

Meeting of West Berkshire District Council

Thursday 2 March 2017

Summons and Agenda



WestBerkshire
C O U N C I L

To: All Members of the Council

You are requested to attend a meeting of
WEST BERKSHIRE DISTRICT COUNCIL
to be held in the
**COUNCIL OFFICES, MARKET STREET,
NEWBURY**
on
Thursday 2 March 2017
at 6.30pm



Andy Day
Head of Strategic Support
West Berkshire District Council

Date of despatch of Agenda: Wednesday 22 February 2017

AGENDA

1. **APOLOGIES FOR ABSENCE**

To receive apologies for inability to attend the meeting (if any).

2. **CHAIRMAN'S REMARKS**

The Chairman to report on functions attended since the last meeting and other matters of interest to Members.

3. **MINUTES**

The Chairman to sign as a correct record the Minutes of the Council meeting held on 8 December 2016 and the Extraordinary meeting held on the 7 February 2017. **(Pages 7 - 28)**



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4. DECLARATIONS OF INTEREST

To remind Members of the need to record the existence and nature of any Personal, Disclosable Pecuniary or other interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).

5. PETITIONS

Councillors may present any petition which they have received. These will normally be referred to the appropriate body without discussion.

6. PUBLIC QUESTIONS

Members of the Executive to answer the following questions submitted by members of the public in accordance with the Council's Constitution:

- (a) **Question to be answered by the Executive Member for Highways and Transport submitted by Mr Nigel Whiston:**

"Can the Council confirm that the urgently needed Bear Lane roundabout improvements will be implemented in 2017?"

- (b) **Question to be answered by the Executive Member for Corporate Services and External Affairs submitted by Mr Ian Waters:**

"Can the Council confirm that West Berkshire District Council employs or has in the past employed temporary senior staff and if so what is the average remuneration per person per day (month) engaged in this capacity?"

- (c) **Question to be answered by the Executive Member for Highways and Transport submitted by Mr Ian Waters:**

"In relation to the proposed £5.7million cycle path scheme to be built linking Newbury with Ascot, can the Council confirm how this scheme will be funded and can we be reassured that none of the costs of construction or maintenance will be borne by West Berkshire residents?"

- (d) **Question to be answered by the Executive Member for Culture and Environment submitted by Ms Susan Millington:**

"Can you please assure me that there are no plans to introduce charges at the Household Waste Recycling Centre in Newtown Road for disposal of bulky household waste?"

- (e) **Question to be answered by the Executive Member for Culture and Environment submitted by Ms Susan Millington:**

"Will the Council rigorously pursue fly tippers through the courts?"

- (f) **Question to be answered by the Executive Member for Highways and Transport submitted by Mr Matthew Lowe:**

"After the new link road from Hectors Way to Boundary Road is built, exactly what infrastructure changes are planned for Kings Road and the surrounding roads to ensure that this area of Newbury is no longer used as a rat-run?"

7. MEMBERSHIP OF COMMITTEES

The Monitoring Officer to advise of any changes to the membership of Committees since the previous Council meeting.

8. LICENSING COMMITTEE

The Council is asked to note that since the last meeting of the Council, the Licensing Committee has not met.

9. PERSONNEL COMMITTEE

The Council is asked to note that since the last meeting of the Council, the Personnel Committee met on 8 February 2017. Copies of the Minutes of this meeting can be obtained from Strategic Support or via the [Council's website](#).

10. GOVERNANCE AND ETHICS COMMITTEE

The Council is asked to note that since the last meeting of Council, the Governance and Ethics Committee met on 13 February 2017. Copies of the Minutes of this meeting can be obtained from Strategic Support or via the [Council's website](#).

11. DISTRICT PLANNING COMMITTEE

The Council is asked to note that since the last meeting of the Council, the District Planning Committee met on 15 December 2016. Copies of the Minutes of this meeting can be obtained from Strategic Support or via the [Council's website](#).

12. OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

The Council is asked to note that since the last meeting of the Council, the Overview and Scrutiny Management Commission has not met.

13. INVESTMENT AND BORROWING STRATEGY 2017/18 (C3118)

In compliance with the Local Government Act 2003, this report summarises the Council's borrowing limits as set out by CIPFA's Prudential Code, and recommends the Annual Investment and Borrowing Strategy for 2017/18. **(Pages 29 - 42)**

14. MEDIUM TERM FINANCIAL STRATEGY 2017/18 TO 2019/20 (C3119)

To agree the medium term financial planning and strategy for the organisation. **(Pages 43 - 66)**

15. CAPITAL STRATEGY AND PROGRAMME 2017/18 TO 2021/22 (C3120)

To outline the five year Capital Strategy for 2017 to 2022, including the Minimum Revenue Provision (MRP) Statement and the Asset Management Plans for Property and Highways, and to set out the funding framework for Council's five year Capital Programme for 2017/18 to 2021/22. **(Pages 67 - 200)**

Agenda - Council to be held on Thursday, 2 March 2017 (continued)

16. REVENUE BUDGET 2017/18 (C3121)

To consider and agree the 2017-18 Revenue Budget, which proposes a Council Tax requirement of £88.4m requiring a Council Tax increase of 1.99% in 2017-18 with a 3% precept ring-fenced for Adult Social Care. The Council Tax increase and Adult Social Care precept will raise £4.2m, leaving a gap of £4.7m to be met from savings and income in 2017-18.

This report also proposes the Fees and Charges for 2017-18 as set out in Appendix H, the Parish Special Expenses as set out in Appendix I and recommends the level of General Reserves as set out in Appendix F and Appendix G. **(Pages 201 - 416)**

17. STATUTORY PAY POLICY 2017 (C3122)

To seek Council's approval of the Statutory Pay Policy Statement for publication from 1 April 2017. **(Pages 417 - 434)**

18. PUBLIC SECTOR AUDIT APPOINTMENTS (C3211)

To provide Members with the opportunity to discuss the merits of West Berkshire Council opting into the national scheme for auditor appointments for the financial year 2018/19 onwards. The report was discussed at the Governance and Ethics Committee meeting on the 13 February 2017 and they supported the Officer's proposal to opt into the national scheme for auditor appointments. **(Pages 435 - 486)**

19. HEALTH AND WELLBEING STRATEGY REFRESH (C3114)

To seek approval of the refreshed Health and Wellbeing Strategy. **(Pages 487 - 530)**

20. MEMBERS' QUESTIONS

There were no questions submitted relating to items not included on the agenda.

If you require this information in a different format or translation, please contact Moira Fraser on telephone (01635) 519045.



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Agenda Item 3.

