31.10.17	31.10.18	31.10.19	31.10.20	31.10.21
Cash - %	3.52	1.21	0.29	0.83	0.29	1.05	1.25	0.61	0.30	0.33	0.61
Gilts - %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Index Linked Gilts - %	33.51	37.50	31.47	40.94	45.83	43.54	41.90	42.95	44.00	43.08	43.74
Fixed Interest - %	9.72	8.49	17.17	15.36	13.43	18.55	23.97	29.02	31.51	37.44	38.55
UK Equities - %	53.25	44.60	42.90	34.63	31.88	21.95	17.12	11.66	10.35	6.73	5.00
Overseas Equities - %	0.00	8.20	8.17	8.24	8.58	14.91	15.76	15.76	13.84	12.42	12.10
Alternatives - %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

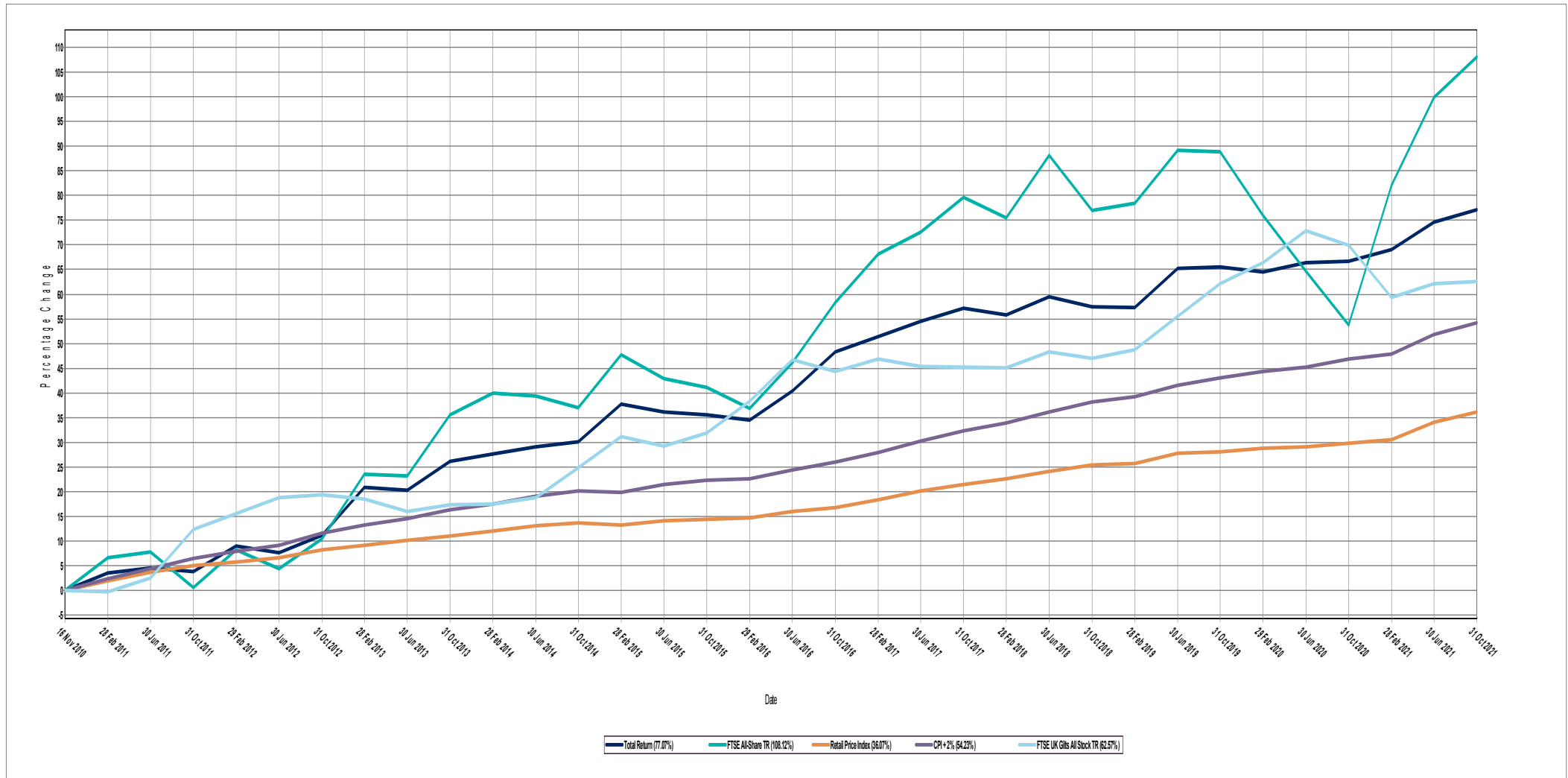
Progress to date



Woodley Town Council

Investment performance

From 16 Nov 2010 to 31 Oct 2021
After Rathbone Fees



These performance figures are calculated on a fully time weighted basis, incorporating any cash flows or stock movements in or out of the portfolio as at the date of the transaction. It is noted above whether performance is calculated prior to, or after the deduction of any management fees.

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Woodley Town Council

Performance review & metrics

From 31 Oct 2020 to 31 Oct 2021
After Rathbone Fees

Performance	Period	Total Returns (Portfolio)	Retail Price Index	Income Returns (Portfolio)
Current year	To date	3.57%	4.47%	1.38%
Calendar year	2020	3.04%	1.20%	1.51%
	2019	7.73%	2.21%	1.80%
	2018	-2.64%	2.70%	1.94%
	2017	6.70%	4.12%	1.95%
	2016	11.74%	2.49%	2.20%
Cumulative	Selected period	6.22%	4.86%	1.59%
	1 Yr to end date	6.22%	4.86%	1.59%
	3 Yrs to end date	12.49%	8.47%	5.07%
	5 Yrs to end date	19.44%	16.54%	9.04%
Annualised	Selected period	6.22%	4.86%	1.59%
	3 Yrs to end date	4.00%	2.74%	1.66%
	5 Yrs to end date	3.61%	3.11%	1.74%
1,000 invested	Selected period	1,062.20	1,048.60	

Risk	Period	Portfolio	Retail Price Index
Annualised Volatility	Selected period	2.58%	1.53%
	3 Yrs to end date	4.60%	1.52%
Max Drawdown	Selected period	1.30%	0.27%
	3 Yrs to end date	6.61%	0.92%

Market Comparators	Period	Portfolio	Retail Price Index
Annualised Alpha	Selected period	4.74%	
	3 Yrs to end date	4.84%	
Beta	Selected period	0.30	
	3 Yrs to end date	-0.26	
Sharpe Ratio	Selected period	2.33	3.08
	3 Yrs to end date	0.78	1.50

These performance figures are calculated on a fully time weighted basis, incorporating any cash flows or stock movements in or out of the portfolio as at the date of the transaction. It is noted above whether performance is calculated prior to, or after the deduction of any management fees. All Risk and Market Comparator calculations use monthly data, for which a minimum period of three years is required for statistical accuracy. For the Sharpe Ratio, the risk free rate used is UK Sterling 3 Month LIBOR. Full details of formulae are available on request.

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Woodley Town Council

Consolidated Interim valuation

Valuation as at: 31 Oct 2021
Generated: 01 Nov 2021

Sterling

Holding	Security description	Middle price	Market value	% of portfolio	Book cost	Estimated income	Estimated yield %
Liquidity			1,053,001	53.21	926,927	14,556	1.39
Cash			12,030	0.61	12,030	0	0.00
	£ CAPITAL ACCOUNT.		12,030	0.61	12,030	0	0.00
Government Bonds			865,533	43.73	738,062	11,362	1.32
United Kingdom			789,584	39.90	670,459	10,416	1.33
Index Linked			789,584	39.90	670,459	10,416	1.33
136,000	TREASURY 1 7/8% I/L Stock 22/11/2022 Plus 162 Days	£161.043242	220,697	11.15	174,021	3,811	1.74
44,000	TREASURY 2 1/2% I/L Stock 17/07/2024 Plus 106 Days	£364.4772CD	161,349	8.15	161,425	3,400	2.12
158,000	TREASURY 1 1/4% I/L Stock 22/11/2027 Plus 162 Days	£207.160991	328,691	16.61	256,675	3,128	0.96
48,000	TREASURY 1/8% I/L Stock 22/03/2029 Plus 39 Days	£164.248826	78,847	3.98	78,338	78	0.10
Overseas			75,949	3.84	67,603	946	1.25
Index Linked			75,949	3.84	67,603	946	1.25
680	CG PORTFOLIO FUND PLC Dollar Fund Hgd	£111.69 NAVCD	75,949	3.84	67,603	946	1.25

Woodley Town Council

Consolidated Interim valuation

Valuation as at: **31 Oct 2021**

Generated: **01 Nov 2021**

Sterling

Holding	Security description	Middle price	Market value	% of portfolio	Book cost	Estimated income	Estimated yield %
Higher Quality Investment Grade			175,438	8.86	176,835	3,194	1.82
United Kingdom			85,166	4.30	87,307	2,167	2.54
86,000	RATHBONE UNIT TRUST MGMT High Quality Bond S Dist	£0.9903 NAVCD	85,166	4.30	87,307	2,167	2.54
Overseas			90,272	4.56	89,528	1,027	1.14
910	LEGG MASON GLOBAL FUNDS WA Sht Dur Blue Chip S + (GBP)	£99.20 NAV	90,272	4.56	89,528	1,027	1.14
Equity Type Risk			926,058	46.79	789,300	15,942	1.72
Fixed Income			587,524	29.69	545,936	12,805	2.18
Inv. Grade Corp Bond (<A)			166,880	8.43	153,662	3,690	2.21
United Kingdom			166,880	8.43	153,662	3,690	2.21
140,000	SVS FUND ADMIN Church Hse Inv Grd Fxd Int Inc	£1.192XD	166,880	8.43	153,662	3,690	2.21

Woodley Town Council

Consolidated Interim valuation

Valuation as at: 31 Oct 2021
Generated: 01 Nov 2021

Sterling

Holding	Security description	Middle price	Market value	% of portfolio	Book cost	Estimated income	Estimated yield %
Corporate Bonds Other			150,565	7.61	130,819	857	0.57
Overseas			150,565	7.61	130,819	857	0.57
Convertible Bonds			150,565	7.61	130,819	857	0.57
160	RWC ASSET MGMT LLP Gbl Convertibles B Dist (GBP)	£941.033 NAV	150,565	7.61	130,819	857	0.57
Fixed Income Active Mgd - Directional			270,079	13.65	261,455	8,258	3.06
230,000	ARTEMIS FUND MGRS Strategic Bond M Inc Instl	£0.5803 NAVXD	133,469	6.74	131,761	3,430	2.57
95,000	JANUS HENDERSON INVESTMENTS Strategic Bond I Inc	£1.438 NAVXD	136,610	6.90	129,694	4,828	3.53
Equity			338,534	17.11	243,364	3,137	0.93
United Kingdom			98,955	5.00	89,933	2,908	2.94
UK Investment Companies			98,955	5.00	89,933	2,908	2.94
7,000	ISHARES PLC Core FTSE 100 Shares Inc (GBP)	£7.087	49,609	2.51	41,016	1,803	3.63
20,000	T BAILEY FUND MGRS Evenlode Income C Inc (GBP)	£2.4673 NAVXD	49,346	2.49	48,917	1,105	2.24

Woodley Town Council

Consolidated Interim valuation

Valuation as at: **31 Oct 2021**

Generated: **01 Nov 2021**

Sterling

	Holding	Security description	Middle price	Market value	% of portfolio	Book cost	Estimated income	Estimated yield %
Global				239,579	12.11	153,431	229	0.10
Global Investments				239,579	12.11	153,431	229	0.10
	14,000	FUNDSMITH LLP Equity I Inc	£5.7927 NAV	81,098	4.10	16,843	229	0.28
	2,000	JANUS HENDERSON INVESTMENTS Global Tech Leaders I Acc	£39.58 NAV	79,160	4.00	78,980	0	0.00
	600	MORGAN STANLEY Global Brands I Acc (GBP)	£132.2011 NAV	79,321	4.01	57,608	0	0.00
Total for Portfolio				1,979,059	100.00	1,716,227	30,498	1.54

This valuation contains prices as at the close of business on the valuation date. Consequently, it may not be updated for very recent transactions or corporate actions and if you hold illiquid investments, the price shown is the last reported price available to us.

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Your team



Rupert Baron
General Manager

Rupert Baron is an investment director of Rathbone Investment Management and head of the London office. He manages a broad range of investment mandates including those for, individuals, trusts, pension funds (SIPPs and SSAS), charities and local authorities.

Rupert holds an honours degree in economics, is an alumnus of INSEAD and is a Chartered Fellow of the Chartered Institute for Securities & Investment.

He has over 31 years' experience within the private client investment industry. Prior to joining Rathbones in 2000, Rupert worked for Albert E Sharp during the 1990s and for Savory Milln during the 1980s. He joined the group executive committee in July 2015.

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Charles Sargent
Investment Director

Charles joined Rathbones in 2007 and manages discretionary investment portfolios for individuals, pensions, trusts and charities.

Charles is a member of the firm's Collectives Committee and is responsible for the firm's UK bond fund selection.

Charles has the Masters in Wealth Management qualification and sits on the CISI examination panel, Certificate in Investments – Securities exam.

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Thomas Weston-Davies, CFA
Investment Manager

Thomas joined the Rathbones graduate scheme in May 2012. Thomas works with Rupert and Charles managing discretionary investment portfolio for private individuals, pensions, trusts and charities.

Thomas is a CFA charterholder and has an honours degree in history from the University of St Andrews.

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Elizabeth Hart
Assistant Investment Manager

Lizzie joined Rathbones in 2016 on a rotational graduate programme. She assists Rupert, Charles and Thomas in managing discretionary private client investment portfolios.

Lizzie holds an honours degree in economics and mathematics from Newcastle University and is an Affiliate member of the CISI. She is a CFA III candidate.

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Jess Phipps-Carter
Administration Assistant

Jess joined Rathbones in 2018 as an Administrative Assistant supporting Rupert, Charles, Thomas and Lizzie in all the administrative aspects of their clients' affairs.

Jess holds an honours degree in economics and business finance from Brunel University.

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Our team's investment philosophy

Tenet I	Losses hurt	Loss avoidance is the cornerstone of our investment philosophy.
Tenet II	Plan	Make a plan and stick to it, unless the facts change. Rebalance to avoid style drift.
Tenet III	Be patient	Patience is integral to a value approach on many levels, from waiting for the perfect opportunity, to dealing with the curse of being too early.
Tenet IV	Don't forecast	Do not put much faith in either one's own, or analysts', ability to forecast.
Tenet V	Value, value, value	Put a margin of safety at the heart of the process. The 'value' approach minimises the risk of overpaying for growth.
Tenet VI	History matters	The four most dangerous words in investing are 'This time is different'. A knowledge of history and context can help to avoid repeating the mistakes of the past.
Tenet VII	Be contrarian	Sir John Templeton observed that 'It is impossible to produce superior performance unless you do something different from the majority.'
Tenet VIII	Be sceptical	Many years in the industry have taught us to be sceptical when listening to salesmen.
Tenet IX	Capital preservation	The most important benchmark is inflation.
Tenet X	Treat your clients as you would treat your own grandmother	Surely the ultimate test of any investment is: would I be willing to make this investment for my grandmother?

Five key issues shaping current investment strategy

1. China's slowing economy	
<i>Slowing down and cracking down</i>	3
2. Reasons to be cheerful	
<i>Why the pace of growth is likely to remain buoyant</i>	4
3. ESG growing pains	
<i>The transition to a low-carbon economy</i>	5
4. From great to merely good	
<i>Reasons for investors to remain optimistic</i>	6
5. You can't always get what you want	
<i>How will supply shortages disrupt company profits?</i>	7

1. China's slowing economy

Slowing down and cracking down

- with China's post-pandemic economic recovery slowing, there's been a lot of speculation that policymakers are about to loosen the purse strings. Yet we see no evidence of that happening.
- there's a risk that, absent monetary and fiscal loosening, the slowdown could be exacerbated by regulatory crackdowns and restrictions to contain new variants of the virus.
- one indicator that links financial market conditions to the performance of Chinese equities is the credit impulse. This measures the rate of change in lending to businesses and consumers as a share of GDP — and it's negative at the moment (figure 1).
- if you combine this credit impulse with the fiscal impulse (the pace of change in government borrowing), it's even more negative. The MSCI Emerging Markets (EM) index has tended to underperform in past periods when this combined credit and fiscal impulse has been negative (figure 2).
- although the long term case for investment in China remains, we're cautious over the shorter term due to these economic, regulatory and policy uncertainties.

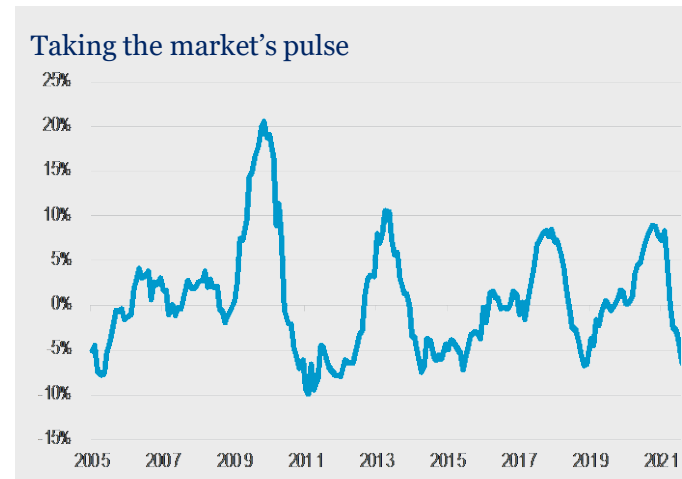


Figure 1

This chart shows China's credit impulse, which is the rate of change in lending as a proportion of GDP, has fallen into negative territory with no sign yet of reversing course.

Source: Refinitiv, Rathbones

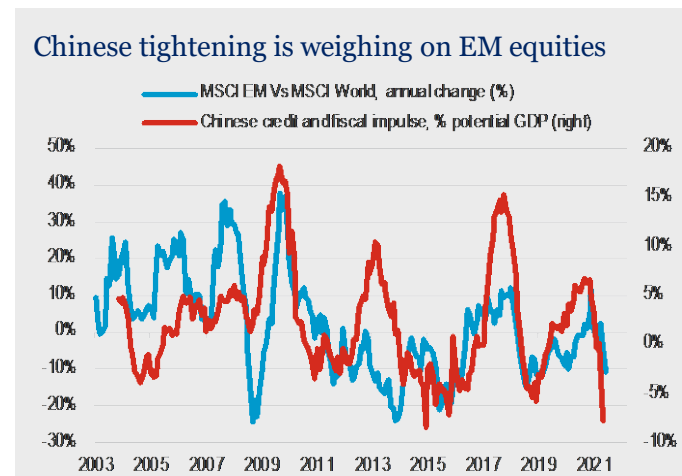


Figure 2

The MSCI Emerging Markets (EM) index has tended to underperform when China's combined credit and fiscal impulse has been negative.

Source: Refinitiv, Rathbones

2. Reasons to be cheerful

Why the pace of growth is likely to remain buoyant

- despite headwinds from the Delta variant, a slowing recovery in China and some severe product and labour shortages, we believe the pace of global economic growth will remain buoyant versus its pre-pandemic norms.
- business sentiment in general remains strong according to leading indicators, such as purchasing managers indices (PMIs). For example, PMI readings across the eurozone are robust (figure 3).
- the dislocation in labour markets is unprecedented. But we are optimistic that this won't trigger the persistent wage growth that might risk inflation getting permanently entrenched at its current high levels or spiralling further upward (figure 4).
- we agree that inflation won't stay stuck at current levels. But there is more uncertainty around where it is heading, and we think inflation will settle at a higher level than it was before the pandemic.
- quick fixes to labour market stresses seem elusive. The balance of probabilities seems to favour the US Federal Reserve holding off on interest rate hikes for now. But there is a risk of bond yields rising further if this inflation bounce lasts longer than expected.

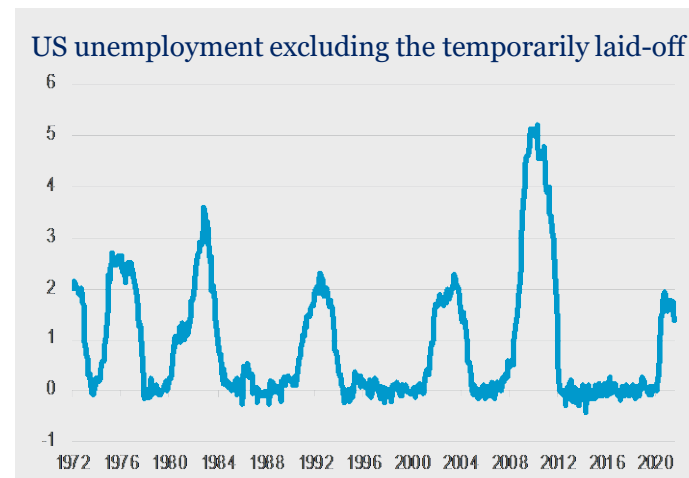
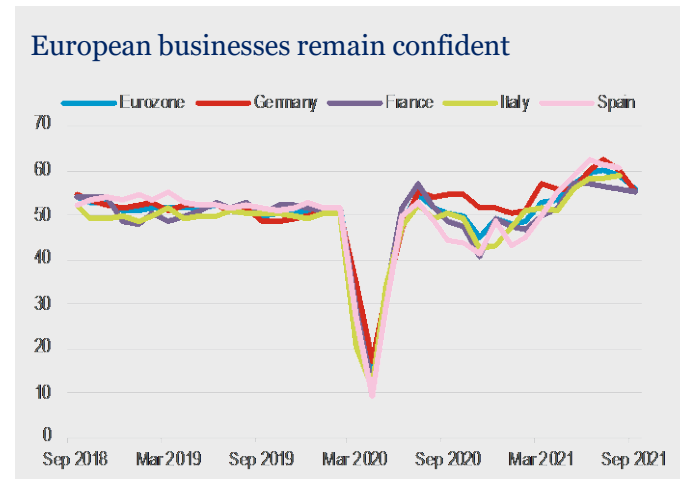


Figure 4

Despite the dislocation in labour markets, we're confident that there is enough slack in the labour markets that the situation won't trigger persistent wage growth that could keep inflation elevated.

Source: US Bureau of Labor Statistics, Refinitiv, Rathbones

3. ESG growing pains

The transition to a low-carbon economy

- as the world grapples with climate change and demand for renewable energy grows, it’s important to consider the complex processes involved in making what’s needed to reduce carbon emissions.
- a whole lifecycle assessment considers conception, design, manufacture, use and disposal from environmental, social and governance (ESG) perspectives. It’s a helpful lens through which to view these issues (figure 5).
- for instance, the global transition to electric vehicles (EV) may be what our climate needs, but the production of billions of batteries presents other challenges. They need minerals that can only be mined in particular countries (figure 6).
- huge efforts are being made to lower the damage caused by manufacturing EVs and some experts anticipate a 50% reduction in the ‘lifecycle emissions’ of an average EV by 2030.
- EVs and solar panels are playing a major role in the move away from our dependence on fossil fuels, but they aren’t magic bullets. As responsible investors, we need to recognise there will be ESG growing pains.

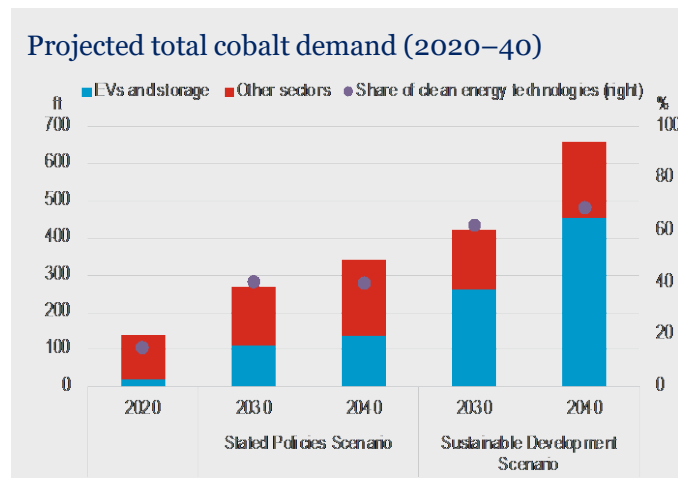
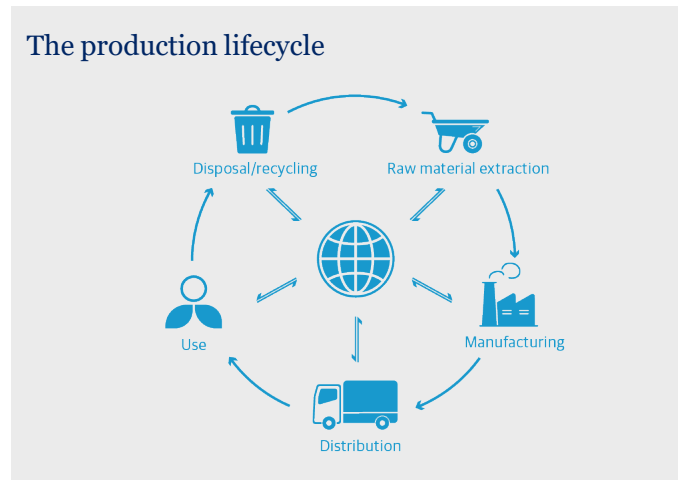


Figure 6
Over half of global cobalt production comes from the Democratic Republic of the Congo but governance issues in the country mean its supply has a serious impact on human rights.

Source: IEA

4. From great to merely good

Reasons for investors to remain optimistic

- global economic output has recovered to above pre-pandemic levels. But the pace of growth has been slowing from great to merely good. Is this pace good enough to keep investors happy?
- although a short-term correction in equity markets can't be ruled out, we believe company earnings should hold up and that the economic recovery will remain robust.
- inflation remains a risk and one of the measures to look out for is real bond yields. They have had a strong correlation with equity market valuations over the past five years (figure 7).
- Meanwhile, there may be little room for disappointment in popular shares that are trading at high valuations, particularly for growth-oriented shares (figure 8) where some prices have more than doubled over the last few years.
- with the more uncertain economic backdrop, we think it makes sense to invest in companies that are likely to do well in rising markets as well as those that offer more protection on the downside.

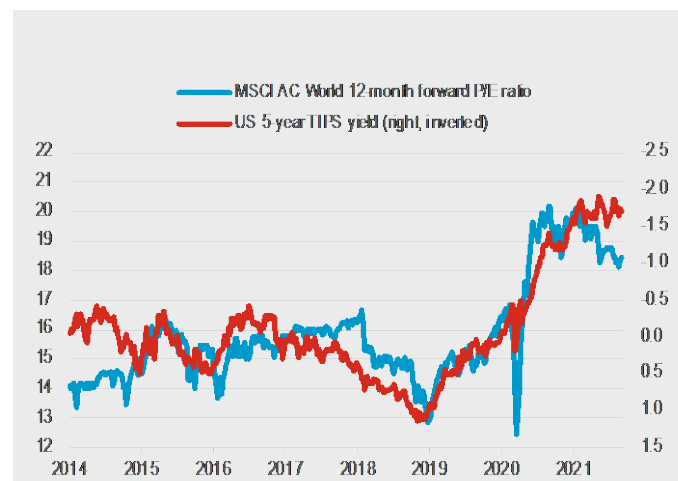


Figure 7

Our analysis shows that equity market valuations have had a strong correlation with real bond yields (yields minus inflation) over the last five years.