DRAFT

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

COUNCIL

MINUTES OF THE MEETING HELD ON THURSDAY, 8 DECEMBER 2016

Councillors Present: Steve Ardagh-Walter, Peter Argyle, Howard Bairstow, Pamela Bale, Jeremy Bartlett, Dominic Boeck, Graham Bridgman, Paul Bryant, Anthony Chadley, Keith Chopping, Jeanette Clifford, Hilary Cole, James Cole, Roger Croft, Rob Denton-Powell, Lee Dillon, Lynne Doherty, Billy Drummond, Adrian Edwards, Sheila Ellison, Marcus Franks, James Fredrickson, Clive Hooker, Carol Jackson-Doerge (Vice-Chairman), Marigold Jaques, Mike Johnston, Graham Jones, Rick Jones, Alan Law, Tony Linden, Mollie Lock, Alan Macro, Tim Metcalfe, Ian Morrin, Anthony Pick, James Podger, Garth Simpson, Richard Somner, Anthony Stansfeld, Virginia von Celsing, Quentin Webb (Chairman) and Laszlo Zverko

Also Present: Sean Anderson (Head of Customer Services), John Ashworth (Corporate Director - Environment), Nick Carter (Chief Executive), Sarah Clarke (Acting Head of Legal Services), Martin Dunscombe (Communications Manager), Gary Lugg (Head of Planning & Countryside), Bryan Lyttle (Planning & Transport Policy Manager), Shiraz Sheikh (Principal Solicitor), Jim Sweeting (Sports and Leisure Manager), Jon Winstanley (Projects Manager - Highways & Transport), Robert Alexander (Group Executive (Conservatives)), Honorary Alderman Brian Bedwell, Moira Fraser (Democratic and Electoral Services Manager), Honorary Alderman Royce Longton, Linda Pye (Principal Policy Officer), Honorary Alderman Andrew Rowles and Jude Thomas (Member Services Officer)

Apologies for inability to attend the meeting: Councillor Jeff Beck, Councillor Dennis Benneyworth, Councillor Richard Crumly, Honorary Alderman Geoff Findlay, Councillor Dave Goff, Councillor Nick Goodes, Councillor Manohar Gopal, Councillor Paul Hower, Councillor Gordon Lundie, Honorary Alderman Joe Mooney, Councillor Graham Pask and Councillor Emma Webster

PART I

45. Chairman's Remarks

The Chairman stated that West Berkshire Council was saddened to learn of the death of former District Councillor Alma Beck. Mrs Beck, who was the wife of Councillor Jeff Beck, had served as a district councillor for three years between 2000 and 2003 representing Turnpike Ward. He commented that she was a lovely lady who he greatly admired.

The Chairman asked the Council to observe a minute's silence as a mark of respect and an opportunity to reflect on the life of Alma.

The Chairman reported that between himself, the Vice-Chairman and Councillor Peter Argyle they had attended 48 events since the last Council meeting.

In particular he highlighted the Queen's Award for Voluntary Service, being presented to HRH the Duke of Gloucester, Her Majesty's Lord Lieutenant of Berkshire Awards, the inauguration of the Right Reverend Dr Steven Croft the 43rd Bishop of Oxford' a ceremonial service of the Crown Court, the Winterbourne Flood Alleviation Scheme, the Beenham Wind Orchestra Cartoon Capers Concert. The opening of new school buildings at The Willows and Spurrcroft Schools, Remembrance Sunday Services, The KS4 Awards Evening at St Bartholomew's School, Newbury College Graduation and Further Education Awards, the Road Death Memorial Service at Thame, the switching on

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of Hungerford Christmas Lights and the Rosemary Appeal and League of Friends carol Service.

The Chairman also announced that a Special Council meeting would take place on the 07 February 2017 to discuss the Library Service Review.

46. Presentation of the West Berkshire Community Champion Awards (C3096)

The Chairman announced that the West Berkshire Council Community Champion Awards were launched in September 2014. In addition to the pre-existing Junior Citizen Award, three new awards were created: the Community Group of the Year; Volunteer of the Year; and the Lifetime Achievement Award. An excellent response had been received in three categories in 2016 and the standard of the nominations was very high. He was very disappointed to announce that the authority did not receive any nominations for the Pat Eastop Junior Citizen award.

A judging panel of independent representatives met to consider the nominations and he thanked them for their contribution to the awards. Councillor Webb also thanked all the nominators. He felt that it was very encouraging to hear of the contributions that volunteers made in the community as, increasingly, volunteers would play a greater part in the provision of public services and it was important that their contributions were acknowledged.

The Chairman announced that there would be two winners of the Volunteer of the Year Award. The nominations in this category were particularly impressive and therefore the judging panel chose two joint winners.

The first winner was Robert Cox from Hungerford Rugby Club. Rob was nominated by Gary Lugg. Gary explained that Rob had recently taken over the Chairmanship of Hungerford Rugby Club, having been the Juniors' Chairman and driving force for eight years. In this time, he had increased membership from 30 to over 400 young players from Hungerford, Newbury and surrounding villages; overseen the extension of the club facilities, including the clubhouse, car park and additional pitches and set up and run school tournaments. Rob coached twice a week and helped organise additional social activities including tours.

Gary said, "Rob is not a man who seeks the limelight or even thanks for his hard work. He will say that he has played a small part but he has put his heart and soul into rugby, the children and the community."

The panel was particularly impressed by the commitment shown by Rob in the time that he devoted to the club, on a regular basis; the enthusiasm he shared and the clear impact it had had on club numbers and activities. They felt that he was a hugely inspiring and committed leader and that the local community clearly benefitted from his efforts.

The second winner was Lindsey Middlemiss. Lindsey was nominated by James Thomas. She was the founder of West Berkshire Action for Refugees. James explained that Lindsey had played a crucial role in enabling local residents to respond to the refugee crisis and assisting the Council in resettling Syrian refugees in West Berkshire. She used social media to rally support, secured storage space in a local warehouse for donations and organised the first aid convoy to Calais, involving multiple van loads from West Berkshire residents all within six weeks of hearing of the crisis. She had also worked closely with the Council, aiding the resettlement of Syrian families.

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James said, "I'm in awe of her persistence, drive and determination in managing all her commitments; starting with no formal funding or support, her achievements in such a short space of time are remarkable."

The panel commented on the utter devotion shown by Lindsey to the plight of refugees. They felt that she "made things happen" and, as a result, had achieved a huge amount in a relatively short time. They also acknowledged Lindsey's personal commitment in hosting a refugee in her home and felt that her ability to juggle her many responsibilities was inspirational.

The Chairman then announced the winner of the Community Group of the Year. The judging panel was very impressed by the nominations and decided to award a Highly Commended as well as a winner in this category.

The Highly Commended Award for Community Group of the Year went to Pang Valley Flood Forum, nominated by Jon Winstanley.

The Pang Valley Flood Forum was a collaborative group aimed at reducing flood risk throughout the communities in the Pang Valley. Set up in January 2013 as a joint initiative through West Berkshire Council, the Environment Agency and Thames Water, the Forum acted as a principal consultation body to the three agencies on flooding and drainage issues in the Pang Valley. It was run entirely by volunteers from the 10 Parishes in the Pang Valley, with representatives from the three agencies attending the quarterly meetings and helped both individual homeowners as well as Parish Councils to achieve improvements in flood resilience.

Jon said, "This is an excellent community led Forum which is used as an example to other parish groups within river catchments with historic flooding problems. They are proactive, resourceful, organised and determined to make a real positive difference to the communities in which they live."

The panel noted the size of the Forum and the fact that it included ten parishes and 30 to 40 volunteers. They felt that the local knowledge of the volunteers together with the Forum's collaborative approach was key to its success and that volunteers themselves were often the unsung heroes, helping reduce the impact of what could be a devastating situation and therefore wished to Highly Commend their efforts.

The winner of this category, however, was Thames Valley Kings nominated by Jacqueline Scoins-Cass. The Thames Valley Kings were a wheelchair basketball club based in Berkshire. As Berkshire's only competitive wheelchair basketball club, they hosted regular training sessions at Kennet Leisure Centre in Thatcham. Founded in 2004, the club provided an opportunity for those with and without physical disabilities, within the Thames Valley area, to participate in sport within a fun and friendly environment. The club was run entirely by volunteers and although, initially a rehabilitation and recreational activity for spinal cord injured patients, the Kings considered 'inclusivity' as the heart of the club and welcomed anyone with or without a disability.

The panel was particularly impressed by how the club had evolved to have both a regional and national presence and the professional approach of the club in working with other organisations in order to maximise opportunities for club members and the wider community. They felt the enthusiasm of those within the club was evident and acknowledged the role the club played in helping people through a potentially very

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difficult time. They were also very impressed by the fact that the club ethos brought together people, with and without a disability, on equal terms.

The final award was the Lifetime Achievement Award. Once again, the judging panel was very impressed by the nominations and decided to award a Highly Commended as well as a winner in this category too.

The Highly Commended Award for Lifetime Achievement 2016 went to Jill Gent, nominated by Steve Price.

Jill Gent had been Chairman of Beedon Parish Council for 20 years, community supporter, organiser, fund raiser and trustee of two village charities. She had been involved in many village campaigns including road improvements, time capsule installation and village hall renovation. Steve said that this was, "all done quietly in the background, with no wish for publicity; a true stalwart of the Parish Council, another voluntary activity."

The panel commented on Jill's many years of service to Beedon Parish and the diversity of the projects that she had been involved in. They also noted her personal generosity for the benefit of the local community.

The winner of the 2016 Lifetime Achievement Award was Mary Bedwell from Holybrook. Mary received three separate nominations from Pamela Kirkpatrick, Clive Littlewood and Robin Rimmington.

Mary was a Holybrook Parish Councillor, having served for many years with six of these as Chairman. She was instrumental in the introduction of the Holybrook Family and Community Festival, which had now been taking place for over 10 years. Mary also ran an Over 60s Lunch Club and worked with the Community Forum. Additionally, she served on the local GP's committee.

Her nominators said, "Mary has dedicated many years to serving the Parish of Holybrook, both as Chairman and councillor. The local community is incredibly lucky to have a Chairman who gives so much time, dedication and, most importantly of all, heart, to serve them. It would be impossible to describe how much effort Mary puts into her work and all of this is in consideration of her age....."

The panel was impressed with the extent of Mary's service to the Holybrook Parish; the hours dedicated, over many years, to ensuring that residents receive a professional service from the council. They also noted her work with the wider community including schools and community groups and her running of the Over 60s Lunch Club and significant involvement in the Holybrook Festival. The three nominations spoke of her professionalism, kindness and commitment to the local community and that she was an inspiration to all.

The Chairman thanked all those that had taken the time to attend the meeting.

47. Minutes

The Minutes of the meetings held on 15 September 2016 were approved as a true and correct record and signed by the Chairman subject to the inclusion of the following amendment: **Page 17, Item 38 Short Breaks for Disabled Children, penultimate paragraph, 7th line** it to be recorded that Councillor Fredrickson had suggested that

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Members also needed to be mindful of the protected characteristics of persons affected by the decision.

The Minutes of the extraordinary meeting held on the 22 November 2016 were approved as a true and correct record and signed by the Chairman.

48. **Declarations of Interest**

Councillors Quentin Webb and Sheila Ellison declared an interest in Agenda Item 15 (Proposed Main Modifications to the Housing Site Allocations Development Plan Document), and reported that, as their interest was a disclosable pecuniary interest, they would be leaving the meeting during the course of consideration of the matter.

Councillors Carol Jackson-Doerge, Alan Macro and Jeanette Clifford declared an interest in Agenda Item 15 (Proposed Main Modifications to the Housing Site Allocations Development Plan Document), but reported that, as their interest was personal or an other registrable interest not a disclosable pecuniary interest, they determined to remain to take part in the debate and vote on the matter.

The Monitoring Officer announced that in respect of Agenda Item 17 (Council Tax Support Scheme 2017/18) all Members present had completed an Application for a Grant of a Dispensation in relation to “any beneficial interest” in land within the Authority’s area.” The Monitoring Officer had granted the dispensation to allow all those Members that applied for a dispensation to speak and vote on these items.

Councillor Tim Metcalfe declared an interest in Agenda Item 18 (Activity Team West Berkshire Fees and Charges 2017/18), and reported that, as his interest was an other registrable interest, he would be leaving the meeting during the course of consideration of the matter.

Councillor Roger Croft declared an interest in Agenda Item 19 (Leisure Centre Fees and Charges 2017), but reported that, as his interest was personal or an other registrable interest but not a disclosable pecuniary interest, he determined to remain to take part in the debate and vote on the matter.

49. **Petitions**

There were no petitions submitted to this meeting.

50. **Public Questions**

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

(a) **Question to be answered by the Portfolio Holder for Corporate Services and External Affairs submitted by Mr Richard Marsh.**

A question standing in the name of Mr Richard Marsh, which was submitted after the agenda was published but in accordance with constitutional requirements, on the subject of the impact of increased traffic movements on Stoney Lane should the Coley Farm Site in the HSA DPD be developed was answered by the Portfolio Holder for Corporate Services and External Affairs.

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51. **Membership of Committees**

The Monitoring Officer advised of the following changes to the membership of Committees since the previous Council meeting:

Shadow Executive

Councillor Lee Dillon had been appointed as the Leader of the Liberal Democrat Group (with effect from the 21 November 2016). Councillor Alan Macro would fulfil the role of Deputy Leader.

Overview and Scrutiny Management Commission (OSMC)

Councillor Lee Dillon has replaced Councillor Alan Macro on the OSMC. Councillor Macro had been appointed as a substitute to this Committee.

Councillor Roger Croft, as Leader of the Conservative Group, thanked Councillor Alan Macro for the integrity and professionalism he had shown when he was the Leader of the Opposition. He also welcomed Councillor Lee Dillon as the new Leader of the Opposition.

52. **Licensing Committee**

The Council noted that, since the last meeting, the Licensing Committee had not met.

53. **Personnel Committee**

The Council noted that, since the last meeting, the Personnel Committee had met on 21 October 2016.

54. **Governance and Ethics Committee**

The Council noted that, since the last meeting, the Governance and Audit Committee had met on 28 November 2016.

55. **District Planning Committee**

The Council noted that, since the last meeting, the District Planning Committee had met on 28 September 2016.