Source: Refinitiv, Rathbones

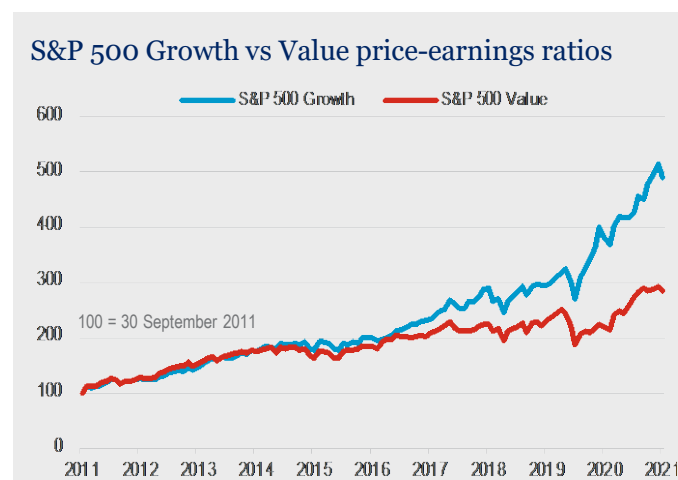


Figure 8

PE ratios (prices relative to earnings) for growth-oriented shares have been outstripping 'value' stocks by an increasing margin.

Source: FactSet

5. You can't always get what you want

How will supply shortages disrupt company profits?

- supply-chain disruption has met an explosion in demand as the world emerges from the pandemic. Doubts have arisen as to whether companies can meet increased demand, leaving earnings forecasts uncertain and share prices vulnerable.
- deficiencies in the availability of labour, transportation and components are contributing to a perfect storm for global supply chains. With companies struggling to hire, job vacancies are at record levels in both the US and UK (figure 9).
- some sectors seem to be harder hit than others. Shortages in semiconductors are particularly acute, making it difficult for companies in other sectors to produce their end products. In the US, inventories relative to sales are at a record low (figure 10).
- vertical integration has proved to be an advantage. For example, some housebuilders produce their own tiles, bricks and timber, giving them greater security of supply. Companies that continued to invest through the crisis may also see some benefits from that capital they spent by being better positioned to meet demand.

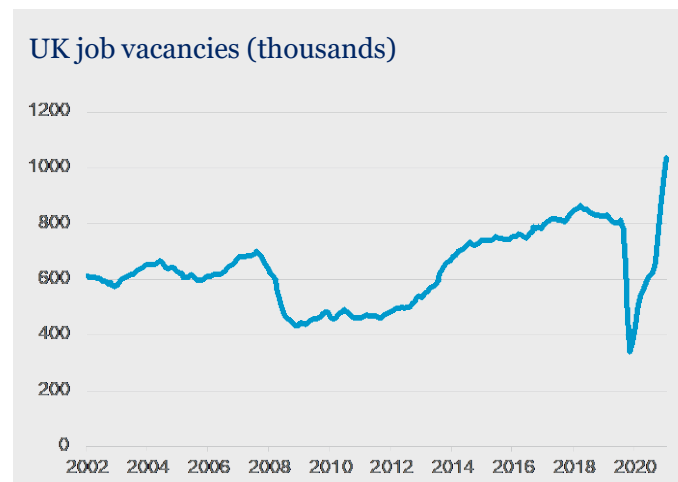


Figure 9

Job vacancies rose to a record 1,034,000 in August this year.

Source: UK Office for National Statistics, Rathbones

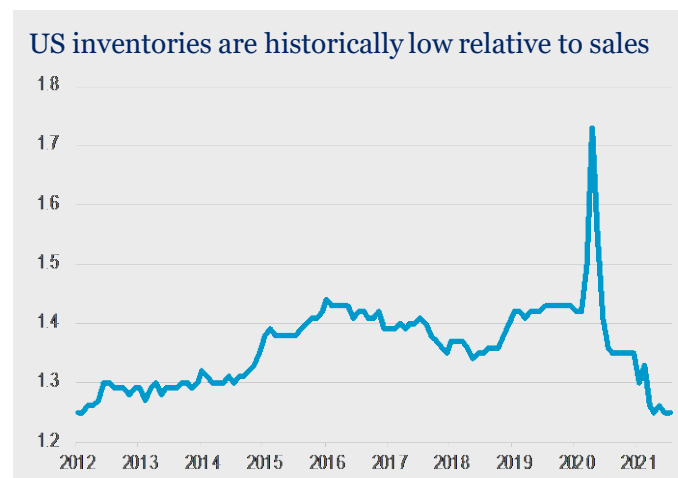


Figure 10

Inventories at US firms spiked during the pandemic when the economy ground to a halt. But pent-up demand and supply disruptions have pushed them down to record lows relative to sales.

Source: US Census Bureau, Manufacturing and Trade Inventories and Sales, September 16, 2021. Data adjusted for seasonal, holiday and trading day differences but not for price changes (Rathbones).

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Equities – UK	5
Equities – US	6
Equities – Europe	7
Equities – Japan	8
Equities – Asia and emerging markets	9
Diversifiers	10

Overview: a new phase of the recovery

- **recovering from the pandemic.** The global economy has entered a more challenging phase of its recovery from the virus-induced recession. It is having to deal with a range of risks, including asynchronous waves of the Delta variant, an ongoing Chinese slowdown, and product and labour shortages around the world.
- **earnings forecasts may dip.** Company profits have been particularly strong this year and forecasts remain optimistic. Yet there are concerns about whether relatively high share prices in some sectors, notably those more sensitive to economic cycles, are justified if the recovery begins to slow.
- **a temporary phenomenon.** US inflation has picked up as the economy springs back to life from the pandemic-induced recession. Although it's likely to fall back as the pace of growth slows, this adjustment may take longer than financial markets expect, which could lead to periods of volatility as investors recalibrate their expectations.
- **policy risk in China.** Restrictions on private sector companies have unsettled investors recently. There is also no sign that hoped-for monetary and fiscal easing will be forthcoming. Longer term, policymakers remain focused on the long term objectives of maintaining social stability and addressing income inequality.
- **an optimistic outlook.** Although the pace of global economic growth is slowing, there appears to be little risk of a recession for now. The probability of a monetary policy mistake by a major central bank also seems relatively low, and business leaders continue to express cautious optimism.
- **stay invested in risk assets.** On balance, we believe the prospects for returns from equities over the medium term remain attractive. We favour a diversified investment strategy with portfolios that combine exposure to assets offering growth and value, as well as defensive characteristics to protect against any short-term bouts of volatility.

Fixed income

Government bonds

- there's some uncertainty about near term economic growth, inflation, fiscal policies and the tapering of quantitative easing programmes (QE). As a result the outlook for US Treasuries and other developed market government bonds is also uncertain.
- we believe the current spike in inflation is temporary, but that it could take longer to settle back than markets suggest (figure 1). Therefore, market measures of inflation expectations and real bond yields (adjusted for inflation) could rise in the fourth quarter or at least become more volatile.

Corporate bonds

- Investment-grade corporate bonds remain expensive and the potential returns are not particularly attractive (figure 2). Yet they can provide liquidity in a diversified portfolio during periods when the business cycle is contracting.
- although the level of defaults from high yield corporate bonds has remained relatively low, the potential returns on offer do not provide sufficient compensation for the risks.



Figure 1

Despite the recent spike, the US Federal Reserve's broad measure of inflation expectations remains below the peaks of the early to mid 2000s.

Source: US Federal Reserve. Refinitiv, Rathbones.

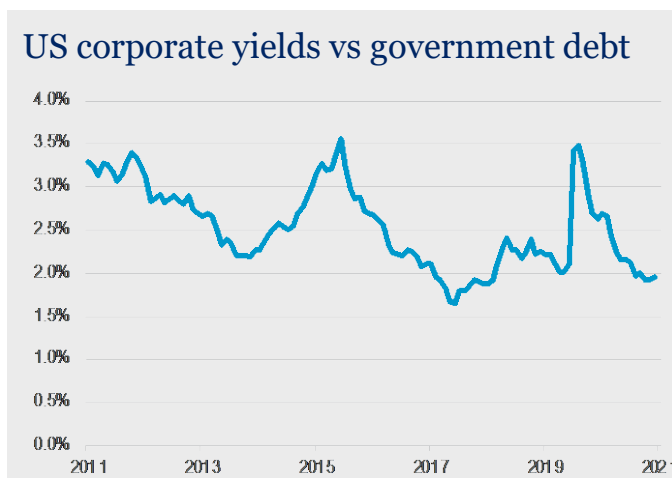


Figure 2

This chart shows the extra yield on 10-year Baa-rated (so-called 'investment grade') corporate bonds relative to the yield on 10-year US Treasuries, to compensate for the default risk of the former. Strong demand for any additional yield has pushed this spread lower and lower (yields move inversely to prices).

Source: Moody's

Equities – UK

- the FTSE 100 has been underperforming global developed equity markets for some time (figure 3). The valuation gap is extreme, and most pronounced in the consumer discretionary, consumer staples and basic materials sectors. When this situation has occurred in the past, UK equities have then outperformed over the medium term (figure 4).
- In terms of prices relative to book value, the FTSE 100 currently trades at the steepest discount relative to global peers than it has since the mid-1970s, when the index was much more domestically oriented and the UK had just had to ask the IMF for a bailout.
- However, UK equities may struggle to close this valuation gap in the near term if renewed Brexit uncertainty deters overseas investors from returning. The pound also remains undervalued, and a longer term appreciation toward its equilibrium value could hamper overseas returns for UK investors.
- UK large-cap equities also continue to offer the highest dividend yield globally. Dividend forecasts endured a sharper cut than elsewhere in the early part of 2020. But we believe they could come back more strongly than the market is discounting.

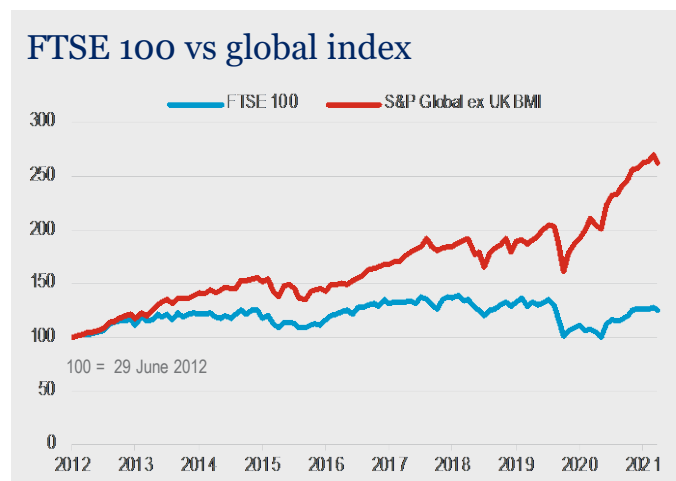


Figure 3

The FTSE 100 index has been underperforming global equities for some time, and this pattern has become even more pronounced over the past year.

Source: FactSet

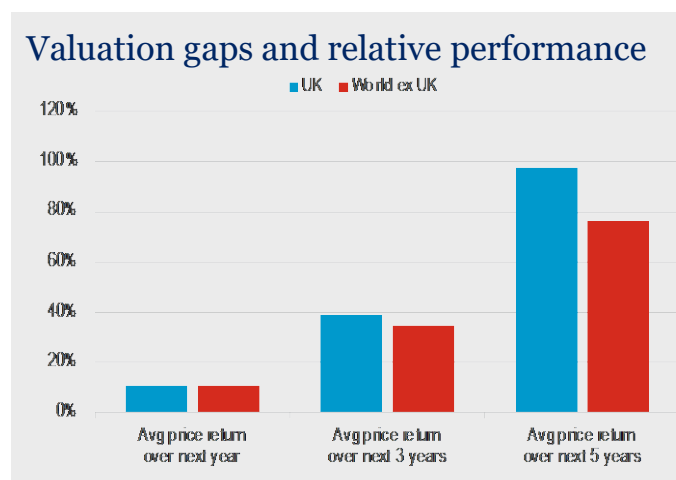


Figure 4

This chart shows the performance after a price-to-book valuation gap is 1 standard deviation below the long-run average.

Source: Refinitiv, Rathbones

Equities – US

- the renewed surge in the share prices of technology companies and growth sectors that dominate the US stock market has led to concerns about valuations. Yet earnings momentum remains strong and many of these companies are global leaders, which should continue to support share prices (figure 5).
- the US government has reached its debt ceiling, which must be raised in October. History shows that negotiations and even government shutdowns rarely unnerve markets for long, but conditions could become more volatile given uncertainty around inflation, tapering and bond yields.
- a contraction in the budget deficit in 2022 is likely to be reversed by the proposed \$1 trillion bipartisan infrastructure bill and Biden’s \$3.5 trillion spending package; although the final amount could be cut to reach agreement, there is likely to be a fiscal boost.
- the packages are likely to be largely funded by government debt, but corporate taxes could rise by more than investors expect (figure 6). Any increase is likely to hurt growth names more than some value names (with the exception of healthcare).

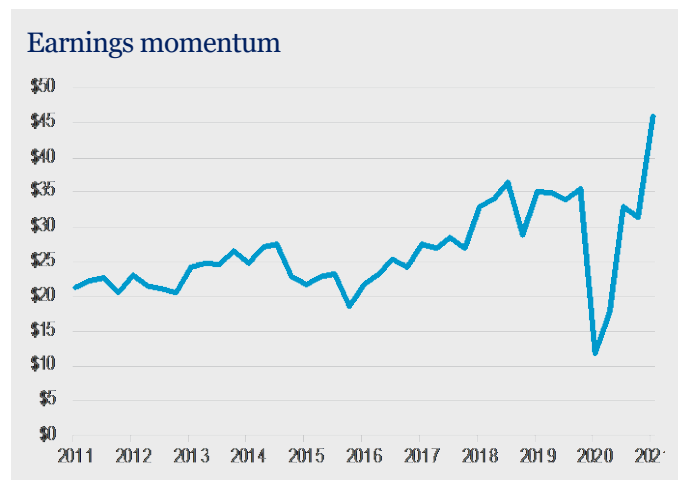


Figure 5

This chart shows the average earnings per share for companies in the S&P 500 index. After dipping sharply during the pandemic, earnings have recovered swiftly.

Source: S&P Global

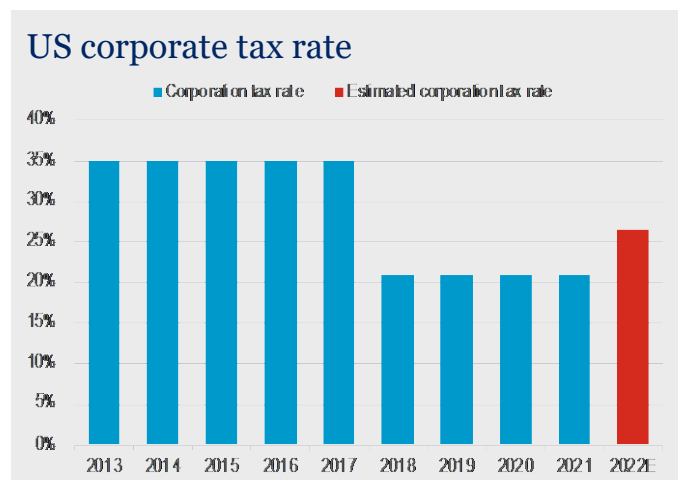


Figure 6

The proposed tax increase to 26.5% is still lower than for more than half of the past decade.

Source: Trading Economics

Equities – Europe

- we believe that the potential returns from European equities remain favourable. For the first time in many years, the short-term tailwinds outweigh the longer-term headwinds.
- European markets have been among the leaders in this year’s rally (figure 7), despite persistent fund outflows. The US has continued to see inflows, setting up the possibility of a change in sentiment as economic and earnings momentum pass to Europe. Earnings momentum is already almost as strong in Europe as it is in the US.
- despite a sharp increase in cases of the Delta variant of the coronavirus, readings from the Purchasing Managers Index (PMI) survey across the region suggest that business confidence is more resilient than elsewhere (figure 8). Italy’s PMI reading increased in August.
- meanwhile, the ECB’s policies remain supportive. Notably, the bank has said it has no intention of tapering its QE programme to zero any time soon. Any fiscal drag is also likely to be tempered by disbursements from the recovery fund, which should benefit Italy, Spain and France in particular.

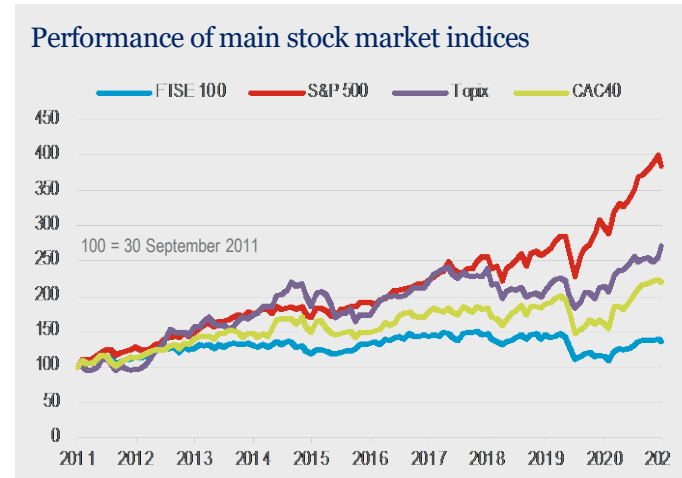


Figure 7

Many of Europe’s leading stock markets, including France’s CAC 40, have been performing relatively well this year.

Source: FactSet

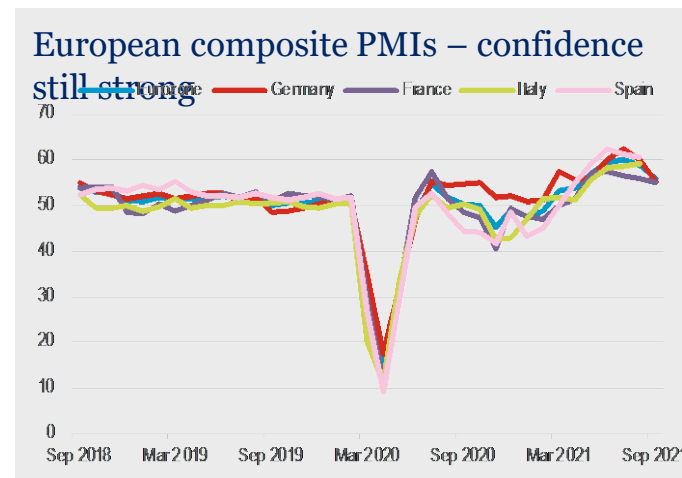


Figure 8

Business confidence across the euro area is holding up despite new waves of the virus.

Source: Refinitiv

Equities – Japan

- Japan’s stock market rebounded strongly in August after underperforming global equities substantially over the preceding six months. The country’s benchmark Topix index extended its recent strong gains, making new highs during the most recent quarter (figure 9).
- Japan offers exposure to an interesting structural growth story, which is still shunned by many global investors. Earnings momentum remains much stronger than in Asia ex-Japan (although not quite as strong as in the West), and corporate governance reform continues.
- there’s an abundance of inexpensive, industrial and tech-forward cyclicals with a high sensitivity to the global economic and trade cycles. In other words, quality growth at a reasonable price – something that is very rare in other markets at present.
- although much of Japan is under strict lockdown measures, vaccination rates have picked up (figure 10). Markets have also responded positively to Prime Minister Suga’s resignation. In his place, the ruling LDP party has chosen establishment candidate Fumio Kishida, who is very likely to maintain the status quo.

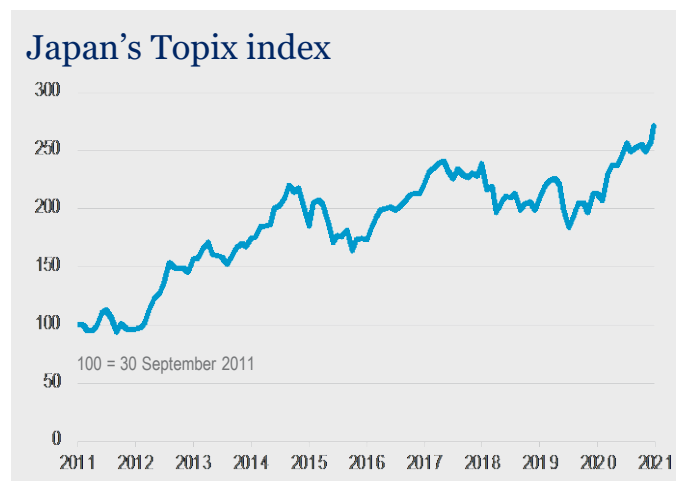


Figure 9

Japan's benchmark stock market index continued its strong rebound to reach a new post-COVID high during the most recent quarter.

Source: FactSet

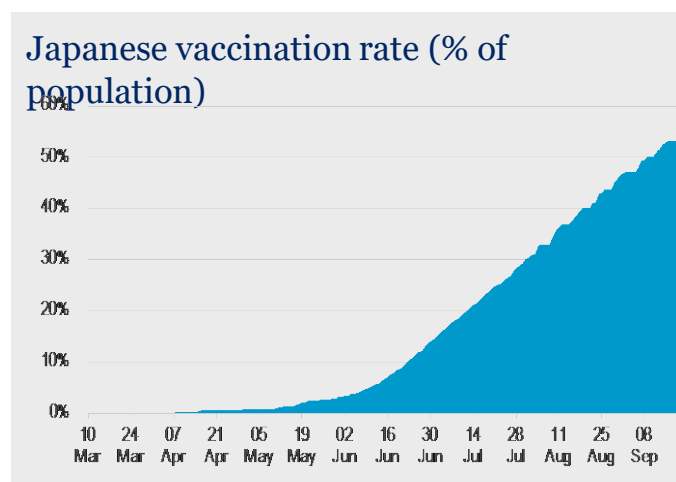


Figure 10

After a slow start, Japan's vaccination programme has gathered steam and now more than half the population has received at least one dose.

Source: Coronavirus Data Gov.uk, as of 20 September 2021

Equities – Asia and emerging markets

- emerging markets (EMs) and most of developed Asia lagged global markets in the third quarter. One possible reason is that the Delta variant has spread more rapidly than in more highly vaccinated developed markets (DMs) and activity has slowed in major developing economies such as China, India, Indonesia and Brazil.
- a number of EM central banks have started tightening monetary policy to combat inflation or financial stability issues linked to high levels of debt. Notably, there are concerns that China could set policy too tight for the prevailing conditions. This could also be weighing on EMs in general (figure 11).
- China has been placing restrictions on private sector companies, including those in the technology and education sectors, which has unsettled investors. Yet these measures are consistent with the Communist Party’s long-held policy of fostering long-term economic growth, while maintaining social stability.
- structural dynamics should see EM economic growth outpace developed markets over the longer term. However, corporate earnings growth has failed to keep pace with DM (figure 12).

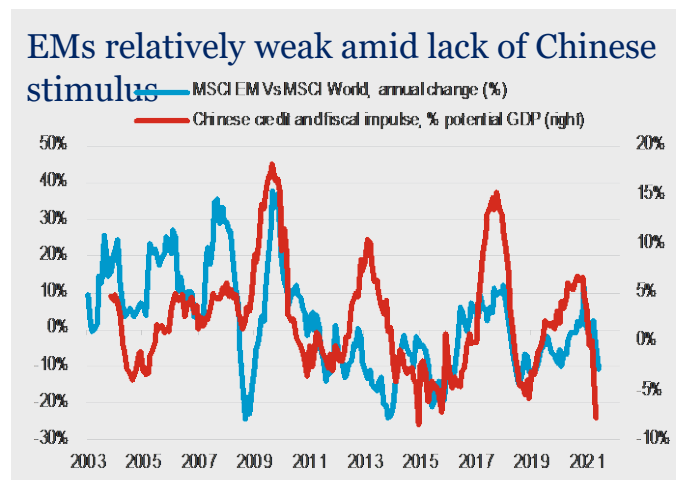


Figure 11

When China’s combined fiscal and credit impulse (change in new borrowing as a share of GDP) has been negative, emerging market equities have tended to underperform global peers.

Source: Refinitiv, Rathbones

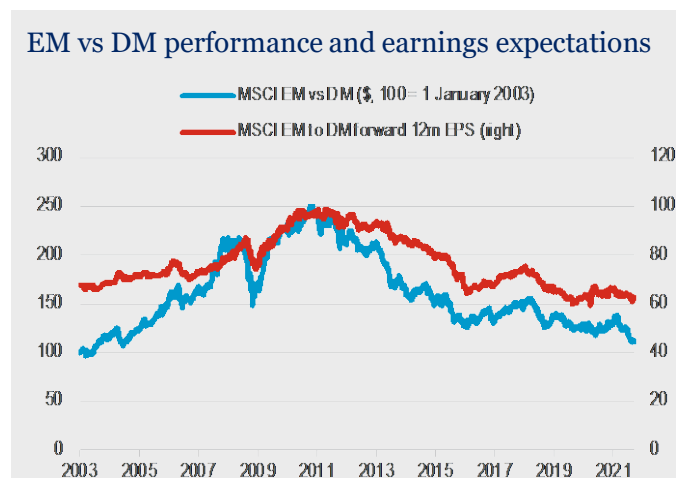


Figure 12

Even though emerging market (EM) economies are forecast to outperform developed markets (DM) over the longer term, EM equities may continue to underperform as earnings growth lags behind.

Source: Refinitiv, Rathbones

Diversifiers

Commodities

- although the price of gold has struggled this year, we believe it continues to justify its role in diversified portfolios. Notably, the precious metal can offer some protection against any long-term increase in the pace of inflation, as well as any increase in global geopolitical risks. The extremely low level of real (inflation-adjusted) yields could be supportive for gold, which is a non-yielding asset (figure 13).

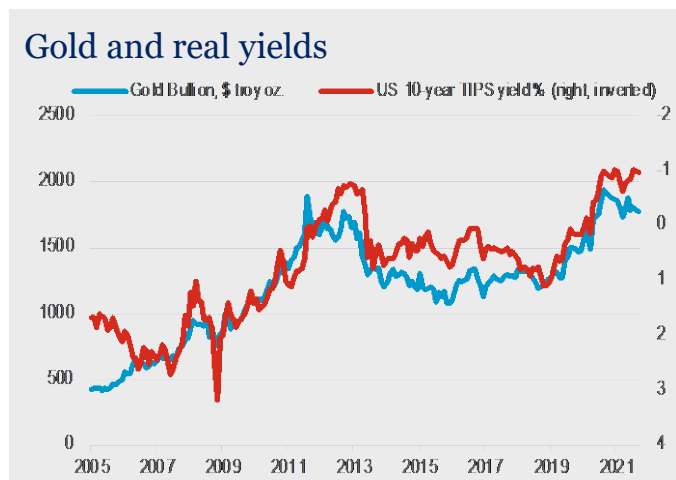


Figure 13

Gold prices could remain supported by the low level of real (inflation-adjusted) yields.

Source: Refinitiv, Rathbones

Alternative investment strategies

- actively managed alternative strategies delivered positive returns in the third quarter although performance was more volatile (figure 14). These funds tend to be uncorrelated with traditional asset classes, and can offer an additional source of return as well as smoothing overall portfolio performance.
- infrastructure investment trusts can offer some protection against rising inflation but heavy demand has pushed valuations to levels that aren't very attractive. Commercial property valuations are also high, particularly in sectors that have enjoyed the most demand, such as retail warehouses.