56. **Overview and Scrutiny Management Commission**

The Council noted that, since the last meeting, the Overview and Scrutiny Management Commission had met on 06 December 2016.

57. **Joint Public Protection Partnership (C3158)**

The Council considered a report (Agenda Item 14) concerning the creation of a Joint Committee to deliver shared service arrangements between West Berkshire, Wokingham and Bracknell Forest Councils to deliver Trading Standards, Environmental Health and Licensing functions. The new arrangement would be known as the Public Protection Partnership (PPP).

MOTION: Proposed by Councillor Marcus Franks and seconded by Councillor Keith Chopping:

“Insofar as the functions and arrangements are for the Council it resolves that the Council:

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Authorises the arrangements set out in the report including the creation of a Joint Committee with Wokingham Borough Council and Bracknell Forest Council through the Public Protection Partnership (PPP) with effect from the 9th January 2017.

1. Delegates authority to the Head of Legal Services, in consultation with the Head of Finance and Head of Culture and Environmental Protection, to finalise the terms of the PPP as set out in the draft Inter Authority Agreement (IAA) between the three Councils and to make any necessary drafting or other amendments to the terms of the draft Agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the Agreement.
2. Authorises the Joint Committee to determine policy, strategy and oversee the performance monitoring and management of the new PPP and have the powers set out in the terms of reference contained in Schedule 1 of the draft Inter Authority Agreement.
3. Authorises the Head of Culture and Environmental Protection and Public Protection Service Managers (Currently known as Trading Standards and Building Control Manager and Environmental Health and Licensing Manager) to receive a delegation of Trading Standards, Environmental Health and Licensing functions from Bracknell Forest Council and Wokingham Borough Council and to exercise those functions jointly with West Berkshire District Council functions under the strategy direction and oversight of the Joint Committee.
4. Agrees that the proposed agreement authorises West Berkshire District Council to institute and defend proceedings on behalf of Wokingham and Bracknell. This does not preclude the other authorities from taking their own legal actions.
5. Receives a TUPE transfer of the staff of Bracknell Forest Council currently providing the Trading Standards, Environmental Health and Licensing functions on the terms set out in the draft Inter Authority Agreement and authorise any relevant pensions and employment implications.
6. Appoints the Head of Culture and Environmental Protection as the Council's Lead Officer to manage the Councils arrangements under the Agreement on the Council's behalf and to authorise the Monitoring Officer to make any necessary variations to the Agreement as may be required from time to time in consultation with the Leader of the Council.
7. Appoints Councillor Emma Webster to represent the Council on the Joint Committee. The Executive previously approved the appointment of Councillor Marcus Franks as its Member on the Joint Committee and Councillor Dominic Boeck as substitute Member
8. Authorises the Joint Committee and the Head of Culture and Environmental Protection to enter into arrangements with other local authorities, shared services or other bodies for the provision of Trading Standards, Licensing or Environmental Health Services, up to the limits permitted within the Council's Contract Rules (pursuant to the Local Authorities (Goods and Services) Act 1970, sections 111 and 113 Local Government Act 1972 and other enabling legislation".

Councillor Marcus Franks in introducing the item explained that the Council had an existing shared service with Wokingham Borough Council to deliver Trading Standards, Environment Health and Licensing functions. The service had proved to be so successful that it had been replicated in other parts of the country and generated around £200k of savings per annum for the Council.

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In 2015 Bracknell Forest Borough Council had approached the authority about joining the shared service and therefore this proposal was being considered by all three of the local authorities. If accepted the shared arrangement would be in place from the 09 January 2017. The report also sought authority to appoint Councillor Emma Webster as the Council's representative on the Joint Committee. Councillor Marcus Franks had already been appointed by the Executive as their representative and Councillor Dominic Boeck had been appointed as a named substitute.

Councillor Franks noted that the Council's existing scrutiny arrangements would be applied to the Joint Committee and each authority would be able to call items in. This process would be expanded on in due course.

He thanked all the Officers that were involved in this process which would generate an additional £120k of savings in 2017/18.

Councillor Alan Macro welcomed the report but wished to add a caveat about membership. He noted that all three of the authorities were run by Conservative Administrations and he felt that it would be useful to have representation from the Liberal Democrat Group on the Joint Committee.

Councillor Keith Chopping commented that he felt that it was a sensible approach to add Bracknell Forest Borough Council to this already successful partnership. Financially the partnership had already generated significant savings.

Councillor Franks noted that the Joint Committee was not subject to proportional representation and he therefore could not accede to Councillor Macro's suggestion. The papers for the Joint Committee would be available on the Council's website and observers would be welcome to attend the meetings.

The Motion was put to the meeting and duly **RESOLVED**.

58. Proposed Main Modifications to the Housing Site Allocations Development Plan Document (HSA DPD) (C3188)

(Councillor Quentin Webb declared a disclosable pecuniary interest in Agenda item 15 by virtue of the fact that he owned a home in Hermitage Green and there was a proposal to change a settlement boundary that would affect his property. As his interest was a disclosable pecuniary interest he determined to leave the meeting, stood down as Chairman for this item and took no part in the debate or voting on the matter).

(Councillor Sheila Ellison declared a disclosable pecuniary interest in Agenda item 15 by virtue of the fact that she owned land within one of the proposed changes to a settlement boundary. As her interest was a disclosable pecuniary interest she determined to leave the meeting, and took no part in the debate or voting on the matter).

(Councillor Carol Jackson-Doerge declared a personal interest in Agenda item 15 by virtue of the fact that she lived within the parish of Burgfield which was referenced in the report. As her interest was personal and not a disclosable pecuniary or other registrable interest she determined to take part in the debate and vote on the matter).

(Councillor Alan Macro declared a personal interest in Agenda item 15 by virtue of the fact that he lived opposite one of the sites. As his interest was personal and not a

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disclosable pecuniary or other registrable interest he determined to take part in the debate and vote on the matter).

(Councillor Quentin Webb left the meeting at 7.46pm and returned at 8.00pm)

(Councillor Sheila Ellison left the meeting at 7.46pm and returned at 8.00pm)

(Councillor Carol Jackson-Doerge in the Chair for this item.)

The Council considered a report (Agenda Item 15) concerning the Schedule of Proposed Main Modifications to the Housing Site Allocations Development Plan Document (HSA DPD), the updated Sustainability Appraisal Report and updated Habitats Regulations Assessment. The report sought authority to approve these for publication for a seven week period of public consultation as a regulatory stage of the DPD process.

(Councillor Tony Linden left the meeting at 7.47pm and returned at 7.53pm)

MOTION: Proposed by Councillor Hilary Cole and seconded by Councillor Alan Law:
That the Council:

1. "Publishes the Schedule of Proposed Main Modifications to the Housing Site Allocations Development Plan Document in accordance with Section 20 (7c) of the Planning and Compulsory Purchase Act 2004 (as amended) for a seven week period of consultation.
2. Publishes the accompanying updated SA/SEA Report and updated Habitats Regulations Assessment in accordance with Section 20 (7c) of the Planning and Compulsory Purchase Act 2004 (as amended) for a seven week period of consultation where they relate to the Proposed Main Modifications.
3. Delegates authority to the Head of Planning and Countryside in consultation with the Portfolio Holder for Planning and Housing, to agree any non-material supporting documentation and any other non-material refinements to the wording of the DPD before consultation."