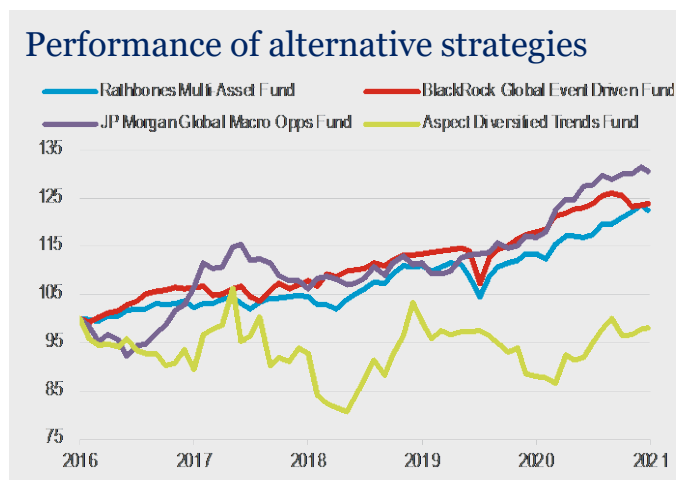


Figure 14

We invest in a range of alternative asset classes and strategies that provide diversified sources of returns in balanced portfolios.

Source: Absolute Hedge indices performance from Morningstar, total return in sterling.

Contact us

For further information please contact any Rathbones office.

We'd be delighted to hear from you.

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Important information

The value of investments and the income from them may go down as well as up and you may not get back your original investment. Past performance should not be seen as an indication of future performance. Changes in rates of exchange between currencies may cause the value of investments to decrease or increase.

Information valid at date of presentation.

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Treasury Management Strategy

Criteria to be met by investment manager/company:

Criteria	
Support arrangements	Online access to investment portfolio (to view), regular valuation reports (at least quarterly), information presented in clear, comprehensive and understandable format.
Attendance at annual review of investment performance and strategy	Meeting usually held in November each year.
Good communication skills	Ability to clearly explain and report investment matters.
Experience in managing local authority funds	Understanding and appreciation of the responsibility of publicly funded organisations, tax issues.
Significant investment experience within reputable firm with corporate stability	
Regulated by the Prudential Regulation Authority	
Portfolio management at the risk level determined by the Council	
Compliance with the Council's treasury management strategy	Investments to be held in a nominee account, separately from the investment company's accounts. Report on controls in operation. Internal procedures and processes in place to ensure the security of council's assets. The company's practices and adherence to procedures are subject to regular review as part of internal and external audit. Custodial activities re investments are subject to regular review and reconciliation.
Consideration of social, ethical and environmental factors when selecting, retaining or disposing of assets	
Fees at a competitive level	

Woodley Town Council

Community Grants

The Council considers the award of Community Grants twice a year, in April and November. The guidelines to qualify for a grant are attached. The total budget available for awards in November 2021 is £2,400.

The committee is asked to consider the following grant applications:

Organisation	Usual source of funding	Amount requested	Members / Staff / Volunteers	Purpose grant required	Additional information	Grant Award Details – Last 10 years
Assisting Berkshire Children to Read (500+ beneficiaries of this service; 5 volunteers cover Woodley – this project is directed specifically to students in Woodley schools)	Grants from Foundations, Trusts, local / national businesses and organisations, and charities.	£250	7 paid staff 138 volunteers	ABC currently have 5 volunteers from Woodley supporting children. The grant will be used to recruit an additional volunteer and offer them into a Woodley School, opening up the service into Rivermead, Highwood, Whiteknights, and Beechwood primary schools. At present, ABC support Aldrynton Primary School but were they able to recruit another volunteer from the area then they could be support more children.	ABC’s mission is to transform children's lives by working with schools, families, and the children themselves to provide high quality support in developing literacy skills and building self-confidence. They provide schools with volunteer reading mentors who motivate, raise self-esteem, and help each child to enjoy reading. Volunteers bring along their own box of books and games provided by ABC to read and make reading fun. They work weekly with each child they support - usually 3 children per volunteer.	No previous Woodley Town Council grants awarded.
Kick Twist Cheerleading (68 members – 40 from Woodley (58%))	Membership fees	£250	No paid staff 3 volunteers	To purchase an Air Track to aid tumbling learning for beginner teams and coaches. This will ensure the organisation can safely coach young athletes in learning advanced tumbling skills needed for elite cheerleading routines.	Kick Twist Cheerleading are a non-profit, competitive cheerleading team based in Woodley. The team is made up of girls aged 6+ from the local area and currently hold titles for Regional & National Champions.	£250 – 2016/17 £200 – 2019/20 £250 – 2020/21

Organisation	Usual source of funding	Amount requested	Members / Staff / Volunteers	Purpose grant required	Additional information	Grant Award Details – Last 10 years
Woodley Adopt A Street Project (WASP) <i>(200 members, 99% from Woodley)</i>	No regular source of income other than previous community grants, and equipment provided by Wokingham BC.	£250	No staff	To purchase additional equipment for the volunteers to use (such as litter picker bag holders and hi-viz safety jackets).	WASP is a community based initiative whose purpose is to encourage volunteers to "adopt" a chosen area to litter pick. The aim is to improve the local environment and make Woodley a cleaner and tidier place to live.	£250 – 2013/14 £250 – 2015/16 £250 – 2016/17 £250 – 2017/18 £250 – 2018/19 £200 – 2019/20 £250 – 2020/21
Wokingham Job Support Centre <i>(6% of users from Woodley)</i>	Grants from parish, town and borough councils	£250	2 paid staff - part time 9 volunteers	Towards the cost of providing internet access and training & support on how to find and apply for jobs. Coaching & advice is provided on CV writing, interview skills and the use of social media, with specific workshops for job seekers in the over 50 age group. Considerable demand for these services is expected as furlough ends.	A free community service offering a wide range of support to Job Seekers in Wokingham Borough. Due to Covid restrictions, the Centre had been closed for 8 months in the last year. Since re-opening at least 3 Woodley residents have received support. Increased demand for the service, especially when furlough ends, is expected and a contribution to the running costs will help the organisation continue to provide this vital community service.	£250 – 2015/16 £250 – 2016/17 £250 – 2018/19 £200 – 2019/20 £250 – 2020/21
Berkshire MS Therapy Centre <i>(57 members/users from Woodley (5%))</i>	Donations, fundraising, and grants from trusts, foundations and local authorities.	£250	9 paid staff 100 volunteers	To help fund exercise sessions for members. MS symptoms can make exercise difficult, daunting and in the case of some mainstream provision, even that aimed at people with disabilities, impossible. Yet the symptoms that cause the difficulties, such as mobility problems, fatigue and pain, can be helped by exercise.	The organisation supports local people with MS to help them manage their condition by providing physiotherapy, oxygen treatment, counselling, footcare and complementary therapies. It is estimated the organisation will need to provide 100 - 120 exercise sessions for members living in Woodley, costing the Centre approx. £2,000 - £2,400 over the grant period.	£200 – 2010/11 £250 – 2013/14 £250 – 2014/15 £250 – 2015/16 £250 – 2016/17 £250 – 2017/18 £250 – 2018/19 £250 – 2020/21

Organisation	Usual source of funding	Amount requested	Members / Staff / Volunteers	Purpose grant required	Additional information	Grant Award Details – Last 10 years
Berkshire Vision <i>(700 members - 25 members from Woodley (4%))</i>	Grants, Trusts & Foundations, Local Authority Funding, and Fund Raising	£250	13 fte staff 300 volunteers	To help fund a monthly programme of activities to increase independence, improve physical and mental health, and reduce isolation. The programme has some fixed events, such as a fortnightly virtual quiz or golf at Billingsbear Park, and events that change depending on the time of year, such as afternoon tea on a boat trip down the Thames or tennis at Cantley Park. Activities are run by an Activities Manager, along with volunteers, and a paid minibus driver provides transport to those individual who cannot get to the venues alone.	Berkshire Vision support visually impaired and blind people throughout Berkshire.	£200 – 2010/11 £250 – 2011/12 £250 – 2012/13 £250 – 2013/14 £250 – 2014/15 £250 – 2015/16 £250 – 2016/17 £250 – 2017/18 £250 – 2020/21
Woodley United FC <i>(circa 795 members; circa 400 players from Woodley (>50%))</i>	Members' fees, fundraising and sponsorship	£250	No paid staff 97 voluntary staff	Contribute towards the hire cost of Move HQ in Winnersh where u12's train. The club continues to grow and now has 44 teams. Included in this growth is the girls' section which, in 2020/21, entered an u11 team into the Berks County Girls League. The growth has put pressure on the need for further training facilities.	The Club aims to offer everyone in the community the opportunity to play, develop and grow through football, regardless of race, gender, age or ability.	£250 – 2011/12 £200 – 2012/13 £250 – 2013/14 £250 – 2015/16 £250 – 2016/17 £250 – 2017/18 £250 – 2018/19 £250 – 2019/20 £250 – 2020/21

Woodley Town Council

COMMUNITY GRANTS TO COMMUNITY GROUPS AND ORGANISATIONS

Community grants are available to community organisations based in Woodley which act for the local good of the town or those that can demonstrate how they serve Woodley residents and whose membership is open to Woodley residents.

Grants of up to £250 are available for one-off costs such as equipment, materials or building alterations or a youth (under 21) team/group attendance at county, regional, national or international level primarily within a sporting or cultural activity.

In considering the applications preference will be given to:

- Locally organised organisations/groups, rather than national groups (local branches of national bodies will be counted as locally organised).
- Groups/organisations where Woodley residents are the primary beneficiaries of the group/organisation's activities.
- Requests for grant funding that identify specific items or projects, rather than request for a contribution to running costs.
- Requests where the Council's contribution would make a significant impact on the gross income of the organisation/group.

The Council will not normally award grants for costs:

- that could be reasonably be expected to be funded from other sources
- that could reasonably be expected to be funded from members' subscriptions
- that seek to promote or oppose a party-political viewpoint

Successful recipients will be expected to make their best efforts to attend the Full Council meeting at which the grants are presented by the Mayor, failure to attend may influence future awards.

Successful applicants will:

- be required keep an accurate record of the way in which the funds are spent
- provide proof of purchase of a specific item to be funded, if required to do so

Groups receiving a grant of more than £100 will be required to explain in their application how they will inform their group's membership about Woodley Town Council's contribution.

Applications can be made by filling in a Community Grants form which can be found on the Town Council's website: www.woodley.gov.uk. The form must be completed in black ink, written or typed.

A copy of the group's most recent statement of annual accounts, an up to date bank statement, a statement of income and expenditure for the current year and your group's constitution or set of rules signed by the chairman should accompany your application (if you are not able to do this please explain why in the form).

Community grants will be considered twice a year. Applications must be returned to the Town Clerk, Woodley Town Council, The Oakwood Centre, Headley Road, Woodley, Berkshire RG5 4JZ or by email to admin@woodley.gov.uk (by pressing the submit button if you are completing the form electronically) by either 31 March or 1 November.

Community grants will be considered and approved by the Strategy and Resources Committee at meetings held in April and November. The Council will not award community grants in excess of the annual budget allocated for this purpose.

All applicants will be informed of the outcome of their application once the Strategy and Resources Committee has made its decision. Unsuccessful applicants will be given the reason(s) for no grant being awarded. The payment of grants will be made electronically.

ALLOTMENTS RENT REVIEW

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To provide Members with information in order to consider the charges for allotment plots.

Background

In November 2020 the following was agreed to take effect from January 2022;

- 1.1% increase in the allotment rent rate for Woodley residents in line with Sept 2020 RPI

There are currently 374 tenanted plots of various sizes at the Reading Road Allotments site. Allotment plots are measured and let in a measurement known as poles. One pole is equal to an area of 25 square metres. Water is provided and accessible to all plots at the site and is charged at the rate of 40p per pole per annum for all tenants. The non-resident rent rate is set at 50% above the rate for residents. The pensioner rate offers a 25% discount on the standard rate.

The lease with Reading Borough Council for the site was renewed for 10 years in 2018 with an annual cost of £7,500.

Financial

Budget Exp/Inc 2020/2021 (Actual)

Expenditure	Staff	£7,066
	Water Rates	£3,894
	Lease	£7,300
	Repairs	£1,961
	TOTAL	£20,511
Income	Rents (inc water charge)	£15,173
	Net cost	£5,337

Budget Estimate 2021/2022

Expenditure	Staff	£7,046
	Water Rates	£3,600
	Lease	£7,300
	Repairs	£2,000
	TOTAL	£19,946
Income	Rents (inc water charge)	£13,586
	Net cost	£6,360

Allotment Rent Charges

Agreed charges from **January 2022**

Poles		Rent	Water	Total		Rent	Water	Total
10	Woodley Resident	£48.00	£4	£52.00	<i>Pensioner Woodley Resident</i>	£36.00	£4	£40.00
	Non Woodley	£72.00	£4	£76.00	<i>Pensioner Non Woodley</i>	£54.00	£4	£58.00
5	Woodley Resident	£24.00	£2	£26.00	<i>Pensioner Woodley Resident</i>	£18.00	£2	£20.00
	Non Woodley	£36.00	£2	£38.00	<i>Pensioner Non Woodley</i>	£27.00	£2	£29.00

- Projected Income 2021/22 £13,586

**Projected income is an estimate and does not take account of plot turnover during the year due to tenancy terminations without reimbursement of rents paid. The allotment charging year is January to December so variances can fall into consecutive financial years.*

Proposal

Proposed charges for consideration from **January 2023** including:

- **4.9%** increase in allotment rent for Woodley residents - in line with September 2021 RPI (*figures rounded*)
- Water charge remaining at 40p per pole, per year.
- Projected income £14,252

Poles		Rent	Water	Total		Rent	Water	Total
10	Woodley Resident	£50.00	£4	£54.00	<i>Pensioner Woodley Resident</i>	£38.00	£4	£42.00
	Non Woodley	£76.00	£4	£80.00	<i>Pensioner Non Woodley</i>	£57.00	£4	£61.00
5	Woodley Resident	£25.00	£2	£27.00	<i>Pensioner Woodley Resident</i>	£19.00	£2	£21.00
	Non Woodley	£38.00	£2	£40.00	<i>Pensioner Non Woodley</i>	£28.00	£2	£30.00

Recommendation:

- ◆ **That Members note the contents of the report.**
- ◆ **That Members consider an increase in allotment plot charges from January 2023 of 4.9% - to reflect the Retail Price Index at September 2021.**

SCHEDULE OF MEETINGS - 2022/23

All Council and Committee meetings are held on Tuesdays. Planning Committee meetings start at 7:45pm. All other Council and Committee meetings start at 8:00pm (unless otherwise notified). Members of the public are welcome to attend all meetings.

PLANNING & COMMUNITY	LEISURE SERVICES	STRATEGY & RESOURCES	FULL COUNCIL
<u>2022</u> 17 May 14 June	<u>2022</u> 31 May (SH)	<u>2022</u> 7 June	<u>2022</u> Annual Meeting: 10 May 21 June
12 July 9 August (SH) 6 September	30 August (SH)	13 September	27 September
4 October 1 November 29 November	15 November	22 November	6 December
<u>2023</u> 3 January (SH) 31 January	<u>2023</u> 17 January	<u>2023</u> 24 January	<u>2023</u> 7 February
28 February 28 March 25 April	11 April (SH)	18 April	Town Electors: 21 March Annual Meeting: 16 May

(SH = School Holidays)

SCHOOL TERM DATES

2022 Monday 25 April to Wednesday 20 July
Friday 2 September to Tuesday 20 December

Half Term: 30 May - 3 June
Half Term: 24 October - 28 October

Good Friday: 15 April 2022

2023 Wednesday 4 January to Friday 31 March
Monday 17 April to Friday 21 July

Half Term: 13 - 17 February
Half Term: 29 May - 2 June

Good Friday: 7 April 2023
Elections: 4 May 2023

Town Electors Task and Finish Working Party - Terms of Reference

Parent Committee: Strategy & Resources Committee

Overall purpose

The task and finish working party's role is to review the arrangements that were in place for holding the Town Electors meeting in 2021 and to consider any new arrangements which might be appropriate to attract more residents to attend the meeting in 2022.

Membership of the working party

There will be four places for members of Council appointed to the working party.

Meetings

The meetings of the working party shall take place in the run up to the 2022 Town Electors meeting, due to take place on 8 March 2022.

Terms of operation

To review how the Town Electors meeting operated in 2021.

To consider ideas/arrangements/alternative structures to attract more residents to attend the 2022 Town Electors meeting and future meetings.

To consider how, for future Town Electors meetings, residents could be involved in suggesting/identifying items of interest relating to the town which could be discussed at the meetings.

To make recommendations to the Strategy and Resources Committee at its meeting on 25 January 2022 on proposals for the 2022 Town Electors meeting and future Town Electors meetings.

**MINUTES OF A MEETING OF THE
BOROUGH PARISH LIAISON FORUM
HELD ON 4 OCTOBER 2021 AT 7.00 - 8.15 PM**

Councillors Present

Michael Firmager (Chairman) and Bill Soane

Parish/Town Council Representatives

John Halsall	Remenham Parish Council
Adrian Mather	Wokingham Town Council
Roland Cundy	Finchampstead Parish Council
Shaun Hanna	Winnersh Parish Council
Mike Heath	Charvil Parish Council
Geoff Littler	Earley Town Council
Roy Mantel	Twyford Parish Council
Dawn Peer	Shinfield Parish Council
Pam Stubbs	Barkham Parish Council
Steve Bromley	Finchampstead Parish Council
Trefor Fisher	Sonning Parish Council
Alistair Neal	Earley Town Council
Geoff Harper	Winnersh Parish Council
Liz Halson	Clerks Forum

Officers

Neil Carr (Democratic Services)

14. APOLOGIES

Apologies for absence were submitted from Stephen Conway, Gregor Murray, Majid Nagra, Aaron Plume and Jan Nowecki.

15. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting held on 21 June 2021 were agreed as a correct record and signed by the Chairman.

16. MATTERS ARISING

The following matters arising were noted:

Homelessness – it was confirmed that the presentation on this item would be submitted to the meeting of the Forum in February 2022.

Rights of Way – it was confirmed that an update be sought on the proposed workshop on opportunities for joint working on public Rights of Way.

17. DECLARATIONS OF INTEREST

There were no declarations of interest.

18. PLANNING APPLICATION NOTIFICATIONS

The Forum considered a report, set out at Agenda pages 9 to 13, which gave details of two requests for discussion of the process for publicising Planning applications.

The first request had been submitted by Al Neale (Earley Town Council) and related to feedback from residents in Earley that WBC was not providing a good service in relation to communication with residents on planning applications.

The second request followed the consideration of a report on publicity for planning applications by the WBC Community and Corporate Overview and Scrutiny Committee on 21 June 2021.

The report gave details of the process for involving the community, residents, businesses and others during the preparation of planning policy and the consideration of planning applications. The process was set out in the WBC Statement of Community Involvement.

Al Neale and Geoff Littler gave details of the situation in Earley which had a large number of householder applications. As WBC carried out the minimum consultation the Town Council received frequent complaints from homeowners who were not adjacent to the site in question.

Roland Cundy and Dawn Peer commented that this was an ongoing issue for other Town and Parish Councils. Liz Halson stated that this issue had also been raised at earlier meetings with Town and Parish Clerks. It was felt that a review of the current procedures would be useful.

Forum members suggested that the issues relating to the notification of planning applications be considered again at the next meeting of the Forum in February 2022, with WBC Planning officers in attendance to respond to Member questions.

RESOLVED That:

- 1) the update report on Publicity for Planning Applications be noted;
- 2) the issues raised in the report be considered further at the meeting of the Forum in February 2022;
- 3) representatives of the WBC Planning team be invited to attend the February 2022 meeting to answer questions from Forum members.

19. COMMUNITIES COVID RESPONSE

The Forum considered an update on the ongoing WBC response to the Covid-19 pandemic.

Chris Long, WBC's Communities Covid Response Lead, addressed the Forum, giving details of current challenges and progress. Chris highlighted the following points:

- The Covid rate in the Borough had recently shown a steady increase, currently standing at 311 per 100,000.
- Since the beginning of the pandemic there had been 327 Covid related deaths in the Borough.
- The recent increase in transmission had been led by younger age groups – 12-19 year olds.

- The local vaccination rollout was progressing well with 83.5% of over 16s having received the first dose and 77.8% having received both doses.
- The wards with the lowest uptake in vaccinations were Finchampstead South, Norreys and Wokingham Without.
- WBC officers were investigating any evidence of anti-vax activity in the Borough.
- The surgery-led vaccine booster programme had commenced – starting with the over 50s and clinically vulnerable groups.
- WBC officers were supporting community events and were investigating any take-up issues amongst specific groups.

Members of the Forum raised the following points:

In relation to the reported low take up in Finchampstead South, could the location of pop-up clinics be reviewed to make them more accessible, e.g. adjacent to the Co-op.

There was positive feedback about the pop-up testing unit at ASDA in Lower Earley. Staff were friendly and helpful.

What were the current pressures on the Royal Berks Hospital? Chris confirmed that there had been concern about pressure on the Royal Berks following the Reading Festival and the return from summer holidays. At that point the local rate stood at 470 per 100,000. The rate had come down since but there was clearly concern about a further rise in hospital admissions combined with a potential flu outbreak and the significant backlog of non-Covid medical issues.

What were the factors behind the low vaccination take up in Wokingham Without? The potential reasons were being investigated but there were possible implications from the number of Gypsy, Roma and Travellers in the area. Also, the number of agricultural workers living in the ward. More generally, there was some vaccine hesitancy among pregnant women. The NHS was reassuring women that the vaccine was safe and effective during pregnancy. However, the data indicated that a significant proportion of the most critically ill Covid patients were pregnant women who had not been vaccinated. Chris stated that WBC was looking at measures to increase awareness amongst pregnant women of the vaccine's safety and efficacy.

RESOLVED That:

- 1) Chris Long be thanked for attending the Forum to update members on the Borough's response to the Covid-19 pandemic;
- 2) Chris Long feed in the comments and suggestions from the Forum to the WBC response;
- 3) Chris Long be invited to attend the Forum's next meeting in February 2022 to provide a further update on the pandemic.

20. TREE PROTECTION - WORKING WITH TOWNS AND PARISHES

The Chairman stated that, due to WBC officer unavailability, this item would be deferred to the next meeting of the Forum in February 2022.

In the meantime, the Chairman provided the following update for members of the Forum:

- WBC officers were in the process of developing a Tree Strategy for Wokingham Borough. The strategy would include Council owned trees, woodland management, trees and planning, climate change and carbon sequestration, street trees, etc.
- An action plan would be produced as part of the strategy and officers would soon be engaging with each of the Town and Parish Councils for input into the strategy. Officers would also be working with other stakeholders including the Wokingham District Veteran Tree Association, schools and other landowners to develop the strategy.
- WBC has recruited a new project manager to support with the delivery of the Climate Emergency 250,000 tree planting project. The officer, Laura Buck, was liaising with various stakeholders and would be approaching Town and Parish Councils shortly to discuss opportunities relating to third-party land.
- The number of TPOs being served across the Borough had increased significantly over the past few years as we continued to protect valuable trees. In line with this, the number of Tree Works Applications being submitted to carry out works to protected trees had also increased.

RESOLVED: That the item be deferred to the next meeting of the Forum.

21. CLIMATE EMERGENCY - PLANTING 250,000 TREES ACROSS THE BOROUGH

The Chairman stated that this item was linked to Item 20, above, and would also be deferred to the next meeting of the Forum in February 2022.

RESOLVED: That the item be deferred to the next meeting of the Forum.

22. PUBLIC PROTECTION PARTNERSHIP

Bill Soane gave an update on the WBC decision to bring elements of the Public Protection Partnership (PPP) back in house from 1 April 2022. The current PPP was a shared service delivering Environmental Health, Licensing and Trading Standards across Bracknell, West Berkshire and Wokingham Borough. The service currently covered over 450,000 people and 10,000 businesses across the three local authority areas.

Bill explained that the decision to bring the service back in house stemmed from the belief that there were a number of areas where WBC could deliver improvements in service for local residents. Examples included the handling of anti-social behaviour and noise nuisance complaints. WBC intended to bring in a 24/7 service for these issues which would benefit residents, for example at weekends.

At the same time, it was felt that certain elements of service would be best left within the PPP. Examples included quality fraud cases, proceeds of crime and food standards.

WBC had appointed a new Head of Service and was progressing with the transition to meet the April 2022 handover target.

RESOLVED: That Bill Soane be thanked for providing an update on the changes to the Public Protection Partnership.

23. FUTURE AGENDA ITEMS

The Chairman noted that the following items would be considered at the next meeting of the Forum in February 2022:

- Planning application notification to residents;
- Tackling homelessness in the Borough;
- Update on response to the Covid-19 pandemic;
- Tree Protection – working with Towns and Parishes;
- Climate Emergency – planting 250,000 trees across the Borough;
- Provision of public toilets across the Borough.

RESOLVED: That any further potential agenda items be submitted to Neil Carr at WBC.

24. DATES OF FUTURE MEETINGS

RESOLVED That:

- 1) meetings of the Forum be held on 7 February and 11 April 2022 (7pm start);
- 2) the potential for holding future meetings away from the WBC offices at Shute End be explored further.

YOUTH STRATEGY

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To update Members on progress in developing a new Youth Strategy for the Council and to ask Members to consider making a recommendation to the Strategy and resources Committee on the adoption of the draft strategy document.

Background

Following the end of the service level agreement with Just Around the Corner in 2020, the Council resolved to engage ACL Consulting Solutions to assist in the development of a Youth Strategy for the Council, and for this to form the basis of a new service level agreement for the provision of youth services. Chris Moore of ACL Consulting Solutions facilitated informal meetings on 18 March 2021 and 13 September 2021. A further meeting took place on 8 November to request Members of the Community Youth Partnership to consider a recommendation to the Leisure Services Committee on adoption of the draft Strategy for youth Services 2021-2027. These meetings were attended by members of the Community Youth Partnership and other interested Councillors who wished to make a contribution. The notes of these meetings are attached at **APPENDIX A**.

The discussion, questions and suggestions at these meetings were used to inform the research document and the draft Strategy for Youth Services 2022-2027 attached at **APPENDIX B**.

Community Youth Partnership

The Members of the Community Youth Partnership were asked to make a recommendation to the Leisure Services Committee on the adoption of the draft Strategy for Youth Services 2022-2027. Members not able to attend the meeting were asked to respond by email.*

Member	Recommend Y/N
Cllr Jenny Cheng	Y
Cllr Michael Forrer	Y
Cllr Kay Gilder	Y
Cllr Beth Rowland	-
Trina Farrance	Y
Steve Outen	Y
Paul Cassidy	-
Laurie-Ann Price	Y
Graham Sumbler	-

*Sam Milligan was not included in the vote as Just Around the Corner may be a potential tendering organisation for the provision of youth services under the new SLA. It was agreed that comments made at the meeting and requested to be forwarded to the Leisure Services Committee would be noted and accompany the recommendation.

The comments made at the CYP Briefing on 8 November and the Leisure Services Committee Meeting on 16 November are attached at **APPENDIX C**.

The following recommendation was approved by the Leisure Service Committee:

- ◆ To recommend to the Strategy and Resources Committee that the draft Strategy for Youth Services 2022-2027 be adopted.

Voting: For: 5 Against: 1 Abstentions: 1

Next Steps

Members are asked to consider the draft Strategy for Youth Services 2022-2027 and make a recommendation to Full Council on the adoption of the strategy. Full Council will then consider the draft strategy for formal adoption.

Once the strategy has been formally adopted it will form the basis of a tender for the provision of youth support services under a service level agreement.

Impacts

Resources
The Council allocated £26,000 for the provision of youth support services in 2021/22. Services provided under the SLA will have a fixed budget set out at the start of the agreement.
Equality
Youth support services provided by the Council must satisfy the requirements under the Public Sector Equality Duty. An Equality Impact Assessment should be carried out by the Council on the service and prospective service providers should also be measured against the requirements of the duty as part of the selection process and on-going monitoring.
Environmental
There are not expected to be significant environmental impacts in the provision of youth support services.

Recommendations

- ◆ **That Members note the contents of the report.**
- ◆ **That Members consider a recommendation to Full Council regarding the adoption of the Strategy for Youth Services 2022-2027.**

Notes of initial meeting to discuss a new Service Level Agreement to support young people - held on 18 March 2021

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Paul Cassidy - ARC, Graham Sumbler - Woodley Baptist Church, Steve Outen - Woodford United FC, Trina Farrance - Bulmershe Gym Club and Councillors Kay Gilder, Jenny Cheng and Martin Doyle (apologies from Councillor Michael Forrer and Laurie Ann Price were received)

Other Councillors: Cllr Keith Baker, Cllr Beth Rowland and Cllr Nada Al-Sanjari

Officers: Deborah Mander - Town Clerk, Kevin Murray - Deputy Town Clerk

Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone to the meeting and explained the purpose of the meeting which was to explore how to adapt the existing Service Level Agreement (SLA) supporting young people in Woodley to be more flexible and responsive to some of the challenges posed by the pandemic.

He informed the meeting that he had spoken with Sam Milligan from Just Around the Corner (JAC) who currently provide the SLA, and with other contacts of his who work in the youth sector.

After initial introductions Chris Moore asked all the attendees to give their views on the impacts of Covid-19 on young people in the areas they are working in:

Cllr Martin Doyle - was very concerned at the £1M taken out of youth provision by Wokingham BC and said that this has had a tremendous impact on services and young people and was reflected in the facilities available for young people. He was keen to see a traditional form of youth facility - a hub staffed by professional people and was concerned at the lack of facilities available to older young people.

Chris Moore commented that a physical space was pertinent for younger young people - but less attractive to older ones.

Cllr Doyle said he'd seen no evidence that a central hub was more pertinent to younger rather than older young people and believed that our teenagers in particular need protection to not be prayed upon and that a controlled hub would achieve this.

Cllr Keith Baker said Cllr Doyle had made a good point in that we're not sure what older teenagers want - it could be a hub. Wokingham BC pulled out of youth centres and Woodley Town Council is the only Town/Parish Council supporting young people through the existing SLA. He said he didn't know of any research that had asked young people what they want.

Cllr Al-Sanjari - had discussed support for young people with her secondary school students who felt that faith based youth provision has its purposes but doesn't meet everyone's needs. Older teenagers needs are more complicated now and the challenges are greater, especially mental health which she felt should be a focus. Communal spaces for young people to use and access are key to making a community. Rates of crime/county lines issues are part of a network Cllr Al-Sanjari is involved with in tackling ethnic group minorities. She wanted get away from youth work being a reaction, rather than a response to a problem.

Cllr Kay Gilder - who along with Cllr Rowland is one of the longest serving members on the committee said that originally the town had 3 youth clubs and these were good for some young people. However, there are young people who don't want to go to clubs and this led to the Council funding an outreach youth worker - which became JAC. When youth centres closed, the Churches joined forces and provided facilities for younger people to meet up. Cllr Gilder believed that the work that JAC and the churches had done filled a space and expressed her appreciation for their work with young people.

Chris Moore then invited comments on trends and observations:

Cllr Beth Rowland - who worked in secondary education, expressed concerns for young people - knife crime and drugs in Woodley in particular. There is a huge availability of drugs on the streets and young people know where to get these. General breakdown of family life is also of concern and has been affected by the pandemic. How we find out what is worrying young people is important. Schools do employ family workers to provide pastoral care and ARC is seeing more new young people with mental health issues returning to school.

Cllr Jenny Cheng - believed we couldn't cure all the ills and that the Council's role was to provide something after school - we need to find out what young people want - which seems to be different for younger and older teenagers.

Trina Farrance - outside the closures of the Gym Club she had encouraged their members to come to the club to meet up with other gym club members and to encourage them to have healthy life styles and good mental health.

Steve Outen - felt we shouldn't lose sight of all the voluntary activities and clubs in Woodley. Woodley Town FC have people allocated to support young people. He also felt that there needed to be a committee - but there needed to be someone to take ownership of the problem to steer the group through and give direction to what we are doing. He agreed that a hub would be a good idea if manned by the right people. He believed we should focus now on mental health problems - this could be advertised through the schools.

Chris Moore then asked the meeting to think about more specific ways of supporting young people, for example, event in park to encourage healthy choices, seasonal provision eg events after school, drop-in activities, pop up in Oakwood Centre foyer. He referred to the need to be a champion for young people - convincing others of the importance of this work and sustaining it going forward.

Cllr Martin Doyle was looking for the Council to provide accommodation and funding and had a suggestion that unused space at the Leisure centre could be made into a habitable space - with a group of people providing services - a place of protection, with advice and help. He referred to charities who do this sort of thing - Berkshire Youth, for example. Young people participating in making music and participating in cultural activities.

Paul Cassidy was concerned that when young people are asked what they want by the time it is commissioned young people want something else. Secondary schools have counsellors and ARC are making sure they have the resources to respond to need. At the moment mental health needs are low but this will change when the schools reopened. Activities that are put on should be fun ones.

Chris Moore asked if it was feasible and possible to deliver a framework for delivery.

Paul Cassidy believed that that whatever is provided should be open to all. He thought that a framework could benefit from influence by young people and it wouldn't be too hard to go into secondary schools to do work that kids may want. He referred to the Parkour/Free running scheme which hadn't materialised and whether this is something that could be included going forward.

Cllr Martin Doyle - referred to professional youth workers who would work with the police and other authorities in the community. There was stuff going on that needed to be dealt with - this needed an active relationship with others, including the police - this was an important part of youth work.

Cllr Keith Baker - said he didn't believe the Town Council could solve all the problems - it couldn't employ 2 or 3 youth workers because there weren't the funds to do so. He wondered whether rather than having an SLA with one organisation we should look at providing annual grants for different youth work projects - eg mental health, sports etc. Grants could be allocated as dynamics change in terms of need.

Cllr Nada Al-Sanjari - would prefer to support a hub, rather than a SLA. A venue with qualified professionals - but also said she wouldn't, at this point, rule anything out.

Graham Sumbler - if the plan was to make allocations for one year only there would be an issue in terms of young people's reactions - young people don't really know what they want. It would be important for the CYP to find out what groups do and what needs they can see in the community - in order to join with and target young people and services. He explained that as a youth worker in a church he has the time and skills to go into other settings, eg schools, the kids know they are there to help and listen and get to know you.

Chris Moore raised the issue of the cost of a permanent hub and that these had largely been closed because of cost.

Cllr Martin Doyle - would not dismiss Cllr Baker's idea out of hand. He was sensitive about how councils like Woodley TC have been put in a position to fund things the government usually funded. Our council is trying to produce something robust and real. He didn't agree with grant funding for different groups and was concerned that £27K annually would not be enough, although it was before. He suggested that the tender be put to appropriate parties to see what they want to offer to provide to the Council.

Chris Moore suggested that some of these suggestions are mutually exclusive - and that something tangible is easier to raise funds for.

Cllr Keith Baker - clarified that his suggestion regarding grants could work as there is already the structure there and reasonable sums could allow an organisation to expand and provide facilities.

Cllr Jenny Cheng - said she agreed with many of the comments made so far, however, one size didn't fit all and that the CYP needed to find out what young people want.

Paul Cassidy - commented that he wouldn't be pleased if this reduced the existing grant funding to ARC.

There was an exchange of views about the lack of success on some matters relating to the work of the Community Youth Partnership.

Trina Farrance - said she liked the grants idea but she believed that Woodley should have a place for young people to go - not necessarily a youth club - could be a not for profit cafe.

Cllr Nada Al-Sanjari said she would like to see not for profit music workshops, mobile studio and that the money would go to a hub arrangement.

At this point it was acknowledged that there was not a clear strategy going forward on developing the terms of the SLA. Cllr Keith Baker suggested that a 5 year strategy should be considered.

It was noted that the current SLA ended on 31 March 2021 - and it was confirmed that JAC would still be conducting outreach work and would liaise with the Town Council on any matters of concern.

It was agreed that the Town Clerk, with the facilitator's help, frame a process so that all can engage and be involved in the strategy for the terms of the SLA 2021.

Notes of Youth Strategy Briefing to discuss to discuss the draft Youth Strategy - held on 13 September 2021 at 6pm, via Zoom.

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Steve Outen (Woodford United FC), Sam Milligan (JAC), Trina Farrance (Bulmershe Gym Club), Laurie-Ann Price and Councillors Kay Gilder, Jenny Cheng, Michael Forrer

Councillors: Cllr Keith Baker, Cllr Martin Doyle, Cllr David Bragg

Officers: Kevin Murray - Deputy Town Clerk, Matthew Filmore – Committee Officer

Other: Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone and explained that the purpose of the meeting was to check the direction of travel of the initial draft strategy document. He informed those present that this was an informal meeting, that nothing was set in stone at this point, and that the aim was to make the best use of a limited but worthy budget in supporting young people in Woodley. Chris highlighted the timeline for development and adoption of the strategy and that the pace would need to be picked up in order to achieve this. Chris asked those present to provide any comments, suggestions or questions on the document to him directly.

Chris Moore gave an example of the changes in other areas such as arts & culture, where there was requirement a flexible and dynamic approach, and that this was increasingly true of youth support provision.

Chris Moore referred to the draft document and explained the 'matrix' approach which was designed to reflect all the issues, with nothing specifically 'in or out' at this stage, and the importance of recording all of the issues previously discussed, regardless of what the resulting focus of the strategy might be.

Chris spoke about the need to start to focus on what can realistically be achieved with the available resources, while also considering a wider vision for the future should circumstances, funding etc. change. Chris invited comments on the draft document.

Sam Milligan commented that he could not see a provision for detached youth work in the document. Chris Moore confirmed he would make this clearer.

CLLR Baker commented that it would be great to have an ambition/vision, but there is a need to be practical and for the strategy to be achievable – and effectively feed into the resulting service level agreement to go out to tender.

Cllr Baker asked Chris Moore to find other Town Councils who had done this, and that the document must recognise the things that we can do which do not duplicate anything being done by the Borough Council. Cllr Baker commented that any future grant funding would be likely to go to the Borough Council and so the Town Council needed to be realistic about what it can achieve.

Cllr Doyle commented that we should not limit our ambitions to what can immediately afford, and that our vision for the future should reach across the things that the Borough Council should provide, but doesn't.

Cllr Gilder commented that WTC has worked for many years at the forefront of youth provision for Woodley and has built strong relationships with partners such as ARC, JAC, churches and

other voluntary sector groups. Cllr Gilder commented that youth workers were very expensive and that we have limited resources.

Cllr Bragg commented that we should look at the activity led issues – with a view to linking young people up with existing clubs e.g. photography. We could encourage ‘youth wings’ within existing organisations that could lead to on-going interest and potentially employment.

Steve Outen commented that the many of the members on the group were of the older generation and that we should bring in some older youths/sixth formers to hear what they want or what opportunities they did not have.

Cllr Cheng commented that any consultation with young people must be very clear.

Cllr Doyle commented that a survey carried out by Berkshire Youth contained very useful information and they had already done this work for us.

Cllr Gilder commented that over the years the Council had engaged with young people e.g. skate park. Cllr Gilder commented that we must be careful not to raise expectation and risk young people becoming disillusioned e.g. skate park took 20 years to deliver.

Cllr Baker commented that the Berkshire Youth survey might cover geographical areas e.g. Reading, which will have different issues to Woodley. Cllr Baker commented that we mustn't think we know what they want.

Cllr Baker referred to the successful mental health awareness event that took place in the Oakwood Centre and suggested an event, with children invited from schools could be a success. Cllr Baker also mentioned that there was a Youth Parliament and that there may be a representative that could make a contribution. Chris Moore agreed to investigate this.

Sam Milligan commented that of the 4 approaches in the document, the issue led approach was the most flexible. Sam commented that when asking a group of young people to come to an event, many will exclude themselves from attending. An issue led approach would enable you to engage more difficult to reach people. If the Borough Council was like an Oil Tanker then, the Town Council response could be more like a speedboat – addressing a problem quickly. Sam commented that whoever you survey, you will exclude more people than you include.

Cllr Doyle commented that Wooley had lots of young people with well off parents and their children were well catered for in terms of activities and clubs and that we are targeting a group of young people with nowhere to go and nothing to do. Cllr commented that we were targeting this at the wrong people, they need somewhere safe and warm and that we have a responsibility to protect vulnerable young people who may also be susceptible to abuse by others. Cllr Doyle commented that the approach being taken was kicking the can up the road rather than addressing the issue.

Chris Moore commented that there is a marginalised group that we are not reaching and that the extent to which WTC can address this needs to be realistic in terms of resources.

Sam Milligan commented that if there were a small group of vulnerable young people e.g. 20-30, around 15 of those might attend a set activity for a number of weeks but would leave if they can't do the things they want to do. They are looking for somewhere dry and light but with no adults around. Sam commented that outreach work is the most cost effective way to reach these people and build up trust.

Cllr Gilder commented that with the two youth clubs that were previously running, only certain types of kids would attend. The others don't want to be organised by adults and that outreach work was the only way to reach them.

Cllr Baker commented that this is what JAC had been doing for many years – reaching the unreachable, as they were flexible enough to change their approach e.g. van with computer games etc, to continue to engage. Cllr Baker recognised that Cllr Doyle was very passionate about the provision of youth clubs. Cllr Baker commented that when WBC closed it's youth clubs, the Town Council continued to fund Bulmershe club, but it ultimately closed as kids wanted other things.

Cllr Doyle commented that he believed society should provide youth clubs and that we are left doing what we can with what we have. Cllr Doyle commented that the work will need to go out to tender.

Sam Milligan commented on a positive note, that JAC had found the hard to reach group had become smaller over the years. Sam commented that for the last 6 months of the Bulmershe youth club, the building was closed as no one came, and the staff team went out onto the streets to engage with young people.

Steve Outen commented that yes, we do need to target a particular group, but that we also needed to bear in mind the mental health issues affecting young people and the impacts of Covid.

Chris Moore thanked everyone for contributing to the discussion and asked stated that he would welcome any and all comments and suggestions by email following the meeting.

A date for the next meeting is to be confirmed and will be to consider a revised strategy document with recommendations.

Meeting closed at 7pm

Notes of Youth Strategy Briefing to discuss to discuss the draft Youth Strategy - held on 8 November 2021 at 6pm, via Zoom.

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Steve Outen (Woodford United FC), Sam Milligan (JAC), Trina Farrance (Bulmershe Gym Club), Cllr Michael Forrer (WTC)

Councillors: Cllr Martin Doyle, Cllr David Bragg, Cllr Anne Chadwick
Officers: Kevin Murray - Deputy Town Clerk

Kevin Murray (KM) welcomed everyone and explained that the purpose of the meeting was to obtain a recommendation from the Members of the Community Youth Partnership, to go to the Leisure Services Committee regarding adoption of the Strategy for Youth Services 2022-2027.

KM explained that the draft strategy would be presented to the Leisure Services Committee, Strategy and Resources Committee and Full Council for consideration before being adopted.

KM advised the meeting that any comments made could be noted and presented to the Leisure Services Committee along with the recommendation if requested.

KM introduced the draft Strategy for Youth Services 2022-2027 document and explained that it was the strategy document based on the research and assessment document produced by ACL Consultancy Solutions. KM went through each section of the document in turn and provided clarification on various parts in response to questions. KM explained the scoring against the different approaches and priorities set out in the appendix.

Cllr Doyle commented that the document was not clear that the Council would be responsible for carrying out the Equality Impact Assessment on the service, in respect of meeting the requirements under the Public Sector Equality Duty, and that this should be clearly stated.

Steve Outen asked if the timescale stated in the draft document was realistic. KM responded that this should be achievable as the draft document was being considered in the current cycle of Council committee meetings.

Cllr Forrer and Cllr Chadwick commented on the need for the strategy to be flexible to address changing needs of young people.

Cllr Doyle commented that the draft strategy appeared very similar to the arrangement that previously existed with Just Around the Corner and that the document should be clearer on the reasoning for not including 'place based' approaches. Cllr Doyle commented that he had previously made a proposal to the Council to use the underused changing area at Woodford Park Leisure Centre as a youth café/youth hub and had identified potential capital funding £87,000 that could be used for the project. Cllr Doyle commented that the document disregarded this approach.

Cllr Doyle queried the benefit of a 5 year agreement over a 3 year agreement and suggested that this should be made clear in the document. Cllr Doyle also suggested that the document should show a commitment to establishing a way of measuring the outcomes of the service provided and offered to provide some pro forma examples of this from elsewhere.

KM suggested that Cllr Doyle submit his comments/suggestions by email to be submitted to the Leisure Services Committee.

Sam Milligan commented that the document should clearly state the age range of the young people that it is intending to reach, and that this was crucial going forwards.

The subject of surveying young people was discussed and it was noted that this would need careful consideration in terms of how and who would be surveyed, what the Council would be asking and how this would help to inform the services provided both within and outside the service level agreement. KM commented that the Council may need assistance with this.

KM asked the members of the Community Youth Partnership that were present to indicate their support, or otherwise, for the draft Strategy for Youth Services 2022-2027. Cllr Forrer, Trina Farrance and Steve Outen indicated their support. KM advised that he would contact the other members not present to obtain their view and comments. Sam Milligan had left the meeting.

KM thanked everyone for attending and contributing to the meeting.

Meeting closed at 6.49pm



Strategy for Youth Services

2022 – 2027

DRAFT

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DRAFT

Purpose

Following the end of the previous service level agreement with Just Around the Corner (JAC) in 2020, the Town Council has determined to continue providing targeted support to young people in Woodley. The Council is seeking to do this by inviting tenders from specialist youth service providers to provide this support through a new service level agreement from 2022.

Research

It is recognised that the Town Council has limited resources to provide youth support services and that activities under a new service level agreement must be targeted and achievable.

The Town Council engaged ACL Consultancy Solutions Ltd (ACL) to draft a document summarising and assessing the approaches available to the Town Council when shaping future youth provision. ACL facilitated several meetings with members of the Council's Community Youth Partnership and other interested parties during 2021, at which views, opinions and suggestions were gauged. Section 7 of the ACL document (Appendix A) informs the priorities and approaches on which the basis of this Strategy has been formed.

Priorities

This Strategy identifies nine key priorities which the Town Council aims for the new service to aspire to. These are that the service:

- A** Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing
- B** Gives young people stronger voices at local community and local government levels
- C** Provides safe and appropriate opportunities to meet and have fun with friends
- D** Widens the diversity of activities and opportunities for young people
- E** Can work within the available WTC budget
- F** Provides opportunities for additional funding (eg per event, matched funding, sponsorship)
- G** Enables arrangements for the first five years of Youth Support delivery
- H** Can respond flexibly to changes in the interests and preferences of young people
- I** Can be cost-effectively managed by WTC, CYP and other partners as appropriate

These nine priorities have been used as the assessment criteria against which the potential approaches open to the Town Council have been assessed.

Outcomes

Measured outcomes against many of the priorities are very difficult as they are both subjective and wide-ranging. National frameworks exist and others are being developed to help providers of youth support services to evaluate their services, and these are themselves very wide-ranging and complex.

It is recognised that the Town Council is not a specialist provider of youth support services and does not have the knowledge and expertise to prescribe a fixed, detailed plan of activities through the SLA, particularly at the outset. Therefore the operation of the SLA will need a partnership approach with the provider, to enable the Council to understand the existing and changing needs of young people, and for the provider to understand the Council's expectations. This will be managed through regular (suggested monthly) update and progress meetings between the service provider and the Council's working party.

Approaches

The ACL document identifies four specific styles of approach open to the Town Council, along with the possible associated activities. These approaches are:

1 Activity Led

This approach centres around the provision of specific activities, such as:

- Pop-ups and events
- Workshops (practical, cultural)
- Sports
- Health and wellbeing (including mind and body)

2 Street Based

3 Placed Based

This approach centres around the location/s at which activities are provided, such as:

- Youth Hub(s)
- Youth Centre(s)
- Youth Café
- Sports, leisure or other health and wellbeing centre(s)
- Partner premises (eg schools)
- Specialist facilities (peripatetic or fixed)

4 Issues Led

This approach centres around providing activities which focus on a particular issue, such as:

- (Focus on) mental Health
- (Focus on) physical wellbeing
- (Focus on) personal wellbeing
- (Focus on) equality of access
- (Focus on) family breakdown
- (Focus on) criminal behaviour, including drugs distribution and use/

Assessment

By assessing the associated activities against this Strategy's priorities, we have identified that each of the four identified approaches meet, on average, the following number of priorities:

Approach	No. Priorities Met (avg.)
Activity Led	6.25
Street Based	8.00
Place Based	2.83
Issues Led	3.17

(See Appendix B for full matrix assessment)

Youth Strategy

The Town Council is working with a current budget of £27,000 p.a. for supporting young people through the delivery of a service level agreement.

Based on the assessment above, between 2022 and 2027 the Town Council will expect the service provider under the SLA to deliver youth support via a mix of 'activity based' and 'street based' approaches. These approaches are realistic and achievable within budget, and currently meet a greater number of the strategic priorities than either the 'place based' or 'focus led' approaches.

It is recognised that activities must be flexible throughout the period of the SLA in order to respond to changing situations; e.g. Covid, social media and other evolving pressures on young people. It is also recognised that not all of the activities mentioned in these approaches may be operating at the same time throughout the period of the SLA e.g. some periods may require more/less focus on harder to reach young people – through street based activities.

The service provider under the SLA shall provide regular information and advice on activities as appropriate in order to tailor the service provided to meet changing needs. Partnership working outside of the SLA e.g. via the Community Youth Partnership, will remain important in identifying and understanding local needs.

In addition to the activities under the SLA the Council shall:

- Continue to seek opportunities to engage and consult with young people in Woodley
- Continue to work with partners for the benefit of young people in Woodley
- Review and update policies and strategies as required to respond to the changing needs of young people in Woodley
- Engage an organisation with appropriate expertise to carry out an annual survey of young people in Woodley, to gauge needs and inform Council service provision - both within and outside of the SLA. (survey to be funded separately from activities under the SLA)

- Consider where existing services or facilities may contribute to, or have a positive impact on the priorities both within and outside of the SLA

Whilst this Strategy does not currently support the provision of youth support services via either the 'place based' or 'focus led' approaches due to the available budget and likely return on investment when assessing against the key priorities, they remain potential approaches which could be utilised by the Town Council in future in the context of any significant additional funding, appropriate feasibility assessments, and a review of this Strategy. For example, start up costs for a youth café are estimated at £20,000-£100,000 (ACL document 8.3.5.2.)

Monitoring

As mentioned in the 'Outcomes' section, measured outcomes against some of the priorities are difficult. Delivered activities will be monitored against the requirements set out in the SLA, which will be defined from the outset. These may be quantitative; for example:

- Number of detached youth work sessions
- Number of contacts with young people
- Number of pop up events / workshops and attendance numbers
- Attendance and reporting to Council meetings
- Progress on longer term projects
- Evidence of working with partners
- Evidence of audited accounts

The service provider will also be required to report annually on how they believe their service has met the Town Council's 9 key priorities, as defined in this Strategy.

Governance

The Service Level Agreement (SLA) shall be for a period of 5 years. The SLA may include an option to extend up to a maximum of 3 years, subject to review and approval by the Leisure Services Committee. The service will be procured in accordance with the appropriate public procurement regulations. This will require an open tendering process with tender assessment based on the criteria and profile specified in the tender document. The SLA shall have appropriate termination clauses to reflect changes in service requirements or address failings or other changes in the delivery of the activities.

Expressions of interest will be invited from potential service providers. A working party shall be set up to meet with interested organisations prior to formal tendering and development of the SLA.

The working party will assess the tender responses and make a recommendation to the Strategy and Resources Committee on the appointment of the service provider.

The service provider shall attend and report to each scheduled meeting of the Leisure Services Committee, in accordance with the terms and monitoring set out in the SLA.

The service provider shall attend and report to meetings of the Community Youth Partnership as required, in accordance with the terms and monitoring set out in the SLA.

The service provider shall also meet with the monitoring working party as required.

The Strategy shall be reviewed annually by the Leisure Services Committee to examine successes and identify any required changes or adjustments to the SLA.

Equality

An Equality Impact Assessment (EIA) shall form a key part of the selection for service delivery through the SLA. Tendering organisations will be required to provide an equality policy and demonstrate how their organisation meets the requirements under the Public Sector Equality Duty.

Delivery

It is envisaged that the new SLA will go out to tender in early 2022 with an anticipated commencement of service from April 2022.

A YOUTH STRATEGY FOR WOODLEY TOWN COUNCIL

CONTENTS (TO BE FINALISED)

1. FOREWORD
2. EXECUTIVE SUMMARY (TO FOLLOW)
3. THE NEED FOR A YOUTH STRATEGY
 - a. Local Authority Responsibilities
 - b. The Current Context
 - c. Summary of Recent History and Current / Future Requirements
4. THIS DOCUMENT
5. WHAT OTHERS ARE DOING
 - a. Street-based work
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10. NEXT STEPS
11. CONCLUSION

APPENDICES

Select Bibliography
Acknowledgements

1. Foreword by Chris Moore MA (Independent Consultant)

By 2021, young people everywhere have faced some of the worst social conditions in generations. A financial crash, followed by austerity and then the pandemic, all underpinned by rocketing property costs, problems with job opportunities and employment, interruptions to education and training are all threatening our young people's mental and physical health and wellbeing in unprecedented ways. Woodley Town Council ('WTC') believes it has a part to play in addressing some of these issues and in rebuilding opportunity and hope for this blameless generation of young people.

Some Authorities (such as Wokingham Borough Council) have a statutory duty to improve young people's wellbeing and to provide specific additional and early help (for people between 13 and 19 years, and up to 24 years for some vulnerable people). Parish and Town Councils do *not* have to do this, but some (such as WTC) *choose* to provide a level of support for young people. WTC is rightly proud of this commitment, against many of the odds: according to the YMCA Youth Charity, spending on youth services in England has been cut by 70% in real terms in less than a decade, with the loss of £1bn of investment. That analysis found that local authority expenditure on youth services dropped from £1.4bn in 2010-11 to just under £429m in 2018-19, resulting in the loss of 750 youth centres and more than 4,500 youth workers.¹

Regardless, youth services remain among the most important services that local authorities provide, and youth workers are in many senses the unsung heroes of their communities. Effective youth work helps young people to identify their social and development needs and involves them in shaping the services designed to meet those needs to impact both their own skills and life chances to create a better future for themselves and their communities. Unlike school, participation in youth activities is voluntary, and youth work takes a holistic approach with young people, starting where they 'are' in terms of developmental or physical location (open access or detached/street work). Therefore, WTC has been considering how to get the best value for young people from its modest youth service spend. The end of an existing Service Level Agreement with JAC ('Just Around the Corner') has provided this opportunity for reflection, and WTC thanks JAC for their excellent work to date.

WTC continues to engage with a range of stakeholders to develop this new, responsive Youth Strategy to guide its actions and investments over the next five years. WTC intends that its new youth 'offer' will seek to diversify provision in Woodley, involving young people in more decision-making and delivering a broader programme of activities for them, in line with their interests and priorities. I am sure we all look forward to working together to improve the lives of Woodley's young people.