Councillor Hilary Cole stated this long process had started in January 2014. The DPD had been submitted to the Secretary of State in April 2016 and examination hearing sessions were held in June and July 2016 to discuss a number of issues the Inspector wanted to clarify. The Council made a formal request, under the Planning and Compulsory Purchase Act 2004, for the Inspector to recommend Main Modifications to the DPD in September 2016. During the hearings the Council was asked to undertake some additional work on a number of issues and this work was completed in August 2016 and was submitted to the Inspector in September 2016.

The Main Modifications were set out in Appendix Ci to the report. The modifications were designed to make the DPD sound. Councillor Hilary Cole stated that it was important to note that the inspector had not requested that any sites be added to the DPD nor had he requested that any be removed. She noted that the inspector had read and accepted most of the arguments put forward by the Council.

Councillor Hilary Cole commended Officers for the sterling work that they had undertaken in preparing the HSA DPD. She also thanked her predecessor Councillor Alan Law for all the work that he had done.

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This report sought authority for the Council to go out to a seven week consultation on the modifications and stressed that the consultation was not an opportunity to revisit issues that had not been amended. It had been agreed to extend the consultation for an additional week as it was being issued over the Christmas period. While the timing was unfortunate it was important to progress this issue as soon as possible to ensure that the Council remained a planning lead authority.

Councillor Alan Macro commented that in November 2015 the Liberal Democrat Group had voted against the DPD due to the concerns that they had about sites in Greenham, Thatcham, Tilehurst, Calcot and Theale but that they would support this proposal as it sought permission to consult the community.

Councillor Garth Simpson stated that Cold Ash Parish Council were not satisfied with the process as they felt that their views had been ignored. The village was hemmed in by its topography and traffic was the number one concern for residents. They would however respond again to this consultation.

Councillor Alan Law reminded Members that the selected sites had been submitted a year ago and that the Inspector had not added or deleted any of them. While the housing sites were important there were also new policies pertaining to managing houses in the countryside and new parking requirements. Both of these policies had been endorsed by the Inspector.

Councillor Law commented that Officers, Members and residents should be congratulated on their persistence with this length process that had initially been started in 2005. This was a Government mandated process and he felt that it was important that a message was sent back to them, especially to the Department for Communities and Local Government, to trust local authorities to streamline their own processes. He felt that they should get rid of these expensive and time consuming hearings and allow Councils to get on with developing their plans.

Councillor Hilary Cole stated that she disputed Councillor Simpson's assertion that parish councils were not consulted. An extensive consultation exercise had been undertaken with parish councils in January 2014. She accepted that the authority might however have disagreed with some of the views of parish councils.

The Motion was put to the meeting and duly **RESOLVED**.

(Councillor Webb back in the Chair.)

59. Neighbourhood Planning (C3198)

The Council considered a report (Agenda Item 16) which informed Members of the Neighbourhood Planning Process and set out the proposed approval process for the adoption of a Neighbourhood Plan.

MOTION: Proposed by Councillor Hilary Cole and seconded by Councillor Graham Bridgman:

That the Council:

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1. “delegates the designation of Neighbourhood areas to the Head of Planning and that the Scheme of Delegation be updated to allow the designation of a Neighbourhood Area to be approved by the Head of Planning.
2. Following the examination, but prior to the referendum taking place. Council are asked to approve the Neighbourhood Plan progresses to referendum and agreed to adopt the Neighbourhood Plan into the development plan if there is a successful ‘yes’ vote at the referendum.”

Councillor Hilary Cole in introducing the report requested that three corrections be made to the recommendations. Two of these corrections pertained to the correction of the job title of the relevant Head of Service (Head of Planning and Countryside) and the other was to clarify the recommendation. They should therefore read:

That the Council:

“approves the process for approving Neighbourhood Plans as set out in the report.”

- (1) The designation of Neighbourhood areas is delegated to the Head of Planning and Countryside.

- a) The Scheme of Delegation is updated to allow the designation of a Neighbourhood Area to be approved by the Head of Planning and Countryside.

- (2) Following the examination, but prior to the referendum taking place, Council are asked to approve the Neighbourhood Plan progresses to referendum and agreed to adopt the Neighbourhood Plan into the development plan if there is a successful ‘yes’ vote at the referendum. “

AMENDMENT: Proposed by Councillor Hilary Cole and seconded by Councillor Graham Bridgman:

That a third recommendation be inserted which stated that the Council:

- “(3) Delegates authority to the Head of Planning and Countryside to make minor amendments in consultation with the Portfolio Holder for the purpose of clarity.”

Councillor Hilary Cole noted that West Berkshire Council was committed to working with Parish and Town Councils and Neighbourhood Groups to develop Neighbourhood Plans. Central Government required the Council to respond to requests in a prompt manner and this document sought to formalise those arrangements. The report proposed a constitutional change to delegate authority to the Head of Planning and Countryside to allow them to designate Neighbourhood Areas thereby negating the need to hold a Special Council meeting to do so. The amendment sought authority to make any minor amendments to the process to aid clarity and this would be undertaken in consultation with the Portfolio Holder responsible for planning.

Councillor Lee Dillon commented that his Group supported the amendment. He stated that it would be beneficial if Members were able to call in decisions made by the Head of Planning and Countryside. He suggested that decisions that were called-in be discussed by the District Planning Committee. This change would align this process with that followed for planning applications.

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The amendment was put to the vote and declared **CARRIED**.

Councillor Dillon stated that he was supportive of the proposals as they set out clear timelines. He stated that the sample Service Level Agreement was a simple and effective document which he thought communities would find useful. He hoped that communities would be able to use the document to lobby their town or parish council to get a Neighbourhood Plan adopted.

Councillor Bridgman commented that the adoption of Neighbourhood Development Plans would ensure that the Council moved from a planning led authority to a community planning led authority and he welcomed any proposals to smooth the process for communities.

Councillor Hilary Cole thanked Members for their support of this proposal.

The Substantive Motion, as amended, was put to the meeting and duly **RESOLVED**.

60. **Council Tax Support Scheme 2017/18 (C3171)**

(All Members present had been granted a dispensation to speak and vote on this item)

The Council considered a report (Agenda Item 17) concerning the scope for changes to the Council Tax Support Scheme for 2017/18. The review of the scheme was a statutory responsibility and, in addition it was necessary to identify the scope for cost reduction in the light of budget pressures.

MOTION: Proposed by Councillor James Fredrickson and seconded by Councillor Anthony Chadley:

That the Council:

“Notes the various options contained within this report and selects a preferred option.”

(Councillors James Podger and Ian Morrin left the meeting at 8.17pm)

Councillor James Fredrickson in introducing the report noted that the Council Tax Support Scheme (CTS) replaced Council Tax Benefit (CTB) in 2013. This was a local scheme but one of the requirements was that pensioners and claimants deemed to be vulnerable could not be any worse off under the CTS than they were under CTB. Councillor Fredrickson noted that CTB had been fully funded by government grants but this was no longer the case. Funding for CTS had reduced since 2013/14 and now formed part of the Revenue Support Grant and could no longer be identified as a separate income stream.

The Council had considered its own scheme, looked at what other authorities were doing and had then undertaken a consultation process on proposed changes with affected parties. A total of 71 responses were received.

Councillor Fredrickson commented that in considering schemes from other Councils it had become apparent that other authorities had opted to redefine the ‘vulnerable group’. The Council had looked at this option (options 18 and 19) and decided that it had no intention to make the vulnerable group smaller and had therefore discounted these options despite the fact that they could generate £240k of savings.

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Councillor Fredrickson commented that West Berkshire was very fortunate to have a very low unemployment rate. It was therefore felt that it was right to look at the options pertaining to working age claimants as they had the ability to change their income levels. He therefore proposed that Members support the adoption of option 17 (30% deduction from liability, capped at Band C, minimum award £10 per week, capital limit of £6k and tapering 30%).

Councillor Lee Dillon was pleased that the Council had decided not to redefine the vulnerable group and he could see the logic behind reducing the capital limit. He felt that the comments made by the CAB that *'Many residents on JSA and workers on low pay can barely afford the current 10% contribution so how will they afford an increase on the same income? The WBC proposed increases in contribution to 25% and 30% are respectively 2.5 and 3 times what residents are paying currently which are unreasonable percentage increases compared to JSA incomes'* were well made and that some people would not be able to influence the level of income they received.

Councillor Dillon noted that around 370 claimants who had previously been required to pay £3 per week would now be required to pay £10 per week. While £7 per week (a 233% increase) would not be a lot of money for some people it could have a significant impact on some of these claimants and their families. There might also be a knock on effect on the Council's collection rates.

Councillor Alan Macro commented that the changes were designed to encourage claimants to increase their earnings but by increasing the taper rate this would act as a disincentive to increase income.

Councillor Chadley commented that around 2000 affected residents were issued with a copy of the survey and there was also widespread publicity around the consultation. The response was not huge (71 responses and in 15 cases the respondents did not answer any of the specific questions asked). There appeared to be a general acceptance that changes were needed and only around a third of the respondents disagreed with this proposal.

The Council was continuing to protect the most vulnerable residents but the policy was designed to encourage those with the ability to work to do so. West Berkshire had a low number of Job Seekers Allowance claimants and the number of job opportunities exceeded the number of working age residents. In addition there were a large number of residents in the district that commuted to other areas for employment. In response to comments made by Councillor Dillon Councillor Chadley noted that it would not be possible to predict collection rates until the data was collected but reminded him that the Council had some of the best collection rates around.

Councillor Fredrickson commented that there had been a lot of discussion around the £10 threshold. It was a small amount and it might be preferable to increase the threshold for administrative purposes. He reminded Members that the Council had decided not to consult on options 18 and 19 despite the increased savings that these proposals could generate. It was not possible to predict collection rates but across the years these had remained broadly static.

The Motion was put to the meeting and duly **RESOLVED**.

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61. Activity Team West Berkshire Fees and Charges 2017/18 (C3098)

(Councillor Tim Metcalfe declared an other registrable interest in Agenda item 18 by virtue of the fact that he was a trustee of Adventure Dolphin Charity . As his interest was an other registrable interest he determined to leave the meeting and took no part in the debate or voting on the matter).

(Councillor Tim Metcalfe left the meeting at 8.25pm and returned at 8.27pm.)

(Councillor Howard Bairstow left the meeting at 8.25pm and returned at 8.27pm.)

The Council considered a report (Agenda Item 18) concerning the fees and charges for the 2017/18 Activity Team West Berkshire programme in order to enable the service to competitively advertise and promote activities and maximise advanced books and income.

MOTION: Proposed by Councillor Graham Jones and seconded by Councillor Hilary Cole:

That the Council:

“approves the proposed maximum Fees and Charges for the Activity Team West Berkshire’s programme and the hire of equipment and resources for 2017/18 as set out in appendix C.”

Councillor Graham Jones in introducing the report stated that a 1.6% increase was being proposed. This was in line with inflation. The proposed increase would allow the centre to remain competitive in the market, remain an attractive offer to local groups and organisations while developing new markets and would counter inflationary increases in costs incurred by the team end and maximise advanced bookings and income.

The Motion was put to the meeting and duly **RESOLVED**.

62. Leisure Centre Fees and Charges 2017 (C3099)

(Councillor Roger Croft declared a personal interest in Agenda item 19 by virtue of the fact that he was the president of the Newbury District Swimming Club who were one of the major users of the Leisure Centres. As his interest was personal and not a disclosable pecuniary interest he determined to take part in the debate and vote on the matter).

The Council considered a report (Agenda Item 19) concerning the contractual requirement for an annual price review for 2017 for the leisure contractor to come into effect from 1st January 2017.

MOTION: Proposed by Councillor Graham Jones and seconded by Councillor Hilary Cole.

That the Council:

“approves the proposed increase in Fees and Charges as outlined for the leisure management contract”.

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Councillor Graham Jones in introducing the report drew Members attention to the typographical error in relation to the date in paragraphs 5.2 and 6.1 of the summary report and 4.2 of Appendix A which should refer to 2017/18 and not 2016/17. Councillor Jones stated that the average price increase was at 1.6% which was in line with inflation. Prices had however been rounded up to the nearest 10p. This would ensure that the pricing at the centres would remain competitive.

(Councillor Tony Linden left the meeting at 8.28pm and returned at 8.29pm.)

The Motion was put to the meeting and duly **RESOLVED**.

63. **Proposed Member Development Programme - 2017/18 (C3097)**

The Council considered a report (Agenda Item 20) concerning the proposed Member Development Programme for 2017/18.

MOTION: Proposed by Councillor James Fredrickson and seconded by Councillor Paul Bryant:

That the Council:

“agrees the proposed Member Development Programme for 2017/18.”

Councillor James Fredrickson in introducing the report explained that the Member Development Group had met on the 21 September 2016 to discuss the programme and make a recommendation to Council for approval. He felt that the sessions provided a valuable opportunity to advise Members of changes to legislation, policy and practice etc. The group had also looked at various options to make it easier for Members to attend sessions and it had been decided that following a trial the evening sessions would revert to a 6.30pm start. The daytime repeat sessions would also be retained. Other options including live streaming sessions were also being trialled.

Councillor Alan Macro, as a member of the Member Development Group, welcomed the trialling of live streaming sessions which would mean that Councillors that lived further away would not have to come to Newbury for the training.