Chris Moore MA, ACL Consultancy Solutions, September 2021

¹ Out of Service, YMCA Youth Charity, 2020). Also, <https://www.cypnow.co.uk/youth-work>

2. Executive Summary (To Follow)

3. The Need for a Youth Strategy

3.1 What Young People Say

In 2021, Berkshire Youth ('BY') undertook an important survey and analysis of what some young people wanted and needed. It is published at <https://www.berkshireyouth.co.uk/wp-content/uploads/2021/05/BY-Youth-FINAL-1.pdf> BY gathered a group of young people from around Berkshire to create a youth survey that included responses from over 750 young people throughout the County. Headlines of their work included

- 56% of young people told Berkshire Youth that their mental health had declined due to Covid-19
- 56% of young people reported that they had feelings of isolation/ loneliness due to Covid-19
- 40% of young people reported that they think they are never listened to within/by their local community
- 51% of young people reported that they think they are never listened to by their local council
- 69% of young people told Berkshire Youth that they wanted a place to have fun with friends
- 49% of young people reported that they felt there was a need for more specialist support for young people around mental health and wellbeing
- 47% of young people reported that they wanted somewhere safe to go
- 40% of young people told Berkshire Youth that they wanted more careers and employment advice

As has been pointed out, this is a relatively small sample of young people and we do not have information specifically about the group who replied, therefore we must treat the research with a certain amount of caution, and look for trends and patterns as opposed to absolutes.

² BY is a local charity working with approximately 12,000 young people across Berkshire every year, supporting them as they transition from childhood to young adulthood. BY encourages young people to reach their full potential and make a positive contribution to their communities through participation in fun and enriching leisure activities. Many of the young people they work with are vulnerable or disadvantaged and unable to access help elsewhere. BY focuses on prevention and helping young people who are missing out, not yet in crisis and who can't afford what is on offer or face barriers to access; these young people may have mental health issues, responsibility as a carer or low self-esteem. BY offers a variety of programmes and projects for both young people and youth workers. Their courses include the Youth Leadership Academy, the Duke of Edinburgh's Award, First Aid training and the Fit 4 Youth programme. They work with schools across Berkshire to provide preventative education, helping with early identification of those at risk of gangs, drugs and knife crime. Their youth workers regularly visit and work with students who have been identified by their schools as at risk and requiring extra

support, most of whom go on to reengage with their education and choose a much more positive path. BY adapted their offer during the pandemic to best meet the needs of the local community. For example, they created Berkshire Youth Hubs (<http://www.wbyh.co.uk>) as a virtual, text and telephone-based support platform bringing together information and links available to support young people, families and youth workers through the lockdowns and beyond. BY has stated “The pandemic has hit young people and the youth sector hard. With youth centres having to shut their physical doors and many unable to open their virtual doors, young people have reported that they feel isolated and lonely, with many struggling with their mental health. Young people have reported that they are struggling with school and education, and Berkshire Youth are pleased to be working with schools to provide both mentoring for young people and training opportunities for teachers and school staff to upskill around mental health and wellbeing. This report highlights the overwhelming need for young people to have safe and inclusive spaces with positive role models to talk to and emphasises the importance of investing in both universal and targeted youth work. These recommendations are also echoed in recent reports by UK Youth and the National Youth Agency. Despite the uncertain times, Berkshire Youth has been determined to push ahead with ambitious plans to renovate the Waterside Centre in Newbury into a fantastic youth and community centre in the heart of the town. Like our other flagship youth centres (The Wayz in Bracknell and the Britwell Youth and Community Project in Slough) the Waterside Centre, opening later this year, will offer a programme of activities and a safe space and support for local young people. We believe that it’s more important than ever at the present time to lift young people’s aspirations, boost their self-esteem and inspire them to reach their full potential, showing them that they are valued and important and we are all invested in their futures.”

3.2 Local Authority Responsibilities

- 3.2.1 Principal Local Authorities have a statutory duty to improve young people’s wellbeing and to provide specific additional and early help. Neither Parish nor Town Councils have a comparable statutory duty, but some (such as Woodley Town Council) choose to provide a level of support for their young people. For Principal Local Authorities, DfE guidelines include requirements of this provision to connect young people with their communities, offer participative opportunities in safe contexts, support personal and social development, improve physical and mental health and emotional wellbeing, help ‘at risk’ young people with education and training and raise young people’s own aspirations (supporting them to improve their own resilience and best inform their own decisions).
- 3.2.2 It is local authorities’ duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being, including youth work. Local authorities must take steps to ascertain the views of young people and to take them into account in making decisions about services and activities for them, in line with Article 12 of the United Nations Convention on the Rights of the Child (UNCRC). They should establish and maintain structured arrangements for doing so. To inform continuous improvement, these arrangements should enable young people to inspect and report at least annually on the quality and accessibility of provision. As appropriate they should also be involved actively in service design, delivery and governance.

Young people should receive the support they need to participate, ensuring representation of the full diversity of local young people, and those who may not otherwise have a voice.³

- 3.2.3 Local authorities are responsible for securing, so far as is reasonably practicable, a local offer that is sufficient to meet local needs and improve young people’s well-being and personal and social development – having regard to the general principles of the UNCRC. They should strive to secure the best possible local offer within available resources, reviewing the sufficiency of the offer if it does not result in positive feedback from young people on the adequacy and quality of local provision and positive trends in qualitative and quantitative data that are indicative of local young people’s well-being and personal and social development.⁴

3.3 The Current Context

3.3.1 The Existing Woodley Town Council SLA

Whilst it may have been fit for purpose in the past, the service level agreement for Woodley Town Council’s outsourced delivery of services for young people is now mostly unworkable post-Covid, post-austerity and in light of financial ‘tightening’ going forward. It is critical now, therefore, to use the Council’s local experience, knowledge and ideas to create a more flexible offer that can be delivered and developed as the pandemic and other contexts change.

3.3.2 The Covid-19 Pandemic

It is possible that the real scale of impacts of the Covid pandemic have yet to come, and yet to be understood. However, the vaccination programme is progressing and businesses, schools and so on have started to reopen. Locally, Covid-19 lockdowns and falling UK temperatures appear to be keeping young people indoors to some extent. It may be prudent, therefore, to consider the current period as one for exactly this sort of reflection and planning so that alternative service delivery might begin in Winter 2021/Spring 2022 with

³ Statutory Guidance for Local Authorities on Services and Activities to Improve Young People’s Well-being (Issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act ‘06, 2012)

⁴ Statutory Guidance for Local Authorities on Services and Activities to Improve Young People’s Well-being (Issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act ‘06, 2012)

monitoring and change as required throughout the rest of the year, facilitated through more frequent stakeholder contact (ie with young people) and discussion than in the past.

3.4 Summary of Recent History and Current / Future Requirements

3.4.1 Overview

The Youth Service is composed of a voluntary sector and a statutory sector. The statutory sector is under the control of the Education Authority and consists of a number of youth clubs and outdoor education centres, the voluntary sector is by far the larger sector and is composed of many different organisations. There are approximately 140,000 young people who are registered participants in the Youth Service. There are almost 1,600 registered youth service providers, the regular running of which is reliant on a workforce of 20,881, of whom over 90% are volunteers. Uniformed organisations make up 57% of the total number of youth units and account for 37% of the young people who participate in youth service activities on a regular basis.

3.4.2 The Youth Endowment Fund

The Youth Endowment Fund (YEF) is as an independent charitable trust, established in March 2019 by Impetus with a £200m endowment and ten-year mandate from the Home Office. The charity's mission is to prevent children and young people becoming involved in violence. It does this by finding out what works and building a movement to put this knowledge into practice. The Youth Endowment Fund is committed to making change happen to keep children and young people safe. They will fund good work in England and Wales that aims to prevent children and young people becoming involved in violence. They will find what works by evaluating every programme and activity that it funds. Finally, they will work for change by spreading and scaling what works. Their website can be found at <https://youthendowmentfund.org.uk/>

3.4.2 Local Ambitions

Just Around the Corner ('JAC') currently delivers against the existing SLA and has its own youth strategies and policies in place, already involving young people in some aspects of decision-making, planning and delivery. This documentation (where the ambitions of young people for themselves are explicit) should be referenced in developing an alternative offer that is deliverable.

Stakeholder partners might now be considered to include schools, health services, local authorities, and appropriate community organisations, for example. All these currently find their roles and capabilities compromised to a greater or lesser extent, so a broader network for cooperation might represent a good way forward.

4. This Document

4.1 *In our original notes of April 7, 2021, we (ACL) wrote: “It became clear at a facilitated virtual meeting and discussion on March 18th this year that a youth strategy could support Council decision-making in the context of youth provision funded by Woodley Town Council (‘WTC’) through a Service Level Agreement. The current situation sees delivery by Just Around the Corner (‘JAC’) on behalf of WTC and the Community Youth Partnership (‘CYP’). The purpose of the recent discussion was to explore how the existing Service Level Agreement for supporting young people in Woodley could be made more flexible and responsive to some of the challenges posed by youth service delivery, and in a time of Covid-19. Principal Local Authorities have a statutory duty to improve young people’s wellbeing and to provide specific additional and early help. Neither Parish nor Town Councils have a comparable statutory duty, but some (such as Woodley Town Council) choose to provide a level of support for their young people (£27k for 2021-2022) and the Council now wishes this to be continued, albeit with some change. Towards the end of the meeting, it was agreed that the creation of a new youth strategy was important to support decision-making. The Town Clerk and ACL said they would prepare a short proposal for consideration”.*

4.2 The completed proposal stated the work’s intended objectives to

- Agree with the Town Clerk the calendar for development and implementation of the strategy, facilitating a revised SLA
- Summarise recent suggestions on the shaping of WTC’s future youth provision
- Assess each suggestion independently; summarise the assessments and make recommendations
- Present these to the CYP/ WTC
- Taking on board CYP and WTC views, incorporate the recommendations within a Youth Strategy document for 2021-2026
- Develop a new SLA as appropriate along with a process framework for its award

4.3 The proposal was approved, and work began on the strategy. There were meetings with the Town Clerk and Deputy Town Clerk, and further consultations with individuals and organisations by ACL. A further briefing to discuss to discuss the (incomplete) draft Youth Strategy was held on 13 September 2021, via Zoom. The focus for this meeting was a key discussion of service provision to be explored (such as young people making more use of social media to identify helpful guidance, identify disinformation and spot online bullying; using the NYA document ‘suite’; working with an extended network of stakeholders in new ways; researching others’ approaches and adapting them; introducing a limited range of activities when it is safe to do so, such as using the Oakwood Centre and outdoor sports spaces). All ideas were welcomed, and this facilitated discussion was generally agreed to be very productive. Feedback and consultation have continued to the point of report-writing (this document).

5. What Others Are Doing

5.1 Street-Based Work

- 5.1.1 Street-based youth work offers one of the few ways of making and sustaining contact, and working effectively with, disaffected, socially excluded, young people – and yet the ad hoc method by which it is funded means its accessibility to these people remains sporadic and patchy. The term ‘street-based youth work’ describes an imperfectly defined art rather than an exact science. It springs from the long-standing endeavours of various philanthropic and, later, public bodies to draw young people into a particular service or activity or to ensure that specific messages, on matters such as their health, were delivered to those who were not inclined to use building-based provision. Some youth projects use street-based work as their predominant approach and employ full-time personnel with a professional qualification. A few also use mobile youth facilities such as a converted bus which is driven regularly to different housing estates or villages to provide a base in which young people can meet, and often carries a range of posters or video equipment to prompt discussion on social issues. As with detached work generally, a bus may be used in response to specific concerns, for example by being deployed on a specific Friday evening in a town centre to provide support, information and advice.
- 5.1.2 Whatever the scale and intensity of the street-based work, some features are common. Projects aim to establish a regular presence in an area so that young people become familiar with the workers and know that help is available should a time arise when they need it. Workers also aim to establish regular contact with individual young people and to build a relationship of trust on the basis of which they can begin to address issues identified by those individuals. These frequently include such matters as bullying and harassment, unemployment, housing, pregnancy and relationship breakdown. Conversation and spontaneous discussion may lead to more organised activity such as specific arts and media-based activities, sporting activities and taking groups of young people away for short residential programmes. Some projects work to establish semi-permanent groups with regular meetings for groups of young women or young men; young carers and peer education groups. They may also encourage young people’s progression into other projects.⁵
- 5.1.3 Detached youth workers operating at street level can sometimes help excluded and disaffected young people in ways not always possible in more formal settings. Joseph Rowntree Foundation research found that a systematic street-based youth service would cost a small fraction of the amount spent on other services targeted at this group. The Foundation asked Tom Wylie, Chief Executive of the

⁵ [The Cost of Providing Street-Based Youth Work in Deprived Communities](#) (Joseph Rowntree Foundation, 2004)

National Youth Agency, supported by George Smith of the University of Oxford, to make an illustrative calculation of what it might cost to provide street-based youth work projects more systematically across deprived local areas in England (please see below).

5.2 Place-Based Work

- 5.2.1 Place-based working is a person-centred, bottom-up approach used to meet the unique needs of people in one given location by working together to use the best available resources and collaborate to gain local knowledge and insight. By working collaboratively with the people who live and work locally, it aims to build a picture of the system from a local perspective, taking an asset-based approach that seeks to highlight the strengths, capacity and knowledge of all those involved. This differs from top-down approaches that rely on an overarching systemic (or national) view that is then broken down into sub-systems (local views). By focusing on the deficits, rather than the assets, top-down approaches can sometimes be criticised for undervaluing the importance of local knowledge and assets and, as a result, the differentiation between local and national issues becomes misunderstood. This can be problematic, particularly when thinking about improving health and wellbeing, as it can cause us to think that the national perspective is all that matters and prevent us from understanding local needs.
- 5.2.2 There are some issues with the precursors to place-based approaches (e.g. active regional development, place-blind methods or community planning) including misdiagnosis of issues, lack of an asset-based approach, tokenistic community engagement and short-term planning horizons. Together, these have led to an increased demand for approaches that value the importance of place, while also understanding the need for embedded, person-centred ways of working. While these approaches sought to improve local resources, they didn't have any specific place-based considerations and therefore could be considered 'top-down' as opposed to community focused 'bottom-up' approaches. A place-based approach, on the other hand, acknowledges the complexity of people's lives by working in direct partnership with a range of people and provides one way of uncovering the needs and strengths of local communities.
- 5.2.3 Example 1: place-based approaches have been used by different organisations, in different ways, for different reasons. It is not a one-size-fits-all approach and is often adapted to meet local needs, as well as the needs of the organisations conducting the work. The Joseph Rowntree Foundation (JRF) has spent ten years working in Bradford with the aim of improving community cohesion and empowering local citizens. They chose to work in Bradford due to the area's diverse economic and ethnic profile. Throughout this programme of work, providing safe places for debate - where everyone was regarded as an equal and previously unheard voices were encouraged - led to strengthened local partnerships. Those involved have increased their understanding of the local community. However, the aim of the programme was to support the community to make improvements, not just to understand it. The evaluation

report reflects the need to have worked more closely with local stakeholders, as well as a need for more long-term commitment to the individual projects they worked on. JRF say they could have improved this outcome by involving people in the design of the projects from the start and translating their research and findings into local action.

- 5.2.4 Example 2: Total Place was a programme comprising 13 pilot schemes sponsored by local communities and Local Government. It involved 63 local authorities, 34 primary care trusts and 13 police authorities. Unlike the Joseph Rowntree Foundation work in Bradford, the overall aim was to transfer control to those working on the ground through the delivery of better value services with an expectation of early cost savings to validate the work. In reality, it is still unclear if Total Place achieved the cost savings it predicted. The initiative sought to implement preventative approaches, but its evaluation was subject to numerous challenges. Furthermore, only 10 of the 13 pilots were evaluated based on person-centred outcomes, with 7 of the 10 reporting a lack of robust evidence that collaborative working had improved outcomes for the people using services.
- 5.2.5 Example 3: 'Altogether Better'. West Cheshire's Whole Place Community Budget Pilot 'Altogether Better' is working locally in Greater Manchester to reduce the 'wasteful' duplication of resources and services by promoting an integrated, cross-sector approach to service delivery. While a fundamental part of this process is ensuring local residents and providers are actively involved in the design and delivery of services to improve the outcomes of people who live locally, the key aim for both examples remains the reduction of costs. This project is already reporting cost savings and reduced requirement for acute interventions. While this demonstrates that pooling resources to deliver solutions could tackle resource and financial issues, it does not report on whether these services provided positive outcomes for the people living locally.⁶

5.3 Core Components Work

- 5.3.1 This approach assumes that projects can be broken down into constituent parts: the 'core components' making up the service or approach being delivered for young people. For example, a mentoring programme for young people at risk of violence may be made up of many different components or practices. It could include things such as goal-setting sessions, one-to-one counselling, group activities or social and emotional learning.

⁶ **IRISS** <https://www.iriss.org.uk/resources/irisson/place-based-working> (First Published 2015)

5.3.2 There are many different approaches to breaking down youth service provision into its core components, but many focus on four principal aspects

- Describing what is offered (the first advantage of a core components approach is that that it can help with articulating the nature of the offer to young people. It can also be useful for developing a strong theory of change – an explanation of why the activities that are run should contribute to short and long-term outcomes)
- Knowing what and how to adapt (a related benefit of a core components approach is that it can help with adapting the design or delivery of programmes. During the pandemic, for example, support may have needed to be more personalised, according to the needs of individuals. This is easier to do if it is possible to distinguish between aspects of the offer that are core, or non-negotiable, and those that are flexible and can be more obviously adapted)
- Making practice more evidence-informed (breaking a service down into its parts can help to identify the features or components of programmes that are associated with positive effects. This can be used to improve existing practice by adjusting what is offered better to fit the evidence)
- Evaluating programmes (this can involve a conscious focus on specific components to explore how well they are implemented, what contribution they are perceived to be making to project aims, or how acceptable they are to users. It is also possible to start adding or subtracting components, or changing those that exist, and observing the impacts of these changes.⁷)

5.4 Strategies

5.4.1 Overview

In 2020, less than half of OECD countries (44%) for which preliminary data is available had youth work strategies in place. Governments should adapt existing strategies and formulate new ones to ensure that the youth work sector is ready to deal with the fallouts of the COVID-19 crisis and address emerging areas such as digital youth work.⁸

⁷ (The Youth Endowment Fund) <https://youthendowmentfund.org.uk/adapting-and-learning-using-a-core-components-approach/>

⁸ Youth and Covid-19: Response, Recovery and Resilience (OECD, 2020 [14])

5.4.2 *The UK Government*

The Treasury announced a Youth Services Review of programmes in Spring 2020 to support youth services as part of the 2020 Spending Review. DCMS was leading this internal review and were keen to hear from youth service providers and representative groups directly. The Youth Review was expected to set policy direction for the out-of-school youth agenda, focusing on programmes currently within the scope of DCMS, with a particular focus on addressing regional differences in opportunities for young people. This included considering the next steps on the Youth Investment Fund and the NCS programme. DCMS planned to be working to align its aims with other government departments and priorities for young people. (NB We contacted DCMS twice about an update on this report, with no response as at 13/10/2021)

5.4.3 DCMS has carried out previous consultations with the youth sector, during which the following key messages were shared:

- National and local infrastructure is varied across the country, and it is recommended the design of any funding programmes for youth services seeks to support both.
- The youth sector welcomes both national and place-based funding and encourages DCMS to ensure join-up of funding streams, and accessibility of funding to grassroots organisations, as well as regional and national bodies.
- A mixed funding model will be essential to achieving any vision for out-of-school youth provision.
- Government funding for youth services presents an opportunity to increase consistency of outcomes and measurement. While central government and local organisations will likely have different interests regarding data collection, both should work together to ensure outcomes and metrics meet each other's needs.
- The youth sector raised the value of open-access youth services alongside broader positive activities for young people and called for DCMS' vision to be clear on the distinction between the two.
- Government is encouraged to reflect on the distinct role of youth work, training and up-skilling to support practitioners to deliver youth provision.

DCMS has two aims for its youth support: (i) developing skills for life and work, and (ii) supporting mental and physical wellbeing.

5.5 Responses to COVID

- 5.5.1 The National Youth Association ('NYA') is the Professional, Statutory and Regulatory Body (PSRB) for youth work in England and as such is the national partner for the government, the Local Government Association and non-governmental bodies, and with relevant bodies in related professions (such as teaching, policing and social care). The NYA sets the standards for youth sector organisations in recognition of practice, qualifications and the youth work curriculum and convenes the National Youth Advisory Body for policy advice and guidance. We have worked with an expert group of youth work practitioners, national youth organisations and young people to shape this document. Youth sector organisations typically work with young people aged 8 to 25 years, although other age groups are recognised.
- 5.5.2 The NYA states "There is a wide range of youth provision, normally defined as 'youth work', which includes open-access work through youth centres, community projects, volunteering and youth social action, alongside targeted services and specialist groups for vulnerable young people. Such activities are run by local groups, community organisations and local authorities or as part of national programmes. The types of activity include, for example, youth clubs, street-based youth work, peer-led youth groups, uniformed youth groups, youth councils, outdoor education and residential trips.

It is recognised that the level of lockdown will vary over time and by location if local restrictions are applied. To support youth sector organisations when reacting to these changes a readiness framework and level is provided. Changes are published weekly on the [NYA's website](#) and provides guidance as to the nature and capacity of activity recommended at each level.

Alongside adhering to the framework's guidance, all proposed activities and changes must be subject to a risk assessment, which should be enhanced when physical spaces/buildings /land are to be used.

All providers of youth provisions and services must complete a COVID-19 action plan (see details below). These plans are intended to ensure that you have considered all reasonable aspects of activities before opening provision at a local level."

- 5.5.3 The National Youth Agency lowered its readiness level to 'GREEN' in September 2021. On their website (www.nya.org.uk) is a prescriptive list of the activities they propose under that restriction. They also provide some extremely helpful Covid-19 guidelines and documents (including templates) – all free to download and use. For example, they offer a very useful list of 'Ten Things to Be Aware Of':
1. Read the National Youth Agency guidance: [Managing Youth Sector Activities and Spaces During COVID-19](#)
 2. It is a requirement for all centres, projects and units to develop an action plan with a comprehensive risk assessment
 3. Keep your plans and risk assessments under constant review
 4. Be aware of changes to the law or readiness levels (via the National Youth Agency website)

5. Protect vulnerable individuals at all times and consider your responsibilities to those with protected characteristics
6. Ensure social distancing is protected
7. Involve your staff, volunteers and young people in designing your plans
8. Ensure you clearly communicate changes to everyone involved
9. Do not rush to re-open, only do so when you are confident it is safe
10. Stay safe

5.5.4 “It is important to ensure we create spaces, services and opportunities that enable everyone to engage equally. This often requires adjustments to our working practices and approaches to ensure that everyone benefits fairly. Your organisation’s equality and diversity policy should be considered at all times and especially when making decisions and judgements related to the impact on individuals and groups with protected characteristics. When applying this guidance, organisations should be mindful of the particular needs of different groups of workers and individuals. It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic, such as age, sex, race or disability. Employers and organisations (voluntary or otherwise) also have additional responsibilities towards disabled individuals and those who are new or expectant mothers.

The following must be in place:

- Assessment that the risk to workers, young people and the community can be safely managed
- Ability to meet core government guidance
- Effective safeguarding arrangements
- All children and young people should be safeguarded
- Enhanced cleaning arrangements are in place
- Ability to comply with social distancing requirements and limits on gathering sizes which is underpinned by UK law
- Ability to ensure hygiene levels are maintained, including for frequent hand washing/cleansing with alcohol gel
- The risk to workers, young people and the community being safely managed
- Whether the most vulnerable in society can be effectively safeguarded

Everyone needs to assess and manage the risks of COVID-19. As a service provider or employer (voluntary or paid), you have a legal responsibility to protect workers, young people and others from risks to their health, safety and wellbeing. This means you need to think about the risks they face and do everything that is reasonably practicable to minimise them, recognising you cannot completely eliminate the risk of COVID-19.

A youth organisation may deliver a range of activities and types of provision, including local projects and services. We advise that each project/centre/unit completes a risk assessment and action plan document. The action plan will ensure that you have considered all reasonable points ahead of changing your delivery levels. This will also help you to identify the actions and steps you need to put in place to ensure appropriate and safe provision.

The action plan includes a risk assessment and will consider the wider organisational policies that must continue to govern your practice, including safeguarding, equality and health and safety policies. You should also check with your insurer that they will continue to cover your planned activities.

Your plan is required to be as simple or complex as your organisation's activities and plans. The NYA, UK Youth and the Federation for Detached Youth Work have provided templates, checklists and examples of action plans that are kept updated; go to <https://youthworksupport.co.uk>. You must keep your plan under constant review and make responsive amendments to reflect the NYA's published readiness level. Be ready to react if the readiness level changes week-to-week, and ensure you communicate changes to young people, staff, parents/carers and other stakeholders. Your action plan should include clear information about how your service can and will respond to different readiness levels to minimise risk. You must make sure that the risk assessment for your provision addresses the risks of COVID-19 and that this guidance is used to inform your decisions and control measures. A risk assessment is not about creating huge amounts of paperwork, rather it is about identifying sensible measures to control the risks in your setting. Your risk assessment will help you decide if you have done everything you need to.

Youth sector organisations have a duty to consult their staff members (paid or voluntary) on health and safety issues. We would also advise engaging young people in developing your plans and risk assessments and in the discussions about the impact on themselves, their peers/ families and their significant others. You can do this by listening and talking to them about the planned work and how you will manage risks from COVID-19. The people who do the work are often the best people to understand the risks in the workplace, and they will have a view on how to work safely. Involving them in making decisions shows that you take their health and safety seriously.

Youth organisations often work with young people and trusted adults (staff, volunteers) who are at higher risk from COVID-19. It is essential to be aware of who these individuals are and how to mitigate the risk to them. Steps may be required to ensure equality of access to provision for young people who are shielding or at increased risk.”⁹

⁹ Managing Youth Sector Activities and Spaces During COVID-19 (National Youth Agency, Dec 2020 V4)

5.6 Other Responses

- 5.6.1 Organisations working with young people are responding in a very broad range of ways across the globe. From taking advantage to focus on the development of young women in Tanzania, to establishing lifelong 'Learner Guides' in Sierra Leone, to developing a new social enterprise for disadvantaged young people to learn financial and business skills in Jordan, to creating health information exchange opportunities using social media in Botswana, to the OECD's 'Hackathon/Hack the Crisis' projects many are trying to see the positive opportunities offered by a 'pause' in our 'usual' lives.
- 5.6.2 Some authorities are looking at alternative delivery models in order to deliver services in different ways, depending on the local context. In some areas, Youth Mutuals have been developed to open up alternative sources of funding and to allow the generation of income, while in others, Young People's Foundations bring together the public, private, voluntary and community sector to make the most effective use of all available funding and assets. In all models, the council as the body with the statutory responsibility will maintain a key role in supporting and setting the direction of local youth provision.
- 5.6.3 With limited funding available from councils, many organisations are often pursuing the same funding from external sources such as charities and trusts. Councils have an opportunity to invest smaller amounts in core funding for groups so that they can access further funding, and to coordinate funding bids, supporting smaller organisations to come together to deliver work that can contribute to the wider vision. Opportunities for organisations to collaborate meaningfully should be explored wherever possible to support collective impact. Support for writing funding bids can also be helpful, particularly where organisations have limited or part-time staffing.
- 5.6.4 In some areas, improving the use of council and community assets has been invaluable, and offers an alternative way of supporting service delivery than financial support. Finding ways to allow easier sharing of assets can improve the viability of, and access to, services across the area. This can apply to buildings, funding and resources – both owned by the council and community organisations, and by private and voluntary partners – as well as staff and volunteers.
- 5.6.5 Using the council's role as a community and partnership leader to facilitate discussions with and investment from the local private sector can help to support delivery of some youth services. Involving local businesses in the development of the vision for local youth services can support this, encouraging buy-in from the beginning and ensuring that the vision helps to support young people to develop the skills they need for the local job market when they reach adulthood.