Councillor Paul Bryant, who was also a member of the Member Development Group, thanked Members that had attended the wide range of sessions over the past year. He stated that the majority of the sessions had been very well received and he thanked Members for their feedback. He commented that Members tended to prefer the sessions that were delivered by Council employees as they had a better understanding of local practices. He commented that a couple of strategic sessions around transport and waste had also been incorporated in the programme for the forthcoming year. He encouraged Members that did not usually attend the training sessions to attend these useful and enjoyable opportunities for engagement and learning.

The Motion was put to the meeting and duly **RESOLVED**.

64. **2017/18 West Berkshire Council Timetable of Public Meetings (C3197)**

The Council considered a report (Agenda Item 21) concerning the timetable of meetings for the 2017/18 Municipal Year.

MOTION: Proposed by Councillor Roger Croft and seconded by Councillor Lee Dillon:

That the Council:

“approves the timetable of public meetings for the 2017/18 Municipal Year”.

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Councillor Roger Croft in introducing the report explained that the number of meetings took into account the volume of business demands. Early adoption would allow time for the Members to ensure that the meetings were in their diaries before the Municipal Year started.

Councillor Alan Macro stated that there had been very few Scrutiny meetings and he encouraged the Administration to ensure that these meetings took place.

Councillor Croft stated that he supported the appropriate use of more regular scrutiny meetings.

The Motion was put to the meeting and duly **RESOLVED**.

65. Notices of Motion

The Council considered the under-mentioned Motion (Agenda item 22 refers) submitted in the name of Councillor Lee Dillon relating to transitional funding.

MOTION: Proposed by Councillor Lee Dillon and seconded by Councillor Alan Macro:

That the Council:

“agrees to award transitional funding to the Short Breaks programme for the 2017/18 financial year to the value of £170,000.

This will ensure that voluntary organisations have a longer time period to consider their strategy to combat the reduction of Council funding in the longer term and for this Council to consider other ways to secure the provision of or to fund short breaks.”

The Chairman explained that in accordance with Procedure Rule 4.9.13 the Council would not debate the Motion that evening and it would be referred to the Executive meeting on the 22 December 2016 for discussion. A report would then be brought back to the 02 March 2017 Council meeting for consideration.

The reason that this procedure had to be followed was due to the fact that this Motion, concerned the allocation of transitional funding which had been secured by the Council. Any Motion which materially increased expenditure had to stand adjourned without discussion to the next meeting of the Executive, with a report back to the next ordinary meeting of the Council.

66. Members' Questions

There were no Member questions submitted.

(The meeting commenced at 7.00pm and closed at 8.44pm)

CHAIRMAN

Date of Signature

DRAFT

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

EXTRAORDINARY COUNCIL MINUTES OF THE MEETING HELD ON TUESDAY, 7 FEBRUARY 2017

Councillors Present: Steve Ardagh-Walter, Peter Argyle, Howard Bairstow, Pamela Bale, Jeremy Bartlett, Jeff Beck, Dominic Boeck, Graham Bridgman, Paul Bryant, Anthony Chadley, Keith Chopping, Jeanette Clifford, Hilary Cole, Roger Croft, Richard Crumly, Rob Denton-Powell, Lee Dillon, Lynne Doherty, Billy Drummond, Adrian Edwards, Marcus Franks, James Fredrickson, Manohar Gopal, Paul Hower, Clive Hooker, Carol Jackson-Doerge (Vice-Chairman), Marigold Jaques, Mike Johnston, Graham Jones, Rick Jones, Alan Law, Tony Linden, Mollie Lock, Gordon Lundie, Tim Metcalfe, Ian Morrin, Anthony Pick, James Podger, Garth Simpson, Richard Somner, Quentin Webb (Chairman), Emma Webster and Laszlo Zverko

Also Present: John Ashworth (Corporate Director - Environment), Mike Brook (Library Services Manager), Nick Carter (Chief Executive), Sarah Clarke (Acting Head of Legal Services), Martin Dunscombe (Communications Manager), Paul James (Culture Manager), Shiraz Sheikh (Principal Solicitor), Rachael Wardell (Corporate Director - Communities), Steve Broughton (Head of Culture & Environmental Protection), Moira Fraser (Democratic and Electoral Services Manager) and Honorary Alderman Andrew Rowles

Apologies for inability to attend the meeting: Councillor Dennis Benneyworth, Councillor James Cole, Councillor Sheila Ellison, Councillor Dave Goff, Councillor Alan Macro, Councillor Graham Pask, Councillor Anthony Stansfeld and Councillor Virginia von Celsing

Councillor Absent: Councillor Nick Goodes

PART I

67. Declarations of Interest

The Monitoring Officer announced that it was acknowledged that the majority of Members were likely to be a user of their local library and that this constituted a personal interest.

Councillors Billy Drummond, Lee Dillon, Mollie Lock, Lynne Doherty, Jeanette Clifford, Dominic Boeck, Hilary Cole, Rick Jones, Mike Johnston, Steve Ardagh-Walter, Richard Crumly, Rob Denton-Powell, Anthony Pick, Richard Somner, Paul Hower, Jeff Beck, Adrian Edwards, Carol Jackson-Doerge, Roger Croft, James Fredrickson, Howard Bairstow, Gordon Lundie and Pamela Bale declared an interest in Agenda Item 3, but reported that, as their interest was a personal and not an other registrable interest nor a disclosable pecuniary interest, they determined to remain to take part in the debate and vote on the matter.

68. Library Service Review (C3208)

(Councillors Billy Drummond, Lee Dillon, Mollie Lock, Lynne Doherty, Jeanette Clifford, Dominic Boeck, Hilary Cole, Rick Jones, Mike Johnston, Steve Ardagh-Walter, Richard Crumly, Rob Denton-Powell, Anthony Pick, Richard Somner, Paul Hower, Jeff Beck, Adrian Edwards, Carol Jackson-Doerge, Roger Croft, James Fredrickson and Howard Bairstow declared a personal interest in Agenda Item 3 by virtue of the fact that they were dual hatted Members and contributions were being sought from town and parish councils towards funding of libraries. As their interest was personal and not an other

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registrable nor a disclosable pecuniary interest they determined to take part in the debate and vote on the matter).

(Councillors Howard Bairstow and Adrian Edwards declared a personal interest in Agenda Item 3 by virtue of the fact that they were trustees of the Friends of Wash Common Library Group. As their interest was personal and not an other registrable nor a disclosable pecuniary interest they determined to take part in the debate and vote on the matter.)

(Councillor Pamela Bale declared a personal interest in Agenda Item 3 by virtue of the fact that she was a member of the Friends of Pangbourne Library Group. As her interest was personal and not an other registrable nor a disclosable pecuniary interest she determined to take part in the debate and vote on the matter).

(Councillor Gordon Lundie declared a personal interest in Agenda Item 3 by virtue of the fact that he was a member of the Friends of Lambourn Library Group. As his interest was personal and not an other registrable nor a disclosable pecuniary interest he determined to take part in the debate and vote on the matter).

(Councillor Mollie Lock declared a personal interest in Agenda Item 3 by virtue of the fact that she was a member of Mortimer Parish Council and its Library Working Party. As her interest was personal and not an other registrable nor a disclosable pecuniary interest she determined to take part in the debate and vote on the matter).