6. Approaches

6.1 Approaches to be Assessed

Discussions and meetings to date on how Woodley Town Council should move forward with its youth provision have included a wide range of stakeholders but are not 'complete' and should continue to be regarded as work-in-progress rather than as tasks 'completed'. The strategy and its delivery will deliver best value if they are kept under constant review and can be flexed to suit dynamic, changed and changing contexts.

Thinking, ideas and suggestions to date have proved wide-ranging and comprehensive; we have therefore sought to categorise them so that they might be considered in comparison with one another only where that is appropriate. The categorisation of approaches we are working with is:

- 1 ACTIVITY-LED**
 - a. Pop-ups and events
 - b. Workshops (practical, cultural)
 - c. Sports
 - d. Health and wellbeing (including mind and body) activities

- 2 STREET-BASED**

- 3 PLACE-BASED**
 - a. Youth Hub (s)
 - b. Youth Centre(s)
 - c. Youth Café
 - d. Sports, leisure or other health and wellbeing centres
 - e. Partner premises (eg schools)
 - f. Specialist facilities (peripatetic or fixed)

- 4 ISSUES-LED**
 - a. (Focus on) mental health
 - b. (Focus on) physical wellbeing
 - c. (Focus on) personal wellbeing
 - d. (Focus on) equality of access
 - e. (Focus on) family breakdown
 - f. (Focus on) criminal behaviour, including drug distribution and use

Some relevant and influencing aspects have also emerged, and we will go on to consider these as:

- 5 OTHER CONSIDERATIONS**
 - a. Ongoing Consultation (with young people, with other partners and stakeholders)
 - b. Partnership-building
 - c. Additional Research and Development
 - d. Provision for Different / Priority Age Groups
 - e. Taking the Long View

7. Assessments

7.1 Criteria for Assessment

Clearly, not all approaches can be considered as one comparison group, and we have accommodated this. Nevertheless, we have established 10 tests that are relevant to national regional and local youth approaches (including, for example, the Berkshire Youth Survey 2021, Woodley Town Council online meeting March 18th 2021, Independent consultations with JAC, WTC and others 2020 / 2021, DCMS Youth Review 2021, Department of Education 2020, NYA Readiness Guidance 2021, ETS information, research by Reading Voluntary Action, Joseph Rowntree Foundation/LGA/Unison and others), the Youth Endowment Fund and so on.

Using a matrix, and bearing in mind an initial youth support budget of £27k for 2021-2022 we have considered whether the approach in question

- A** Addresses young people’s mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing
- B** Gives young people stronger voices at local community and local government levels
- C** Provides safe and appropriate opportunities to meet and have fun with friends
- D** Widens the diversity of activities and opportunities for young people
- E** Can work within the available WTC budget
- F** Provides opportunities for additional funding (eg per event, matched funding, sponsorship)
- G** Enables arrangements for the first five years of Youth Support delivery
- H** Can respond flexibly to changes in the interests and preferences of young people
- I** Can be cost-effectively managed by WTC, CYP and other partners as appropriate

7.2 OUR ASSESSMENTS

	APPROACH 1: ACTIVITY-LED	a/ Pop-ups and events	b/ Workshops (practical, cultural)	c/ Sports	d/ Health and wellbeing (including mind and body) activities
A	Addresses young people’s mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Yes.	Yes.	Yes.
B	Gives young people stronger voices at local community and local government levels	Possibly.	No.	No.	No.
C	Provides safe and appropriate opportunities to meet and have fun with friends	Yes.	Yes.	Yes.	Yes.
D	Widens the diversity of activities and opportunities for young people	Yes.	Yes.	Yes.	Yes.
E	Can work within the available WTC budget	Yes.	Yes.	Yes.	Yes.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Yes.	Possibly.	Yes.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	N/A	N/A	N/A	N/A
H	Can respond flexibly to changes in the interests and preferences of young people	Yes.	Possibly.	Yes.	Yes.

	APPROACH 1: ACTIVITY-LED	a/ Pop-ups and events	b/ Workshops (practical, cultural)	c/ Sports	d/ Health and wellbeing (including mind and body) activities
I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Yes.	Yes.	Yes.	Yes.

	APPROACH 2: STREET-BASED	Outdoors, local area		APPROACH 2: STREET-BASED (ctd)	Outdoors, local area
A	Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes	F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Possibly
B	Gives young people stronger voices at local community and local government levels	Yes	G	Enables arrangements for the first five years of Youth Support delivery	Yes
C	Provides safe and appropriate opportunities to meet and have fun with friends	Yes	H	Can respond flexibly to changes in the interests and preferences of young people	Yes
D	Widens the diversity of activities and opportunities for young people	Yes	I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Yes
E	Works within the available WTC budget	Yes			

	APPROACH 3: PLACE-BASED	a/ Youth Hub (s)	b/ Youth Centre(s)	c/ Youth café	d/ Sports, leisure or other health and wellbeing centres	e/ Partner premises (eg schools)	f/ Specialist facilities (peripatetic or fixed)
A	Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Yes.	Yes.	Yes.	Possibly.	Yes.
B	Gives young people stronger voices at local community and local government levels	Possibly.	Possibly.	No.	Possibly.	No.	Possibly.
C	Provides safe and appropriate opportunities to meet and have fun with friends	Yes.	Yes.	Yes.	Yes.	Yes.	Possibly.
D	Widens the diversity of activities and opportunities for young people	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.	Yes.
E	Works within the available WTC budget	No.	No.	No.	Possibly.	Possibly.	Possibly.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	Yes.	Yes.	Yes.	Possibly.	Possibly.	Possibly.

	APPROACH 3: PLACE-BASED	a/ Youth Hub (s)	b/ Youth Centre(s)	c/ Youth café	d/ Sports, leisure or other health and wellbeing centres	e/ Partner premises (eg schools)	f/ Specialist facilities (peripatetic or fixed)
H	Can respond flexibly to changes in the interests and preferences of young people	Yes.	Yes.	No.	Possibly.	Possibly.	Yes.
I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	No.	No.	No.	Possibly.	Possibly.	Possibly.

	APPROACH 4: ISSUES-LED	a/ (Focus on) Mental health	b/ (Focus on) Physical wellbeing	c/ (Focus on) personal wellbeing	d/ (Focus on) Equality of access	e/ (Focus on) Family breakdown	f/ (Focus on) Criminal behaviour, including drug distribution and use
A	Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.
B	Gives young people stronger voices at local community and local government levels	No.	No.	No.	Possibly.	No.	No.
C	Provides safe and appropriate opportunities to	Possibly.	Possibly.	Possibly.	Yes.	No.	No.

	APPROACH 4: ISSUES-LED	a/ (Focus on) Mental health	b/ (Focus on) Physical wellbeing	c/ (Focus on) personal wellbeing	d/ (Focus on) Equality of access	e/ (Focus on) Family breakdown	f/ (Focus on) Criminal behaviour, including drug distribution and use
	meet and have fun with friends						
D	Widens the diversity of activities and opportunities for young people	Possibly.	Possibly.	Possibly.	Yes.	Possibly.	No.
E	Works within the available WTC budget	Yes.	Yes.	Yes.	Yes.	Possibly.	No.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Yes.	Yes.	Possibly.	Yes.	Possibly.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	N/A	N/A	N/A	N/A	N/A	N/A
H	Can respond flexibly to changes in the interests and preferences of young people	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.
I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Yes.	Yes.	Yes.	Yes.	Possibly.	Possibly.

	APPROACH 5: OTHER CONSIDERATIONS	a/ Ongoing Consultation (with young people, with other partners and stakeholders)	b/ Partnership- building	c/ Additional Research and Development	d/ Provision for different / priority age groups	e/ Taking the long view
A	Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Yes.	Possibly.	Possibly.	Yes.	Yes.
B	Gives young people stronger voices at local community and local government levels	Yes.	Possibly.	Possibly.	Yes.	Yes.
C	Provides safe and appropriate opportunities to meet and have fun with friends	Possibly.	No.	Possibly.	N/A	N/A
D	Widens the diversity of activities and opportunities for young people	Yes.	Yes.	Possibly.	Yes.	Yes.
E	Works within the available WTC budget	Possibly.	Possibly.	Possibly.	Possibly.	Yes.
F	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Possibly.	Possibly.	Possibly.	Possibly.	Possibly.
G	Enables arrangements for the first five years of Youth Support delivery	Yes.	Yes.	Yes.	Yes.	N/A

APPROACH 5: OTHER CONSIDERATIONS		a/ Ongoing Consultation (with young people, with other partners and stakeholders)	b/ Partnership- building	c/ Additional Research and Development	d/ Provision for different / priority age groups	e/ Taking the long view
H	Can respond flexibly to changes in the interests and preferences of young people	Yes.	Yes.	Yes.	Yes.	Yes.
I	Can be cost-effectively managed by WTC, CYP and other partners as appropriate	Possibly.	Possibly.	Possibly.	Possibly.	Yes

8. RECOMMENDATIONS

8.1 Overview

The Local Government Association developed a set of principles for youth service provision that are comprehensive and appropriate to the current context. We recommend they are adopted to guide this strategy, its implementation and future strategies and plans:

- **Young People’s Voice:** this should be central to the provision offered to them. They can choose to attend a variety of services on a voluntary basis, building a sense of autonomy and trust in practitioners that encourages engagement with further work where needed. Provision can and should be structured around the needs of young people locally, offering both universal, open-access provision wherever possible, and targeted support for those considered more at-risk, disadvantaged or with higher need. For WTC it is important to engage more young people in more discussions about their wants and needs
- **Inclusivity, equality and diversity:** young people should feel included in their local area and can access the support they need as they progress towards adulthood. No young person feels marginalised or isolated as a result of disability, sexuality, nationality, socio-economic status, special educational needs, mental health issues, religion or any other characteristic. The local youth offer helps to improve social mobility for young people from all backgrounds by offering support to develop the skills, knowledge and networks they need to access and take advantage of opportunities.
- **Respect:** young people are a valued and respected part of the community whose needs and wishes are considered equally with those of other groups. They are actively encouraged to participate in their communities and to enjoy opportunities in their local area without fear of judgement or negative stereotyping.
- **Quality, safety and well-being:** good quality services are provided by staff with appropriate safeguarding training, linked to a wider network of support. Ideally this includes professionally qualified youth workers with the skills, expertise and competencies to support safe, quality services with appropriate levels and types of intervention. The youth offer helps to keep young people safe and supports their mental, emotional and physical health, improves their social and economic wellbeing, and makes sure they can access education, non-formal learning and recreation.
- **Empowerment:** services empower young people to progress and engage in employment, education and training, and to take an active role in their local communities. Young people are listened to and can make positive demonstrable changes to their communities and understand how to engage with the democratic process.
- **Positivity:** services are strengths-based and focus on developing the skills and attributes of young people, rather than attempting to ‘fix a problem’.

- **Local solutions:** as local leaders who know their communities best and have a key role in place-shaping, councils are ideally placed to set out the vision and direction for youth provision in their area. This includes establishing what services and support are needed and wanted, how all local provision (not just youth services) supports young people, identifying the outcomes that matter most to young people, and working with partners to find ways to deliver these. Councils may not be in a position to directly deliver or commission all youth provision, however their ability to oversee and coordinate, with the support of all levels of local government, is invaluable.¹⁰

8.2 Activities, Streets, Places, Issues and Other Considerations for Woodley

- 8.2.1 A blend of activities appears to be ideal for the new SLA. Pop-ups and events should help achieve many of the broader objectives set out in this strategy. Sports activities appear to be the strongest next option, then workshops and then health and wellbeing activities. This list need not be exclusive of any activities, but there will be limits to year-round activities and we suggest this as a ‘workable bias’, not as an absolute. Clearly (and as discussed within the CYP) there are some unknowns around the longer-term psychological and emotional impacts of Covid, and this might require a reappraisal of these first thoughts, for example.
- 8.2.2 Streets-based activities and interactions appear to be the best option for delivery of services for young people in this context. As well as being financially feasible, these interactions can be flexible and adaptable, and can be delivered by detached youth work professionals where and when young people require them. Documentation examined as part of this research is clear that detached youth workers are often in a position to do exactly what others who work with / interact with young people find themselves unable to do, and this includes interacting with some of the harder-to-reach young people in the area.
- 8.2.3 Place-based delivery is problematic in the immediate context. This is mostly due to financial constraints. The notion of a specialist or exclusive site that is truly fit for purpose is not feasible in the short-term. However, this could be a very exciting proposition for the longer-term, should WTC be able to pursue it, and the ‘youth club’ model is tried and tested in many cases. Some use of fixed specialist facilities (such as a mechanical workshop) and peripatetic facilities (such as a mobile recording studio) could be ideal, and – because it would be pay-per-use and not a recurring overhead, this should be manageable across the contract year/s. It may be that partners (such as schools, civic facilities) will need to make additional charges for cleaning, maintenance and so on, post-Covid, and some might change the nature of activities that can take place on their premises in the future. In that context, sports, leisure or other types of health and wellbeing centres might prove a stronger option than generic ‘spaces’ (such as halls).

¹⁰ From the LGA website

- 8.2.4 Issues-led activities have the potential to support many of the outcomes the CYP has already identified. However, WTC will need to keep in mind that it is not able to offer comprehensive social care or medical services. Instead, a highly targeted approach to identify and start working with a manageable issue (or combination of issues) is essential (the 'core components' approaches described above might be very useful here). In the first instance, experienced youth worker colleagues will quickly be able to ascertain priority issues within the locale. However, it is critical that, as the strategy progresses, more ways are created and managed to give young people a strong, clear voice in the provision and services they genuinely want and need.
- 8.2.5 The most significant 'other considerations' are, in our view twofold. First, taking the long view and making provision for an SLA that should run to five years will be critical for WTC's youth services to remain flexible, relevant and varied. Some activities require long lead-ins and supply colleagues (eg specialist technicians) are more likely attracted to a regular booking than a one-off arrangement. Youth workers require security and opportunities to review and improve practice, and these are activities that can only really function over the mid- to long-term. Second, the voices of young people need to be found, heard, recorded and played back at very high volume as WTC continues to look for valued, good value and innovative provision for its young people. Again, taking the 'long view' will certainly help, and larger-scale research and development should be studied and referred to, perhaps, rather than undertaken directly. Nevertheless, finding ways to engage with more young people (through social media, for example, and through other partners) is a fundamental base for strong youth provision, and WTC really needs to engage with that difficult task.

8.3 FUNDING

8.3.1 Short-term funding creates problems of staff recruitment and retention and weakens the durability and success of service provision. It also fails Providers outside an authority by providing little or no security nor planning horizon. For the purposes of this strategy, we have looked at a number of funding issues, including:

8.3.2 Funding Youth Workers

Youth worker salaries can range from c£19k to c£43k, with discretionary points at the upper levels and weighting additions c£2k for outer London areas.¹¹

8.3.3 Funding detached youth work

¹¹ Joint Negotiating Committee Agreement for Youth and Community Workers, 2021

Detached youth workers operating at street level may be able to help excluded and disaffected young people in ways not always possible in more formal settings. The Joseph Rowntree Foundation supported the first major national study of street-based youth work, *Reaching socially excluded young people*. It focuses particularly on detached and outreach work with socially excluded young people and demonstrates the growth of such work in recent years. Its findings show that such work where it exists has proven to be one of the few ways of making and sustaining contact with disaffected young people. Yet no systematic resources are being made available to fund such work, so projects are provided on an ad hoc basis, for example as part of regeneration projects. Their geographical coverage is highly selective and even where projects exist their funding from year to year is insecure.

8.3.3.1 The Foundation asked Tom Wylie, Chief Executive of the National Youth Agency, supported by George Smith of the University of Oxford, to make an illustrative calculation of what it might cost to provide street-based youth work projects more systematically across deprived local areas in England. This is a summary of those costings. They are not intended to give an exact calculation of the cost of a national street-based youth work programme, but to indicate the order of magnitude of spending that systematic provision would involve. The analysis was based on information gathered from individual projects and from recent micro-analysis of patterns of disadvantage provided by the University of Oxford's Index of Multiple Deprivation.

8.3.3.2 Looking at nine examples of projects in different types of area, the study calculated the actual unit cost of a session working with each young person. This might involve a young person at one of two levels: as a simple 'contact' who is known to the youth worker or as a 'participant' involved in various relationships or activities. Observed unit costs were in roughly three categories:

- Low-cost projects spending £3 to £6 per 'contact' and £6 to £16 per 'participant'. These projects were typically not fully resourced, with services only available some of the time and relying largely on volunteer labour.
- Higher-cost projects, with a fuller range of services, where costs ranged from £10 to £17 per 'contact' and £12 to £23 per 'participant'.
- An inner London borough project where unit costs were £25 and £39 respectively.

8.3.3.3 Based on the information gathered from these examples, the study calculated what it would cost to provide the staffing and other elements required for a full range of services in a 'good practice' project, allowing basic contact with 125 young people per week, of whom 25 would be worked with intensively. The cost of such a project is estimated at £75,000 a year, with a unit cost of £16 per 'contact' and £27 per 'participant' episode.¹²

¹² **Costing Street-Based Youth Work (Tom Wylie for the Joseph Rowntree Foundation, 2004)**

8.3.4 *Funding Youth Service Buildings and ‘Hubs’*

- 8.3.4.1 Over time, and before drastic reductions to local and other youth funding, youth clubs and hubs have often delivered outstanding value for young people, funders and communities. Youth clubs are a tried and tested way to attract young people to regular, safe and supervised assemblies and activities. Whilst there can be issues around youth club ‘cliques’, the youth club model could well be something for WTC to set its strategic sights on (likewise, a/number of youth hub/s). It is important to remember, though, that WTC is not a Borough or County Council. Its modest budget of £25k compares with, for example, that of the Royal Borough of Kensington and Chelsea (2018/19), who planned for a spend of just under £1.5m.
- 8.3.4.2 Following extensive consultation, they created a new youth offer that was co-designed to reflect local priorities and ambition for the future. Like WTC, contracts for the existing youth offer (a non-statutory service) were about to expire, subject to a short extension period to align with the outcome of the youth review. This provided RBKC with an opportunity to significantly reshape and refocus the youth offer in line with local priorities and in response to changing needs. In their new model, activity-based provision (separate from youth centre provision) was to be increased to £230,000 including £40,000 for young people to directly allocate. That was in addition to £410,000 for youth hub and youth club provision that organisations were able to bid for. The new youth offer also sought to strengthen targeted youth support and the detached outreach offer into local communities whilst also providing greater opportunity for young people to shape the services that they receive and be part of a new youth parliament. At that time, the Council had engaged with 1015 stakeholders, including 771 young people, 172 parents, 71 community groups and voluntary sector organisations, including all current youth providers. The Council also engaged with various internal stakeholders such as Children’s Services, Early Help, Public Health and Community Safety, Grenfell Health and Wellbeing Team and Grenfell Response. New-build costs for a Youth Club are between £2,170 and £2,410 per m². Nevertheless, identifying a building and/or hubs specifically for young people could be a very significant long-term aspiration with the potential to deliver great value.

8.3.5 *Funding a Youth Café*

- 8.3.5.1 These are youth-centred spaces for young people to chill and hang out with their friends in a safe and secure environment. Young people in Foróige Youth Cafés, for example, take ownership of the café by electing a café committee who work with the other members, volunteers and staff. Other cafés have film nights or undertake citizenship and other Foróige programmes. The huge upsurge in communities requesting a Youth Café in their area has led Foróige to look at a wide variety of options to meet the community’s needs while also being mindful that funding is not always available to set up these cafés. Foróige has developed 3 models for Youth Cafés.

Model 1: Youth Health Cafés

- Youth Health Cafés are led by professional staff in a dedicated youth café space. These operate mainly in large towns and cities and are fully equipped with a range of services, including health related programmes.

Model 2: Part-time Youth Cafés

- Part-time Youth Cafés operate as part of an existing service, such as a Foróige project or youth service. Like other youth cafés, they operate outside normal working and school hours and offer a drop-in service. These cafés are led jointly by the project youth workers and local adult volunteers. Young people who engage in the youth café can also avail of the wide range of services on offer in the project.

Model 3: Volunteer Led Youth Cafés

- Volunteer Led Youth Cafés are the joint effort of local volunteers, organisations and young people. They sometimes have dedicated youth cafe premises but many are in rooms in community buildings hired for the evenings the cafe is open. Their opening hours depends on need and volunteer availability and range from one evening a week to several evenings, lunchtimes and Saturday afternoons.

8.3.5.2 One type of youth café or another might be another long-term, strategic development for WTC. It is important to know that, just like any hospitality-based business, cafes and coffee shops require a great deal of work to both start up and ensure long-term break-even or profitability. There are expected to be over 32,000 coffee shops in the UK by 2023; young cafe customers want more than good coffee: from the Wi-Fi to the type of seating chosen, it all adds to the experience. There are very few millionaire cafe owners: most are in it for the love of the industry and the desire to make a difference in their community. Setting up a cafe might require anywhere between £20,000 and £100,000 in start-up costs. There will also be expenditure on rent, refits, furniture, technology, staff, stock and all the other elements that go towards creating a great cafe experience. In London, a leasehold cafe can be anywhere from £100,000 to £500,000. In the rest of the UK, that drops to between £50,000 and £150,000. The licenses the property holds, its condition and the price of similar properties in the area will all have an impact on the price. For new fixtures and fittings, a budget of £3,000 is realistic if the premises are already fitted out, and up to £10,000 if it's just a shell. A point of sale (POS) system might cost £30 per month for the ability to take payments and record stock movements. Staffing and payroll are the second most significant overhead: the average hourly wage for baristas will be anywhere from £7 to £9 per hour, and a chef at least £20K per year. As a rough guide, a small cafe with two baristas outside London will cost around £30,000 per annum. Initial stocking might be c£3k. Marketing can represent large or small spends, with social media pay-per-click (PPC) advertising c£1k in the early days. At the very least, the operation will also need: employer's liability insurance; public liability insurance; gas and electrical safety certificates; food hygiene certificate. In 2019/20 Wiltshire County Council approved a

funding request for the 'Elements' youth café provision of £5k for a manager for 6 hours per week. New-build costs for café / snack-bar/ coffee bar are between £2,540 and £2,820 per m2. ¹³

¹³ Figures from Beambox.com and other business sources

9. DRAFT TENDER DOCUMENT (LATER)

x

10. NEXT STEPS

On September 13th 2021 members of the CYP were briefed and agreed to the following outline schedule for the production of a Youth Strategy for WTC:

- i Sep 13th: Community Youth Partnership Briefing (Consideration of the initial draft strategy document. Comments and revision suggestions were requested, to be sent to Chris Moore)
- ii Following Sep 13th: further CYP briefing: consideration of the revised draft strategy and agreement to make recommendations to the Leisure Services Committee
- iii Nov 16th: Leisure Services Committee meeting – consideration of the revised strategy document and recommendation made to the Strategy and Resources Committee
- iv Nov 23rd: Strategy and Resources Committee meeting - Consideration of the revised strategy document and recommendation from the Leisure Services Committee. Recommendation to Full Council
- v Dec 7th: Full Council meeting – consideration for adoption of the final Youth Strategy documentation

11. CONCLUSION

Many issues that impact on the wellbeing and life chances of young people fall outside the remit of youth services (such as housing, public health and employment). All parts of the Councils (at local and regional levels) need to be engaged with an articulated youth agenda to deliver a positive vision for young people. The role of families and the community is also important, of course, and a clearer national vision for services for young people could only help at this time.

Councils such as WTC already work with a very broad range of local partners and have well-established relationships which can support effective use of resources towards achieving shared outcomes and meeting needs.

The LGA notes “Provision by alternative providers such as the voluntary and community sector, schools or religious groups can also help to deliver these outcomes. Clearly this cannot be specified by the council; this is where it is useful to develop the local vision in partnership with other sectors, to encourage progress towards a shared vision for young people. Other provision that is not explicitly youth services, for example health services, parks, housing and transport, can help to meet outcomes as part of a systemic approach to supporting young people. Mapping all of this against the needs analysis and outcomes needed to deliver the vision will help to identify gaps in provision. Evaluating and reporting on outcomes effectively is not easy, and commissioners should acknowledge this, building in proportionate resources to contracts for robust outcome monitoring..... As the voluntary and community sector is increasingly involved in the delivery of youth provision, councils will want to consider their commissioning and contract monitoring arrangements to check that these are proportionate and not excluding smaller organisations from putting themselves forward.... Involving young people meaningfully in service design and commissioning can also be effective in ensuring the delivery of appropriate services for young people..... A further opportunity arising from developing a shared vision for youth services in the area is joint commissioning and potentially aligned or pooled budgets. Where outcomes are shared by a range of partners, working with those partners to commission and deliver services that meet those shared objectives is more likely to result in more joined-up, efficient services for young people alongside economic benefits.”¹⁴

¹⁴ From the LGA website, August 2021

12. APPENDICES

APPENDIX A:

Adapting Services for Woodley's Young People During and After the Pandemic

Discussion Paper and Outline Agenda for Zoom Call on March 18th 2021 (14.00 – 16.00)

Introduction

Thank you very much for agreeing to join our call on March 18th. The purpose of this discussion is to explore how we can adapt the existing Service Level Agreement for supporting young people in Woodley to be more flexible and responsive to some of the challenges posed by Covid-19. Whilst we will focus on young people between 13 and 19 years (and up to 24 years for some vulnerable people such as those with learning difficulties) we might also wish to consider the context for young people of primary schooling age, too.

I have been invited by the Clerk of the Town Council to facilitate the discussion and am more than happy to do so – most of my career has involved working with young people in one professional capacity or another, and I am acutely aware of the risks this pandemic brings to young people's physical, mental, emotional, social, educational and vocational wellbeing. I have also worked with the Town Council on a number of projects and understand many aspects of the local context.

This paper is intended to help start us all from the same point – I apologise in advance if any points are already obvious to you.

Chris Moore MA, ACL Consultancy Solutions Ltd, March 2021

Context and What We Know

Local Authorities

You may already be aware that Principal Local Authorities have a statutory duty to improve young people's wellbeing and to provide specific additional and early help. Neither Parish nor Town Councils have a comparable statutory duty, but some (such as Woodley Town Council) choose to provide a level of support for their young people.

For Principal Local Authorities, DfE guidelines include requirements of this provision to connect young people with their communities, offer participative opportunities in safe contexts, support personal and social development, improve physical and mental health and emotional

wellbeing, help 'at risk' young people with education and training and raise young people's own aspirations (supporting them to improve their own resilience and best inform their own decisions).

The Existing Woodley Town Council SLA

Whilst it may have been fit for purpose in the past, the service level agreement for Woodley Town Council's outsourced delivery of services for young people is mostly unworkable against the background of the current global pandemic. It is critical now, therefore, to use your local experience, knowledge and ideas to create a more flexible offer that can be delivered and developed as the pandemic context changes.

The Covid-19 Pandemic

Specialist advice as of 11-01-2021 is that the worst of this virus' national impacts are yet to come. However, the vaccination programme has begun and there is early anticipation that the current lockdown is already making a positive difference. Schools may start reopening after the February half-term, but this is contingent. Locally, Covid-19 lockdowns and a very cold snap appear to be keeping young people largely indoors.

It might be prudent, therefore, to consider the current period as one for exactly this sort of reflection and planning so that alternative service delivery might begin in Spring/Summer 2021 (at the earliest) with monitoring and change as required throughout the rest of the year, facilitated through more frequent stakeholder contact and discussion than in the past.

Local Ambitions

Just Around the Corner ('JAC') currently delivers against the existing SLA and has its own youth strategies and policies in place, already involving young people in some aspects of decision-making, planning and delivery. This documentation (where the ambitions of young people for themselves are explicit) should be referenced in developing an alternative offer that is deliverable.

Stakeholder partners might now be considered to include schools, health services, local authorities and appropriate community organisations, for example. All of these currently find their roles and capabilities compromised to a greater or lesser extent, so a broader network for cooperation might represent a good way forward.

What Others are Doing, Resources

You may already know that organisations working with young people are responding in a very broad range of ways across the globe. From taking advantage to focus on the development of young women in Tanzania, to establishing lifelong 'Learner Guides' in Sierra Leone, to developing a new social enterprise for disadvantaged young people to learn financial and business skills in Jordan, to creating health information exchange

opportunities using social media in Botswana, to the OECD's 'Hackathon/Hack the Crisis' projects many are trying to see the positive opportunities offered by a 'pause' in our 'usual' lives.

The National Youth Agency raised its readiness level to 'RED' on 05-01-2021. On their website (www.nya.org.uk) is a prescriptive list of the activities they propose under this restriction. They also provide some extremely helpful Covid-19 guidelines and documents (including templates) – all free to download and use. For example, they offer a very useful list of 'Ten Things to Be Aware Of':

1. Read the National Youth Agency guidance: [Managing Youth Sector Activities and Spaces During COVID-19](#)
2. It is a requirement for all centres, projects and units to develop an action plan with a comprehensive risk assessment
3. Keep your plans and risk assessments under constant review
4. Be aware of changes to the law or readiness levels (via the National Youth Agency website)
5. Protect vulnerable individuals at all times and consider your responsibilities to those with protected characteristics
6. Ensure social distancing is protected
7. Involve your staff, volunteers and young people in designing your plans
8. Ensure you clearly communicate changes to everyone involved
9. Do not rush to re-open, only do so when you are confident it is safe
10. Stay safe

It is relatively easy to find a really helpful selection of relevant information and resources via any search engine, but to get started, I can recommend the sites for Social Futures, gov.uk, the UN CRC, the OECD and Brookings.

Outline Agenda

Considering some of the above, I'd like to propose an outline agenda for our discussions as follows:

1. Introductions, Aims and Objectives (Chris)
2. AOB you'd like included (All)
3. Your views on the current local, regional and national context (All, facilitated)
4. Our focus: a key discussion of service provision we can explore (such as young people making more use of social media to identify helpful guidance, identify disinformation and spot online bullying; using the NYA document 'suite'; working with an extended network of stakeholders in new ways; researching others' approaches and adapting them; introducing a limited range of activities when it is safe to do so, such as using the Oakwood Centre and outdoor sports spaces). ALL of your ideas are welcomed and nothing reasonable is out of scope (All, facilitated)

5. How we can move on to involve more young people and other stakeholders (All, facilitated)
6. The next stages for mapping and planning: who, how, when? (Town Clerk)
7. Budgeting and finance: who? (Town Clerk)
8. Actions agreed and next steps (Chris)
9. Close (Chris)

Naturally, I welcome any further or alternative suggestions for the agenda. You are very welcome to contact me on 07711-090458 or at chrismoore@aclconsultancysolutions.com

I look forward to working with you.

Chris

APPENDIX B: Notes of initial meeting to discuss a new Service Level Agreement to support young people - held on 18 March 2021

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Paul Cassidy (ARC), Graham Sumbler (Woodley Baptist Church), Steve Outen (Woodford United FC), Trina Farrance (Bulmershe Gym Club), and Councillors Kay Gilder, Jenny Cheng and Martin Doyle (WTC) - apologies were received from Councillor Michael Forrer and Laurie Ann Price.

Councillors: Cllr Keith Baker, Cllr Beth Rowland and Cllr Nada Al-Sanjari

Officers: Deborah Mander - Town Clerk, Kevin Murray - Deputy Town Clerk

Other: Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone and explained the purpose of the meeting was to explore how to adapt the existing Service Level Agreement (SLA) supporting young people in Woodley to be more flexible and responsive to some of the challenges posed by the pandemic.

He informed the meeting that he had spoken with Sam Milligan from Just Around the Corner (JAC), who currently provide the SLA, and with other contacts of his who work in the youth sector.

After initial introductions Chris Moore asked all the attendees to give their views on the impacts of Covid-19 on young people in the areas they are working in:

Cllr Martin Doyle - was very concerned at the £1M taken out of youth provision by Wokingham BC. This has had a tremendous impact on services and young people and was reflected in the facilities available for them. He was keen to see a traditional form of youth facility - a hub staffed by professionals - and was concerned at the lack of facilities available to older young people.

Chris Moore commented that a physical space was pertinent for younger young people - but less attractive to those who were older.

Cllr Doyle said he'd seen no evidence that a central hub was more pertinent to younger rather than older young people and believed that teenagers in particular need protection to not be prayed upon - a controlled hub would achieve this.

Cllr Keith Baker said Cllr Doyle had made a good point in that we're not sure what older teenagers want - it could be a hub. Wokingham BC pulled out of youth centres and Woodley Town Council is the only Town/Parish Council supporting young people through the existing SLA. He said he didn't know of any research that had asked young people what they want.

Cllr Al-Sanjari - had discussed support for young people with her secondary school students – they felt that faith-based youth provision has its purposes but doesn't meet everyone's needs. Older teenagers' needs are more complicated now and the challenges are greater, especially mental health which she felt should be a focus. Communal spaces for young people to use and access are key to making a community. Crime rates / county lines issues - Cllr Al-Sanjari is involved in a network looking at tackling this in ethnic minority groups. She wanted to get away from youth work being a reaction, rather than a response to a problem.

Cllr Kay Gilder – who, along with Cllr Rowland, is one of the longest serving members on the committee said that originally the town had 3 youth clubs, and these were good for some young people. However, there are young people who don't want to go to clubs and this led to the Council funding an outreach youth worker - which became JAC. When youth centres closed, the Churches joined forces and provided facilities for younger people to meet up. Cllr Gilder believed that the work that JAC and the churches had done filled a space and expressed her appreciation for their work with young people.

Chris Moore then invited comments on trends and observations:

Cllr Beth Rowland - who worked in secondary education, expressed concerns for young people - knife crime and drugs in Woodley in particular. There is a huge availability of drugs on the streets and young people know where to get these. General breakdown of family life is also a concern and has been affected by the pandemic. How we find out what is worrying young people is important. Schools do employ family workers to provide pastoral care and ARC is seeing more young people with new mental health issues returning to school.

Cllr Jenny Cheng - believed we couldn't cure all the ills and that the Council's role was to provide something after school - we need to find out what young people want, which seems to be different for younger and older teenagers.

Trina Farrance - outside the closures of the Gym Club she had encouraged their members to come to the club to meet up with other gym club members and to encourage them to have healthy life styles and good mental health.

Steve Outen - felt we shouldn't lose sight of all the voluntary activities and clubs in Woodley. Woodley Town FC have people allocated to support young people. He also felt that there needed to be a committee, but there needed to be someone to take ownership of the problem to steer the group through and give direction to what we are doing. He agreed that a hub would be a good idea if manned by the right people. He believed we should focus now on mental health problems - this could be advertised through the schools.

Chris Moore then asked the meeting to think about more specific ways of supporting young people; for example, an event in the park to encourage healthy choices, seasonal provision eg events after school, drop-in activities, pop-up in the Oakwood Centre foyer. He referred to the need to be a champion for young people - convincing others of the importance of this work and sustaining it going forward.

Cllr Martin Doyle was looking for the Council to provide accommodation and funding, and suggested that unused space at the Leisure centre could be made habitable - with a group of people providing services - a place of protection, with advice and help. He referred to charities who do this sort of thing - Berkshire Youth, for example, who involve young people in making music and cultural activities.

Paul Cassidy was concerned that when young people are asked what they want by the time it is commissioned young people want something else. Secondary schools have counsellors, and ARC are making sure they have the resources to respond to need. At the moment mental health needs are low but this will change when schools reopened. Activities put on should be fun.

Chris Moore asked if it was feasible and possible to deliver a framework for delivery.

Paul Cassidy believed that whatever is provided should be open to all. He thought that a framework could benefit from influence by young people and it wouldn't be too hard to go into secondary schools to identify what kids may want. He referred to the Parkour/Free running scheme which hadn't materialised and whether this is something that could be included going forward.

Cllr Martin Doyle - referred to professional youth workers who would work with the police and other authorities in the community. There was stuff going on that needed to be dealt with - this needed an active relationship with others, including the police - this was an important part of youth work.

Cllr Keith Baker - said he didn't believe the Town Council could solve all the problems - it couldn't employ 2 or 3 youth workers because there weren't the funds to do so. He wondered whether, rather than having an SLA with one organisation, we should look at providing annual grants for different youth work projects - eg mental health, sports etc. Grants could be allocated as dynamics change in terms of need.

Cllr Nada Al-Sanjari - would prefer to support a hub, rather than a SLA - a venue with qualified professionals - but also said she wouldn't, at this point, rule anything out.

Graham Sumbler - if the plan was to make allocations for one year only there would be an issue in terms of young people's reactions - young people don't really know what they want. It would be important for the CYP to find out what groups do and what needs they can see in the community - in order to join with and target young people and services. He explained that as a youth worker in a church he has the time and skills to go into other settings, eg schools - the kids know they are there to help and listen, and to get to know you.

Chris Moore raised the issue of the cost of a permanent hub and that these had largely been closed because of cost.

Cllr Martin Doyle - would not dismiss Cllr Baker's idea out of hand. He was sensitive about how councils like Woodley TC have been put in a position to fund things the government usually funded. Our council is trying to produce something robust and real. He didn't agree with grant funding for different groups and was concerned that £27K annually would not be enough, although it was before. He suggested that the tender be put to appropriate parties to see what they want to offer to provide to the Council.

Chris Moore suggested that some of these suggestions are mutually exclusive and that something tangible is easier to raise funds for.

Cllr Keith Baker - clarified that his suggestion regarding grants could work as there is already the structure there, and reasonable sums could allow organisations to expand and provide facilities.

Cllr Jenny Cheng - said she agreed with many of the comments made so far, however, one size didn't fit all and the CYP needed to find out what young people want.

Paul Cassidy - commented that he wouldn't be pleased if this reduced the existing grant funding to ARC.

There was an exchange of views about the lack of success on some matters relating to the work of the CYP.

Trina Farrance - said she liked the grants idea but she believed that Woodley should have a place for young people to go - not necessarily a youth club - could be a not for profit cafe.

Cllr Nada Al-Sanjari said she would like to see not for profit music workshops, a mobile studio, and that the money would go to a hub arrangement.

At this point it was acknowledged that there was not a clear strategy going forward on developing the terms of the SLA. Cllr Keith Baker suggested that a 5 year strategy should be considered.

It was noted that the current SLA ended on 31 March 2021 - and it was confirmed that JAC would still be conducting outreach work and would liaise with the Town Council on any matters of concern.

It was agreed that the Town Clerk, with the facilitator's help, frame a process so that all can engage and be involved in the strategy for the terms of the SLA 2021.

APPENDIX C: Notes of Youth Strategy Briefing to discuss to discuss the draft Youth Strategy - held on 13 September 2021 at 6pm, via Zoom.

The following members of the Community Youth Partnership, Councillors and Officers attended the virtual meeting:

Community Youth Partnership: Steve Outen (Woodford United FC), Sam Milligan (JAC), Trina Farrance (Bulmershe Gym Club), Laurie-Ann Price and Councillors Kay Gilder, Jenny Cheng, Michael Forrer

Councillors: Cllr Keith Baker, Cllr Martin Doyle, Cllr David Bragg

Officers: Kevin Murray - Deputy Town Clerk, Matthew Filmore – Committee Officer

Other: Chris Moore, ALC Consultancy Solutions, facilitated the meeting and discussions.

Chris Moore welcomed everyone and explained that the purpose of the meeting was to check the direction of travel of the initial draft strategy document. He informed those present that this was an informal meeting, that nothing was set in stone at this point, and that the aim was to make the best use of a limited but worthy budget in supporting young people in Woodley. Chris highlighted the timeline for development and adoption of the strategy and that the pace would need to be picked up in order to achieve this. Chris asked those present to provide any comments, suggestions or questions on the document to him directly.

Chris Moore gave an example of the changes in other areas such as arts & culture, where there was requirement a flexible and dynamic approach, and that this was increasingly true of youth support provision. He referred to the draft document and explained the ‘matrix’ approach which was designed to reflect all the issues, with nothing specifically ‘in or out’ at this stage, and the importance of recording all of the issues previously discussed, regardless of what the resulting focus of the strategy might be. He spoke about the need to start to focus on what can realistically be achieved with the available resources, while also considering a wider vision for the future should circumstances, funding etc. change. Chris invited comments on the draft document.

Sam Milligan commented that he could not see a provision for detached youth work in the document. Chris Moore confirmed he would make this clearer. CLLR Baker commented that it would be great to have an ambition/vision, but there is a need to be practical and for the strategy to be achievable – and effectively feed into the resulting service level agreement to go out to tender. Cllr Baker asked Chris Moore to find other Town Councils who had done this, and that the document must recognise the things that we can do which do not duplicate anything being done by the Borough Council. Cllr Baker commented that any future grant funding would be likely to go to the Borough Council and so the Town Council needed to be realistic about what it can achieve.

Cllr Doyle commented that we should not limit our ambitions to what can immediately afford, and that our vision for the future should reach across the things that the Borough Council should provide but doesn't. Cllr Gilder commented that WTC has worked for many years at the forefront of youth provision for Woodley and has built strong relationships with partners such as ARC, JAC, churches and other voluntary sector groups. Cllr Gilder commented that youth workers were very expensive and that we have limited resources.

Cllr Bragg commented that we should look at the activity led issues – with a view to linking young people up with existing clubs e.g. photography. We could encourage 'youth wings' within existing organisations that could lead to on-going interest and potentially employment.

Steve Outen commented that the many of the members on the group were of the older generation and that we should bring in some older youths/sixth formers to hear what they want or what opportunities they did not have.

Cllr Cheng commented that any consultation with young people must be very clear. Cllr Doyle commented that a survey carried out by Berkshire Youth contained very useful information and they had already done this work for us.

Cllr Gilder commented that over the years the Council had engaged with young people e.g. skate park. Cllr Gilder commented that we must be careful not to raise expectation and risk young people becoming disillusioned e.g. skate park took 20 years to deliver.

Cllr Baker commented that the Berkshire Youth survey might cover geographical areas e.g. Reading, which will have different issues to Woodley. Cllr Baker commented that we mustn't think we know what they want. Cllr Baker referred to the successful mental health awareness event that took place in the Oakwood Centre and suggested an event, with children invited from schools could be a success. Cllr Baker also mentioned that there was a Youth Parliament and that there may be a representative that could make a contribution.

Sam Milligan commented that of the 4 approaches in the document, the issue led approach was the most flexible. Sam commented that when asking a group of young people to come to an event, many will exclude themselves from attending. An issue led approach would enable you to engage more difficult to reach people. If the Borough Council was like an Oil Tanker then, the Town Council response could be more like a speedboat – addressing a problem quickly. Sam commented that whoever you survey, you will exclude more people than you include.

Cllr Doyle commented that Wooley had lots of young people with well off parents and their children were well catered for in terms of activities and clubs and that we are targeting a group of young people with nowhere to go and nothing to do. Cllr commented that we were targeting this at the wrong people, they need somewhere safe and warm and that we have a responsibility to protect vulnerable young people who may also be susceptible to abuse by others. Cllr Doyle commented that the approach being taken was kicking the can up the road rather than addressing the issue.

Chris Moore commented that there is a marginalised group that we are not reaching and that the extent to which WTC can address this needs to be realistic in terms of resources.

Sam Milligan commented that if there were a small group of vulnerable young people e.g. 20-30, around 15 of those might attend a set activity for a number of weeks but would leave if they can't do the things they want to do. They are looking for somewhere dry and light but with no adults around. Sam commented that outreach work is the most cost effective way to reach these people and build up trust.

Cllr Gilder commented that with the two youth clubs that were previously running, only certain types of kids would attend. The others don't want to be organised by adults and that outreach work was the only way to reach them.

Cllr Baker commented that this is what JAC had been doing for many years – reaching the unreachable, as they were flexible enough to change their approach e.g. van with computer games etc, to continue to engage. Cllr Baker recognised that Cllr Doyle was very passionate about the provision of youth clubs. Cllr Baker commented that when WBC closed its youth clubs, the Town Council continued to fund Bulmershe club, but it ultimately closed as kids wanted other things.

Cllr Doyle commented that he believed society should provide youth clubs and that we are left doing what we can with what we have. Cllr Doyle commented that the work will need to go out to tender.

Sam Milligan commented on a positive note, that JAC had found the hard to reach group had become smaller over the years. Sam commented that for the last 6 months of the Bulmershe youth club, the building was closed as no one came, and the staff team went out onto the streets to engage with young people.

Steve Outen commented that yes, we do need to target a particular group, but that we also needed to bear in mind the mental health issues affecting young people and the impacts of Covid.

Chris Moore thanked everyone for contributing to the discussion and asked stated that he would welcome any and all comments and suggestions by email following the meeting. A date for the next meeting is to be confirmed and will be to consider a revised strategy document with recommendations.

Meeting closed at 7pm

APPENDIX D: CYP BRIEFING



The Oakwood Centre, Headley Road, Woodley, Berkshire, RG5 4JZ
Tel: 0118 969 0356 www.woodley.gov.uk

To: **Members of the Community Youth Partnership**

Councillors: J Cheng, M Forrer, K Gilder, B Rowland

Voluntary Sector: P Cassidy, T Farrance, S Milligan, S Outen, L Price, G Sumbler

NOTICE IS HEREBY GIVEN that a virtual briefing of the Community Youth Partnership will be held on Monday 13 September 2021 at 6pm at which your attendance is requested.

Please note that this is an informal briefing, held via Zoom - not a formal meeting of the Community Youth Partnership.

A handwritten signature in black ink, appearing to read "Kevin Murray".

Kevin Murray
Deputy Town Clerk

Briefing Date – 13 September 2021

1. DRAFT YOUTH STRATEGY

To consider the draft Youth Strategy document provided by Chris Moore of ACL Consultancy Solutions (**Appendix A**) and recommend revisions to the draft as required.

2. PROCESS FOR ADOPTION OF STRATEGY

To note the following process and target timetable for review and adoption of the Youth Strategy;

i)	Community Youth Partnership Briefing – 13 Sept 2021
	Consideration of the initial draft strategy document. Comments and revision suggestions to Chris Moore.
ii)	Community Youth Partnership Briefing - TBC
	Consideration of the revised draft strategy document. Make recommendation to the Leisure Services Committee.
iii)	Leisure Services Committee - 16 Nov 2021
	Consideration of the revised strategy document. Make recommendation to the Strategy and Resources Committee.
iv)	Strategy and Resources Committee – 23 Nov 2021
	Consideration of the revised strategy document and recommendation from the Leisure Services Committee. Make recommendation to Full Council.
v)	Full Council – 7 Dec 2021
	Consideration and adoption of the final strategy document.

3. DATE FOR NEXT MEETING

To agree a date for the next meeting, allowing time for revisions to the draft document.

APPENDIX E: FINANCE, FUNDING AND BUSINESS HELP

Business offers of support

- Crown Commercial Services has [a catalogue](#) of offers of support from businesses which public and VCSE sector organisations can access.

See also:

- [Business in the Community Business Response to COVID-19](#) - BITC is brokering offers of all types from businesses with organisations making requests.
- [Volunteering Matters](#) - VM is mobilising professional skills to address skills gaps emerging in the VCSE sector.
- [Helpforce Assist](#) - Helpforce is connecting the needs of NHS and social care organisations with voluntary offers of time and resources from businesses.
- Published 21 April 2020
Last updated 7 August 2020 [+ show all updates](#)

Guidance about funding and fundraising:

- Funding and fundraising advice from the VCSE sector during COVID-19:
- [UK Community Foundations](#) - Postcode search to find local Community Foundation, to view funding opportunities during COVID-19.
- [The National Lottery Community Fund](#) - List of National Lottery funding opportunities and the changes to their programmes due to COVID-19.
- [Charity Finance Group Guidance](#) - CFG provides financial management advice & support to the VCSE sector. This page sets out its COVID-19 guidance to charities.
- [Covid-19 Funders](#) - Page produced by London Funders, the membership body for funders and investors in London's civil society. Page brings together advice for funders during Covid-19.
- [Fundraising Regulator Events Guidance](#) - this page sets out the Fundraising Regulator's advice on fundraising during COVID-19.
- [Charities Aid Foundation](#) - Hub for the latest funding and resources to help charities and other social sector organisations throughout the COVID-19 pandemic.

APPENDIX F: Guidance on digital/technical support

Specific technical guidance:

- [The Catalyst](#) - The Catalyst is a charity network that provides guidance on topics ranging from funding and choosing platforms/software to data analytics and transitioning to digital service delivery models.
- [ICO](#) - The Information Commissioner's Office has created a Coronavirus Hub, which offers guidance to businesses navigating data protection legislation during this time.
- [NCSC](#) - The National Cyber Security Centre provides a range of guidance to help VCSE organisations keep their processes cyber secure while transitioning to online service delivery.
- [ProMo-Cymru](#) - ProMo-Cymru is a co-operative development association offering a collection of digital tools & guidance for VCSE and youth sector organisations in Wales.
- [Toolbox Toolbox](#) - Toolbox Toolbox is a collection of online resources that provides a curated list of guidance on digital transformation for small organisations.

Advice from IT experts:

- [CAST](#) - The Centre for Accelerating Social Technology is currently offering a free interactive Online Design Hop workshop, which gives VCSE organisations step-by-step guidance on how to redesign their service for digital access.
- [CovidConnectNI](#) - CovidConnectNI is a brokerage platform to help Northern Ireland's VCSE organisations find free or discounted offers of digital support.
- [Cranfield Trust](#) - Cranfield Trust is currently running webinars on tech support issues such as data security and digital skills, as well as providing a collection of general digital guidance.
- [DataKind UK](#) - DataKind UK offers a 1-hour free monthly call with data experts to any non-profit organisation based in the UK. Through Data Orchard they also offer a free data maturity assessment tool.
- [Digital Boost](#) - Digital Boost is a new service helping small businesses and charities boost their digital skills. Sign up for early access to free expert advice through virtual 1-to-1 sessions and hands-on workshops. Brought to you by F4S and BCGDV.
- [Reason Digital](#) - Reason Digital offers consultation sessions with a digital expert to help VCSE organisations transition to remote working practices.

Digital volunteers:

- [CITA](#) - The Charity IT Association introduces charities looking to improve their technology capabilities to volunteers with appropriate IT skills and experience.
- [Reach](#) - Reach is a skill-based volunteering platform that connects charities with volunteers possessing particular capabilities or backgrounds.

Access to hardware/devices:

- [Computer Aid](#) - Computer Aid provides data-wiped and refurbished computers to VCSE organisations in need at steeply discounted rates.
- [Computer Recyclers UK](#) - Computer Recyclers UK offers charities discounted refurbished IT hardware preloaded with Windows 10.

Software:

- [Charity Digital](#) - Charity Digital offers VCSE organisations steeply discounted rates on a wide range of software.

APPENDIX G: Joint Negotiating Committee (JNC) for Youth and Community Workers

5 October 2020

To: Local Authorities in England and Wales
Local Government Association Subscribers

Dear Colleague

JOINT EDUCATION SERVICES CIRCULAR (JESC) NO 219 - YOUTH AND COMMUNITY PAY AGREEMENT 2020

We are pleased to confirm that the JNC for Youth and Community Workers has reached an agreement on a pay award for 2020 which is as follows:

- The deletion of pay points three and four;
- An increase of 2.75% on all other spinal column points on the Youth and Community Support Worker Range and the Professional Range from 1 September 2020;
- An increase of 2.75% on the London Area Allowances and Sleeping-In-Duty Allowance from 1 September 2020.

A revised salary scale is attached for your information.

Yours sincerely

[etc]

Joint Negotiating Committee for Youth and Community Workers: 2020

Youth and Community Support Worker Range

Professional Range

Pay Points

Pay Points

- 1. 25,313
- 2. 26,437
- 3. 27,202
- 4. 28,001
- 5. 19,308
- 6. 19,631
- 7. 19,922
- 8. 20,589
- 9. 21,439
- 10. 22,104
- 11. 23,178
- 12. 24,228
- 13. 25,313
- 14. 26,437
- 15. 27,202
- 16. 28,001
- 17. 28,787

- 17. 28,787
- 18. 29,579
- 19. 30,364
- 20. 31,152
- 21. 32,036
- 22. 33,039
- 23. 34,015
- 24. 34,997
- 25. 35,985
- 26. 36,973
- 27. 37,961
- 28. 38,961

LONDON AREA ALLOWANCES

- Inner 3,253
- Outer 2,137
- Fringe 833

SLEEPING IN DUTY ALLOWANCE

- Sleeping in allowance 37.00
- Disturbance element 21.00

13. Select Bibliography

Berkshire Youth Survey (Berkshire Youth, 2021)

Youth Review 2021 (DCMS)

NYA Readiness Guidance 2021 (National Youth Agency)

Managing Youth Sector Activities and Spaces During COVID-19 (National Youth Agency, Dec 2020 V4)

Statutory Guidance for Local Authorities on Services and Activities to Improve Young People’s Well-being (Issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act ‘06, 2012)

(The Youth Endowment Fund) <https://youthendowmentfund.org.uk/adapting-and-learning-using-a-core-components-approach/>

(The Youth Endowment Fund) <https://www.cypnow.co.uk/youth-work>

IRISS <https://www.iriss.org.uk/resources/irisson/place-based-working> (First Published 2015)

Youth and Covid-19: Response, Recovery and Resilience (OECD, 2020)

The Cost of Providing Street-Based Youth Work in Deprived Communities (Joseph Rowntree Foundation, 2004)

Costing Street-Based Youth Work (Tom Wylie for the Joseph Rowntree Foundation, 2004)

14. Acknowledgements

We should like to thank Woodley Town Council's Community Youth Partnership for their tireless efforts in maintaining a level of targeted provision for Woodley's young people.

In addition, the work of the Town Clerk and her Deputy have been critical to supporting this project through changing and challenging times for all. We thank them.

Chris Moore
October 2021

YOUTH STRATEGY KEY PRIORITIES											Priorities Met	Approach Avg.
A	B	C	D	E	F	G	H	I				
Addresses young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing	Gives young people stronger voices at local community and local government levels	Provides safe and appropriate opportunities to meet and have fun with friends	Widens the diversity of activities and opportunities for young people	Can work within the available WTC budget	Provides opportunities for additional funding (eg per event, matched funding, sponsorship)	Enables arrangements for the first five years of Youth Support delivery	Can respond flexibly to changes in the interests and preferences of young people	Can be cost-effectively managed by WTC, CYP and other partners as appropriate				
Approach 1 Activity Led	a) Pop-ups and events	Yes	Possibly	Yes	Yes	Yes	Yes	N/A	Yes	Yes	7	6.25
	b) Workshops (practical, cultural)	Yes	No	Yes	Yes	Yes	Possibly	N/A	Possibly	Yes	5	
	c) Sports	Yes	No	Yes	Yes	Yes	Yes	N/A	Yes	Yes	7	
	d) Health and wellbeing (including mind and body) activities	Yes	No	Yes	Yes	Yes	Possibly	N/A	Yes	Yes	6	
Approach 2	Street Based	Yes	Yes	Yes	Yes	Yes	Possibly	Yes	Yes	Yes	8	8
Approach 3 Place-Based	a) Youth Hub (s)	Yes	Possibly	Yes	Possibly	No	Possibly	Yes	Yes	No	4	2.83
	b) Youth Centre(s)	Yes	Possibly	Yes	Possibly	No	Possibly	Yes	Yes	No	4	
	c) Youth café	Yes	No	Yes	Possibly	No	Possibly	Yes	No	No	3	
	d) Sports, leisure or other health and wellbeing centres	Yes	Possibly	Yes	Possibly	Possibly	Possibly	Possibly	Possibly	Possibly	2	
	e) Partner premises (eg schools)	Possibly	No	Yes	Possibly	Possibly	Possibly	Possibly	Possibly	Possibly	1	
	f) Specialist facilities (peripatetic or fixed)	Yes	Possibly	Possibly	Yes	Possibly	Possibly	Possibly	Yes	Possibly	3	
Approach 4 Focus Led	a) (Focus on) Mental health	Yes	No	Possibly	Possibly	Yes	Yes	N/A	Possibly	Yes	4	3.17
	b) (Focus on) Physical wellbeing	Yes	No	Possibly	Possibly	Yes	Yes	N/A	Possibly	Yes	4	
	c) (Focus on) personal wellbeing	Yes	No	Possibly	Possibly	Yes	Possibly	N/A	Possibly	Yes	3	
	d) (Focus on) Equality of access	Yes	Possibly	Yes	Yes	Yes	Yes	N/A	Possibly	Yes	6	
	e) (Focus on) Family breakdown	Yes	No	No	Possibly	Possibly	Possibly	N/A	Possibly	Possibly	1	
	f) (Focus on) Criminal behaviour, including drug distribution and use	Yes	No	No	No	No	Possibly	N/A	Possibly	Possibly	1	

NOTE: Not all of the activities identified in the approaches may be operating at the same time throughout the period of the SLA. Some activities may be provided outside the SLA by other providers where appropriate.

Comments from CYP Briefing on 8 November 2021 – presented to the Leisure Services Committee on 16 November 2021.

Cllr Doyle	The document is a policy document. I had to ask if this was the case. Perhaps something that makes this clear can be added to the document?
	We seem to have gone from a 3 year programme to a 5 year programme. The document says nothing about why this is an improvement or how it benefits young people.
	I am personally upset that space based services have been dismissed. I put forward a proposal that we had space that needed renovating and we could have done that with the £87000 we have in capital funds. It could have been revenue generating as a day time café and an evening part time youth hub. This is not mentioned in the report and nothing explains why it is not considered.
	The report says that measured outcomes are difficult. I agree but it should go further to explain why it is difficult. It should also offer pro-forma's that provide some measure of accountability. These can be found in the internet.
	As the document is a policy document for the council it should include some measure of abiding by the PSED. This is best achieved by an Equality Impact Assessment forming a part of the document. I would expect it to clearly state the council will do this.
Cllr Cheng	The reference to 'focus led' in the Youth Strategy section should refer to 'Issues Led'
	It should state at the <u>start</u> of the document that 'SLA' stands for Service Level Agreement
Sam Milligan	The strategy document should clearly identify the age range that the services are supporting

Comments and discussion from the Leisure Services Committee on 26 November 2021.

Following a query as to whether the Council had been contacted by any potential service providers the Deputy Town Clerk confirmed that he was not aware of any approaches.

Councillor Doyle stated he was disappointed that the document did not mention his proposal to convert vacant space at the Leisure Centre for use as a Youth Centre / Café by utilising the £87k which the Council had received when they sold their interest in the Woodley Airfield Youth and Community Centre.

Councillor Al-Sanjari highlighted concerns that the document lacked evidence and was too vague regarding the monitoring of the Service Level Agreement (SLA). She also noted that the document did not make reference to the £87k, as detailed earlier by Councillor Doyle.

Members noted a concern that the draft strategy proposed an SLA period of 5 years, with the option to extend up to further 3 years, and that this may be too long. It was highlighted that this period was recommended in the ACL document but, as a draft, this is for Leisure Services to consider, prior to being put forward to the Strategy and Resources Committee and, ultimately, Full Council for consideration.

Councillor Smith stated he thought the strategy document was well thought out, clear and concise, although he understood the concern regarding evidence and that having industry led evidence would've been helpful.

Councillor Bragg highlighted that the document had used matrices to break down the various approaches into potential benefits seen by the youth of Woodley. Whilst information from the Berkshire Youth Survey had been taken into account when producing the draft strategy, Councillor Bragg noted that the survey covered a wide variety of children across Berkshire and may not necessarily reflect the demographic in Woodley. Councillor Al-Sanjari pointed out that the survey had indicated 47% of children wanted a safe place to go.

Following a discussion regarding monitoring and auditing of the SLA, Members noted that the previous service provider provided feedback at every meeting of the Leisure Services Committee which would have also been reported to Full Council. Councillor Al-Sanjari stated she would like monitoring to include the number of young people contacted, the number of referrals, and a breakdown of how the £27k had been spent.

Councillor Heap commented that sticking to the existing £27k budget may be restricting. He noted that, in relation to potential place based services, investment was not included for consideration and it would've been helpful to have costings and revenue estimates for the Youth Hub proposal.

Councillor Heap also highlighted that the document does not identify a specific age group for which services will be targeted. He also felt the Council should undertake a survey of young people in Woodley as soon as possible to find out what they want.

Councillor Doyle again asked the Deputy Town Clerk whether the Council had been approached by other parties to provide this service and the Deputy Town Clerk reiterated that he was not aware of any approaches.

It was noted that, if approved, the document would go to the next meeting of the Strategy and Resources Committee and this would be another opportunity for Councillors to consider and discuss the document.

WOODLEY TOWN CENTRE MANAGEMENT INITIATIVE

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To update Members on the VAT situation in respect of the Woodley Town Centre Management Initiative (WTCMI) and to ask Members to consider the future operating relationship between the Council and the WTCMI.

Background

Woodley Town Centre Management Initiative was set up in 1995/96. Up until April 2020 it had operated as, and was treated by the Town Council as a separate entity that entered into contracts and managed its own finances.

The Town Centre Manager has always been an employee of the Town Council and the Town Council has historically reclaimed VAT on purchases made by WTCMI, and recharged the net amount to the partnership.

In April 2020 the WTCMI accounting function was taken in-house as part of the Town Councils accounts, in order to address questions regarding the VAT arrangements.

Concerns were subsequently raised by Councillor McCann regarding this arrangement and the S&R Committee meeting on 27 April 2021 resolved that the matter be investigated further to establish whether the operation and accounting procedures were correct in terms of VAT payments and liability.

The Parkinson Partnership was engaged to provide specific advice on the current situation, any VAT liabilities there may be and whether changes to the operation of the WTCMI were required. The Parkinson Partnership is a specialist advisor on VAT and other financial matters to parish and town councils. The report is attached at **APPENDIX A**.

Findings

The report finds that the accounting and operating procedures prior to April 2020 were not correct in terms of the way VAT had been reclaimed on WTCMI expenditure, and the VAT not recharged to WTCMI. Up until April 2020 the WTCMI was treated as a third party by the Council, as evidenced by the fact the Council provided grants to the WTCMI and were not involved directly with WTCMI activities. This means that VAT should have been accounted for on expenditure and staff costs (salary/NI/pension).

The value of the VAT underpayment to HMRC has been calculated as £22,026 for the period 2017/18 (third & fourth quarter) to 2019/20. The oldest VAT period that can be amended is 4 years. The error has been reported to HMRC by way of submission of the appropriate form, and payment will be made as soon as we receive a response to the submission.

Current situation

From April 2020 WTCMI has not been invoiced for purchases or services as the decision had been taken to bring the WTCMI accounts into the Council's accounting processes and bank accounts. This has removed the requirement to charge VAT on WTCMI staff costs but may have implications for the Council's partial exemption calculation going forwards, depending on the level of income from exempt activities i.e. market income. In terms of accounting for VAT this is compliant under the current arrangement as the WTCMI essentially ceased to exist as a separate entity from April 2020.

There remain some implications that need to be addressed going forwards:

The WTCMI essentially now operates as a 'partnership' of the Council with members appointed from outside the Council, in a similar way to the Community Youth Partnership. As such this should be formalised and operate under an agreed Terms of Reference - in place of the WTCMI constitution document.

There is also an implication regarding the grant funding from Wokingham Borough Council which is now technically a grant to the Town Council.

Future operation

WTCMI can continue to operate as a partnership of the Town Council. An agreed Terms of Reference will need to be approved in accordance with the Council's operating procedures.

Impacts

Resources
Advice received from The Parkinson Partnership LLP - £500.
The Council will make a payment of £22,026 to HMRC in respect of underpaid VAT for the period 2017/18 (third & fourth quarter) to 2019/20.
There may be resource implications through the annual partial exemption calculation going forwards, in relation to the exempt business activities i.e. market income. Having reviewed this was not the case in 2020/21 and is not likely to be the case in the year 2021/22.
Equality
There are no identified equality impacts
Environmental
There are no identified environmental impacts

- ◆ **That Members note the contents of the report.**



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30 September 2021

Dear Deborah,

VAT and the Town Centre Management Initiative

You engaged us to review the VAT treatment of the Town Centre Management Initiative and advise the council on any action necessary, including any options available to maximise VAT recovery or minimise the repayment of VAT.

We have undertaken this work based on information the council provided by email and on its website. This letter sets out our advice.

Background

- 1) You told us that the Woodley Town Centre Management Initiative (WTCMI) was set up in 1995/6 and has a Management Committee of appointed representatives from the Town Council, Wokingham Borough Council (WBC) and traders in Woodley.
- 2) The Town Centre Manager is employed by the Town Council on WTCMI's behalf and is based in the Town Council offices. The Town Council funds around £13,000 of the Town Centre Manager's salary and invoices WTCMI for the balance of the costs.
- 3) WBC provides funding of £15,000 a year towards WTCMI. This has been described as a Service Level Agreement ('SLA') but appears to be treated as a grant by WBC.
- 4) WTCMI generates around £57,000 per annum from markets and other activities.
- 5) the WTCMI cheque book shows a connection with the Town Council - cheques are printed with "Woodley Town Council - WTCMI".
- 6) Until 31 March 2020, the Town Council purchased goods and services on behalf of WTCMI, reclaimed VAT on expenditure and invoiced WTCMI for the net amount. The value (excluding VAT) was around £20,000 per annum.

- 7) From 1 April 2020, the council has taken over the WTCMI funds (based on advice from consultants) and now manages the income and expenditure directly.
- 8) We understand that the council is registered for VAT.

VAT implications of TCMI expenditure to 31/3/2020

- 9) Councils are entitled to reclaim VAT on their non-business activities, paid for from public funds. Where taxable business activities (which generate income) are undertaken, a VAT registered council can reclaim VAT on the associated costs but must add VAT to the charges it makes for those activities.
- 10) A council's ability to reclaim VAT incurred on exempt business activities is restricted. Each year, a partial exemption calculation must be done to see whether the council can reclaim VAT on its exempt activities. We have seen these calculations for 2016/17 and 2019/20. WTCMI costs are included, but only 23.66% (2019/20) and 14.38% (2016/17) of them have been treated as relating to VAT-exempt activities.
- 11) VAT cannot be reclaimed on costs funded by third parties, where goods or services are provided in return for the payment, unless VAT is charged to the third party. Unfortunately, it isn't clear whether WTCMI is a third party or not.
- 12) The council may not have been entitled to reclaim VAT on purchases made for WTCMI. It may also have failed to charge VAT on services to WTCMI.
- 13) The good news is that the council will not have to make any repayments in relation to periods ending more than 4 years ago, even if VAT was mistakenly reclaimed. The oldest VAT period that can be amended is the quarter ending 31 December 2017.
- 14) Whether VAT may have to be paid or repaid on transactions between 1 October 2017 and 31 March 2020 is dependent upon the nature of the contractual relationship between WTC and WTCMI during that period. The council has provided a constitution from 2008, but this unfortunately provides little evidence of the legal status of the TCMI.
- 15) There are two possible positions, with different consequences.
 - a) If WTCMI is an entirely separate legal entity, the council appears to have been making regular supplies of goods and services (including staff services) to it and VAT is likely to be due on virtually all of the services invoiced.
 - b) If WTCMI is not a separate legal entity and is merely a brand name for WTC operations, then the council has been operating a market, along with other VAT exempt business activities. It may have reclaimed VAT that it was not entitled to.
- 16) The supply of staff or administrative services are taxable supplies, as are most of the goods or services purchased for WTCMI. If WTCMI is a separate legal entity, the council is entitled to reclaim VAT on the costs but must charge VAT on the full consideration received from WTCMI.
- 17) In this case, VAT of up to £26,450 could be due to HMRC on income invoiced for during the periods in question (October 2017 to March 2020).

18) However, the council will need to treat the existing income as VAT inclusive (so that 1/6th of the income is accounted for as VAT) reducing the sum to around £22,041. The table below is an estimate based on information provided by the council, but the council should use its own figures and not rely on the ones in this report.

Period	Pay	Purchases	Total	VAT due
2 nd half 2017/18	£11,970	£14,140	£26,110	£4,351
2018/19	£30,810	£22,673	£53,483	£8,914
2019/20	£27,808	£24,848	£52,656	£8,776
Total	£70,558	£61,661	£132,249	£22,041

19) If WTCM was merely a brand name for certain activity, the council may have underestimated its exempt VAT by £13,473 over the periods in question. The council would need to reperform the partial exemption calculations for these quarters and that could lead to VAT repayments, which might be much greater than this figure.

20) This is because exceeding the partial exemption threshold could result in the council having to repay all of the VAT reclaimed in relation to exempt business activities for the year in question, not just amounts relating to WTCMI.

21) The evidence we have seen suggests that both WTC and WBC have treated WTCMI as a separate legal entity and not a joint working arrangement or a situation where WBC is grant funding the Town Council. Although WTC has accounted for goods and services charged to TCMI, it has not accounted for all the income received by the TCMI. If position 15b) above were true, it could reduce the VAT owed but would mean that the council's accounts and governance have been wrong for many years.

22) WTCMI funds appear to be held in an account under the name and control of the Town Council. However, the fact that the council holds these funds doesn't entitle it to treat the money as its own. It may be possible to argue that those funds belonged to the council, but if that was the case, it would be reasonable to expect the council to have included all of the WTCI income and expenditure within its own accounts.

23) It is not our role to determine the legal nature of the WTCMI, but it looks like an unincorporated association with unlimited liability and no legal capacity to enter into contracts. Such organisations usually have trustees to act on their behalf, but it is not unusual for a corporate body to employ staff on behalf of such an association. Even in these circumstances, a taxable supply of staff is being made.

TCMI expenditure from 31/3/2020 onwards

24) The advice the council received from consultants includes the statement "WTC is a local authority and can reclaim VAT expended" and recommended WTCMI transferring its assets and activities to WTC as a way of solving the VAT issue. We don't know what experience they have in dealing with VAT matters, but they do not appear to be familiar with partial exemption, or the rules relating to local authorities.

- 25) Much of WTCMI's income comes from VAT-exempt markets and car boot sales and there are costs relating to these activities. Bringing these activities within the council will increase the amount of VAT being incurred on exempt activities. If the council is currently reclaiming VAT on its exempt business activities, bringing these activities in-house increases the risk of unrecoverable VAT.
- 26) If the VAT incurred on exempt activities regularly exceeds the partial exemption threshold (as happened in 2019/20), bringing the activity in-house is not a solution that will allow the council to reclaim VAT on WTCMI costs. However, it does remove the need to charge VAT on WTCMI staff costs.

Recommendations

- 27) The simplest approach would be to accept that TCMI was treated as a third party until April 2020 and to account for VAT on the income already received. This would limit the amount owed to 1/6th (around £22,041) of the income received.
- 28) This reduces the payment due to HMRC, avoids having to try and substantiate a claim that WTCMI was part of the council at the time of the transactions and avoids having to re-perform partial exemption calculations or review the council's accounts for several years.
- 29) Because the error is greater than £10,000, the council cannot simply adjust its next VAT claim and must make a formal notification to HMRC using form VAT652 and following the guidance in VAT Notice 700/45.
- 30) For 2020/21, the council should ensure that it has included the costs relating to WTCMI VAT-exempt activities in its partial exemption calculation. It should also check that it has accounted for VAT on any taxable sales made in WTCMI's name.

Disclaimer

- 31) This advice covers the situation based on the information that the council has provided, but The Parkinson Partnership LLP cannot accept responsibility for any errors or omissions on the council's part in providing that information.
- 32) This advice is provided exclusively for Woodley Town Council. The Parkinson Partnership LLP accepts no liability towards any other party that may access or use this information as a result of it being disclosed by the council.

I think this covers all the issues, but I'm sure you will have more questions for us.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Steve Parkinson', written in a cursive style.

Steve Parkinson
The Parkinson Partnership LLP

Climate Emergency Action Plan - Update November 2021

1	Switch all energy accounts to 100% renewable sourced energy	
Progress	<p>All gas accounts have changed to 100% carbon offset from February 2020 on a 36-month contract. Although this contract is technically 100% carbon neutral – the energy is only partially sourced from renewable sources – the remainder is carbon offset through projects elsewhere.</p> <p>Solar panel installations are operational at the Oakwood Centre and Woodford Park Leisure Centre. A further installation at Coronation Hall is being investigated.</p>	
	<i>UPDATE: New electricity supply contracts were set up in April 2021 – providing electricity from 100% renewable sources.</i>	
Target	<p>Move to 100% ‘green’ gas – from renewable sources when the contracts come up for renewal.</p> <p>Move to 100% renewable or offset electricity contracts when these come up for renewal. COMPLETE</p> <p>Investigate potential to move away from air conditioning units at Woodford Park Leisure Centre – consider fan banks.</p>	<p>Feb 2023</p> <p>April 2021</p>
2	Upgrade all lighting to LED throughout the Council’s buildings and facilities	
Progress	<p>LED lighting now installed in;</p> <p>Coronation Hall</p> <p>Woodford Park Leisure Centre (gym/reception/refurbished offices)</p> <p>Grounds depot tractor shed</p> <p>All street lights now LED</p>	
	<i>UPDATE: Officers are exploring options to work with Wokingham Borough Council to speed up decarbonisation of the Councils buildings – including lighting and heating systems. WTC may be able to benefit from WBCs contracts, knowledge, partnerships and buying power to achieve this.</i>	
Target	<p>LED lighting not yet installed / to be costed;</p> <ul style="list-style-type: none"> • WPLC sports hall (price received – funding to be considered) • WPLC Flood lights • Chapel Hall • The Oakwood Centre 	

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Current Actions	<ul style="list-style-type: none"> • Maintenance Manager – obtaining quote to convert Chapel Hall lighting to LED. • Maintenance Manager obtaining quotes for upgrading Oakwood Centre lighting on a zoned/phased basis. Some other electrical works already required. • Quote received to convert sports hall lighting – funding to be considered – report to S&R/Council. • Football wing/Optalis/Function Room could be done in house. Maintenance Manager costing project. 	
3	Harvest rainwater from Council buildings and facilities	
Progress	Rainwater is being harvested and stored for reuse at the grounds depot. This will be used for watering plants/trees, jet washing bus shelters, cleaning down the yard and washing vehicles.	
Target	Options to be investigated for; <ul style="list-style-type: none"> • Oakwood Centre initially – as there is a requirement in that area for watering shrubs and wildflowers. • All other buildings. • Modular units for the allotment site – has been costed / consider viability • Use of grey water for flushing toilets, irrigation etc. 	
Current Actions	<ul style="list-style-type: none"> • Maintenance Manager costing up harvesting system for North end of Oakwood Centre initially. (Area of most use) COMPLETE/INSTALLED • Maintenance Manager costing up similar for Coronation Hall. • Maintenance Manager costing/assessing feasibility of water butt installation on bowls club building. • Second water storage tank to be installed when new vehicle storage building is installed. (Grounds Maintenance Manager) COMPLETE/INSTALLED • Funding of water storage at allotments to be considered by the working party. 	
	<i>UPDATE: Second rainwater storage tank installed in Maintenance Yard and in use.</i>	

Climate Emergency Action Plan - Update November 2021

4	Reduce petrol/diesel consumption of grounds maintenance machinery/operation	
Progress	Options being investigated / potential for electric powered machinery and vehicles. No green waste is burned – all is reused on site or disposed of in green waste skip.	
Target	Investigate further low intensity land management areas	
Current Actions	<ul style="list-style-type: none"> • Grounds Manager investigating viability and cost of electric machinery – trimmers/mowers. Initial concerns about power/reliability/battery life to be considered. • Vehicles replacement to be considered when current vehicles come to the end of their life. Leasing of electric or hybrid electric vehicles may be a good option. 	
5	Reduce carbon from staff commuting to work by car	
Progress	The Coronavirus situation has shown that some staff can work effectively from home for some or most of the time. This has reduced commuting to work for several staff. The carbon benefit of this has not yet been measured.	
Target	Investigate long term potential for; <ul style="list-style-type: none"> • home working/reduced/flexible office working • cycle to work scheme • members to walk, cycle or car share to meetings 	
Current Actions	<ul style="list-style-type: none"> • Current situation necessitating home working of office staff is likely to continue for the foreseeable future. • Deputy Town Clerk to canvass staff and assess potential take up of cycle to work scheme for staff that drive to work. 	
	<i>UPDATE: Successful home working through the pandemic shows that reductions can be achieved and maintained going forwards by reviewing home/office working. This is being reviewed in the context of staff returning from furlough and bookings getting back to normal.</i>	

Climate Emergency Action Plan - Update November 2021

6	Tree planting	
Progress	170 trees (mix of hedging, sapling, small copse trees) to be planted winter 2020 – sourced through Woodland Trust initiative. Opportunities to be investigated;	
Target	Investigate potential for; <ul style="list-style-type: none"> • further tree planting on Council land • green/living walls & lamp columns • individuals/organisations in the community to plant trees – through WBC or Woodland Trust / sponsorship. • Re-wilding, long grassing and other low intensity land management • Use of moss for carbon capture 	
Current Actions	<ul style="list-style-type: none"> • Working Party to propose tree planting policy/update to the environmental policy, for committee approval. Policy to be based on the principle of planting more trees than are removed in any one year and consider opportunities for more planting e.g. memorial trees. Opportunities for mass planting are very limited. 	
7	Reduce waste sent to landfill	
Progress	Office waste recycling in place Recycling in place for plastics and cardboard at Oakwood Centre and Woodford Park Leisure Centre.	
Target	<ul style="list-style-type: none"> • Develop plan by service/building to move toward zero waste to landfill • Introduce recycling points in the parks – outside Council buildings • Use segregated litter bins in parks and buildings 	
Current Actions	<ul style="list-style-type: none"> • DTC to review waste from Leisure Centre with Leisure Services Manager. • Ground Manager/Maintenance Manager to ensure that all purchased public litter bin / dog bin liner bags are produced from 100% recycled material. Bag use is currently unavoidable but should be from recycled sources. COMPLETE. 	

Climate Emergency Action Plan - Update November 2021

8	Reduce/eradicate single use plastics throughout Council operation and service areas.	
Progress	Plastic cups provided for clients are recycled. Recycling bins are located in the office areas and plastics recycled with cardboard (mixed recycling)	
Target	<ul style="list-style-type: none"> Identify and Investigate areas for reduction Work with Catering Partner to reduce/eradicate single use plastics and achieve consistent approach Educate staff/customers to change practices/habits Provide internal / external water points for refilling water bottles 	
Current Actions	<ul style="list-style-type: none"> DTC to review plastics use with Venues Manager and Leisure Services Manager. DTC/Venues Manager to discuss with catering provider. 	
9	Carbon Neutral Events	
Progress		
Target	<ul style="list-style-type: none"> Liaise with Town Centre Manager to develop plan for reducing/offsetting carbon related to running events including markets. Develop carbon checklist for events booking. Consider possible carbon offsets in relation to funfairs etc 	
10	Encourage behaviour change	
Progress	Council website has page dedicated to Climate Emergency. Relevant news releases/social media posts e.g. from Wokingham Borough Council are reposted. Officers are looking at opportunities to provide more recycling in the parks and around the public buildings.	
Target	<ul style="list-style-type: none"> Conduct an online survey to obtain suggestions from residents on carbon reducing activities and use as a means of raising awareness and developing engagement. Enhance WTC webpage to include Borough and nationwide initiatives and information. Work with Wokingham Borough Council with a view to organising a Woodley Carbon Reduction Community Conference. 	Aug 2020 Aug 2020

Climate Emergency Action Plan - Update November 2021

Current Actions	<ul style="list-style-type: none"> • DTC/Communications Manager to review website page/presence. Include link to WBC climate press releases and information and government initiatives. • All managers to request environment policy from suppliers and contractors. • All tender invitations to contain climate emergency statement and require submissions to address this. 	
	<p><i>UPDATE:</i></p> <ul style="list-style-type: none"> • <i>Climate Emergency Action Plan published on the Council website.</i> • <i>Officers have attended WBC Climate Emergency meetings to make presentations / share information.</i> 	
11	Eradicate carbon release from burning/bonfires	
Progress	<p>No green or other waste burned as part of Council service deliver/operations.</p> <p>Bonfires at the allotment site restricted in the summer months. but could be prohibited entirely. This will require education and consultation with tenants and the Tenant's Committee.</p>	
Target	<ul style="list-style-type: none"> • Prohibit bonfires at the allotment site entirely. This will require education and consultation with tenants and the Tenant's Committee, along with promotion of composting alternatives. 	
12	Participate in and promote wider initiatives e.g. Wokingham Borough Council Climate Emergency Plan	
Progress	<p>Town Council has a representative on the WBC Climate Action Working Group</p> <p>Town Council has set up a Cycling in Woodley Working Party</p>	
Target	<p>Consider promoting a cycle to school/work scheme/campaign</p> <p>Work with TCMI on local business initiatives and involvement</p> <p><i>See – Encourage Behaviour Change target</i></p>	

Climate Emergency Action Plan - Update November 2021

Current Actions	<ul style="list-style-type: none"> • DTC/Working party to agree date for meeting with WBC climate officers. COMPLETE 	
	<p><i>UPDATE:</i></p> <ul style="list-style-type: none"> • <i>Officers have attended WBC Climate Emergency meetings to make presentations / share information.</i> 	
13	Assess and reduce carbon impact of purchasing goods and services;	
Progress	<p>Officers are reviewing purchasing in terms of items and suppliers to achieve carbon savings and offsetting.</p> <ul style="list-style-type: none"> • Carbon neutral office paper is now used. • Printing is being reduced where possible through changes in practices and more effective electronic working. • Environmental policies are sought from key suppliers and contractors and form part of the selection process. 	
Target	<p>Investigate potential for ;</p> <ul style="list-style-type: none"> • Plastic free procurement • Procurement from local suppliers or lowest carbon suppliers • Paper free office 	
	<ul style="list-style-type: none"> • All managers to request environment policy from suppliers and contractors. • All tender invitations to contain climate emergency statement and require submissions to address this. 	
14	Ensure on-going commitment and consistent approach	
Progress	<p>Climate Emergency declared in October 2019.</p> <p>Climate Emergency Working Party appointed – reporting to the Leisure Services Committee.</p> <p>Climate/environmental impact notes on project reports presented to the Committee.</p>	
Target	<ul style="list-style-type: none"> • Approve the Climate Emergency Action Plan through the Leisure Services Committee. • Develop detailed, realistic and achievable targets in the Action Plan – with progress reported back to the Working Party/Leisure Services Committee. 	

Climate Emergency Action Plan - Update November 2021

	<ul style="list-style-type: none">• Involve all staff in the process and make aware of the content of the Action Plan. Consider and include staff suggestions and feedback where appropriate as part of the on-going process.• Involve residents in the process and make aware of the content of the Action Plan. Consider and include suggestions and feedback where appropriate as part of the on-going process.• Consider a Councillors 'Sign Up' to gain active support of the plan from individual Town Councillors.	
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