The Council considered a report (Agenda Item 3) which had been drafted following a public consultation on the future shape of the Library Service and sought agreement for the best option for the structure of the service.

MOTION: Proposed by Councillor Dominic Boeck and seconded by Councillor Hilary Cole:

That:

1. "The Council approves the adoption of Option A as the most appropriate structure for the Libraries Service, with the proviso that different arrangements will be necessary in some libraries.
2. Officers examine opportunities to pilot community run services, where communities provided sufficient support, in line with Options B and C in order to achieve the full savings target of £690k, and that this could include consideration of any proposal from the community in Wash Common."

Councillor Boeck commented that in 2015/16 West Berkshire Council had been presented with a significantly reduced Revenue Support Grant. The Council therefore had to consider difficult options in order to ensure that it met its statutory duty to present a balanced budget. At the time it was proposed that, with the exception of Newbury, all the libraries would be closed.

It soon became very evident that there was a strong appetite locally to retain libraries. The District's three MPs, Richard Benyon, Alok Sharma and John Redwood, had lobbied Central Government on behalf of West Berkshire Council and had secured additional transitional funding for the authority. This had given the Council the opportunity to re-assess its savings proposals and it was agreed that a needs assessment around the library service would be commissioned.

RedQuadrant was commissioned to undertake the assessment to inform changes to the shape and structure of the service while ensuring that the Council adhered to its statutory obligation to provide a comprehensive and efficient library service. They found that there was a need to retain all branch libraries except Wash Common and to retain a mobile

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library service. Responses to the consultation indicated greatest support for Option A. Under this option, seven of the branch libraries would reduce staffing levels and assistance would be sought from community volunteers thereby generating significant savings.

Town and Parish Councils were being asked to contribute financially to support the library service. The level of contribution sought, £150k, equated to £1 per head of resident population for each of the 63 councils. Many of the parish and town councils had already indicated that they were willing to support their libraries. A number of volunteers had already come forward, this was especially true in Hungerford and Lambourn, and Thatcham Town Council were holding an event to recruit volunteers.

It was recognised that despite declining usage, libraries were a highly valued resource in the community which the Council would seek to preserve. Councillor Boeck therefore urged Members to support the recommendations set out in the report.

Councillor Tony Linden stated that unfortunately the Council was having to make difficult decisions due to the current financial situation. He was pleased to note that the mobile library service was being retained as this was an important asset for the residents of his ward.

Councillor Adrian Edwards commented that when he arrived in the area in 1977 there was a library in Wash Common. A library had existed there in some shape or form ever since. It was a well used facility and when the news broke about the proposed closure the community was very disappointed and they still were. Two public meetings had taken place and over 50 volunteers had been recruited to run the library. There were some issues that still needed to be resolved including the Council responding to a request to retain the building on a pepper corn rent. Funding for the library would be sought through grants and donations, a constitution had been drafted and work on setting up the Friends of Wash Common Library Charity was ongoing. The charity had not yet been registered as £5k was needed in order to do so. The Management Committee would be meeting the following Monday to decide how the funds would be raised and also to agree how the library would run. Councillor Edwards noted that support and training from the Library Service would be needed.

Councillor Lee Dillon noted that the consultation had identified Option A as the least unacceptable option of the three. He noted that even if his group were minded to support Option A, it was still not clear what the Library Service would look like as town and parish council contributions still needed to be tallied and operational models and opening hours were yet to be confirmed. This was despite the fact that the future of the Library Service had first been raised nearly a year before when it had been proposed that all but Newbury Library would be closed.

Councillor Dillon commented that he was pleased to see that a more proactive approach had been adopted by the Council and that it had reached out to the community groups and parish councils. He queried what contingency there was in place if the numbers of volunteers required did not materialise. He also asked what would happen if the parish and town councils could not afford to keep up their contributions. He also was concerned that parish councils would be punished with shorter opening hours if they did not provide additional funding for their nearest library which was not their responsibility. He noted that the consultation exercise showed the strength of feeling against Option B and Option C and the report also referred to the legal challenge the Council could face if it went for either of those options. He was therefore disappointed that even if they were to support Option A they would not be securing the long term future of the Library Service.

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Councillor James Fredrickson was disappointed to note that at a recent Newbury Town Council meeting the Liberal Democrat Group had voted not to fund the contributions towards Newbury Library as the proposal was to retain this library.

Councillor Gordon Lundie stated that he was delighted to see Option A being recommended for approval. When the initial savings proposals had been put forward it was evident that the potential closure of libraries was a matter of great concern for residents. He felt that this option presented an opportunity for communities to form around libraries and the friends of libraries groups that had been created would form the nucleus of the library service. If this option was not taken up and firmly grasped then it was possible that the Council might have to look at Options B and C.

Councillor Lundie hoped that this paper would serve as a call for action to get residents involved in their libraries and that this support could be grown at a local level. He suggested that it would be useful to have library volunteers as a standing item on Operations Board agendas so that Members were regularly reviewing the situation. It was essential that the Council focussed on the volunteer network as it was a critical aspect of this proposal. He thanked Councillors Hilary Cole and Dominic Boeck who, when faced with this difficult decision, had worked with Officers to arrive at a proposal which would generate the required savings but would still ensure that a library service was retained.

Councillor Pamela Bale also welcomed the recommendation that Option A be approved. She commended the work of Officers who had delivered this favourable outcome whilst being faced with the potential closure of their service. She stated that staff and volunteers would need to be supported through the process.

Councillor Mike Johnston noted that the report had been considered by the Environment Select Committee and that they had concluded that Option A should be recommended for approval. He, like Councillor Lundie, recognised the importance of libraries.

Councillor Cole noted that in March 2016 the Council had been placed under severe financial constraints and under those circumstances it had been proposed that the library service would have to be cut. She refuted that the initial proposals had been ill thought out and the initial proposals were a reflection of the unexpected financial situation the Council found itself in. Following the receipt of transitional funding, Officers had more time to consider possible options and she was delighted to second the recommendation that Members support Option A.

Councillor Cole commented that this proposal was an excellent example of how the Council could work with parish and town councils and community groups to arrive at a solution. She accepted that 'one size would not fit all' and that it would be necessary to determine at a local level how the individual libraries would operate. This model would still allow the Council to achieve significant savings which it was required to make. She thanked the town and parish councils and the community groups for their positive approach to finding a solution. She also thanked Officers for the diligent work they had undertaken and recognised that these had been difficult times for them too.

Councillor Boeck refuted the assertion from Councillor Dillon that the Council had been less than diligent in its decision making. He acknowledged that it had taken a year to arrive at a decision but as this was such an important service to residents it was important to preserve it as best as the Council could. He too noted that it was clear that one operating model could not be applied to all libraries and that each would have to be determined at a local level. He noted that a series of meetings with parish and town councils had taken place and he reiterated his thanks for their support. He urged all Members to support the recommendation.

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The Motion was put to the meeting and duly **RESOLVED**.

(The meeting commenced at 7.00pm and closed at 7.29pm)

CHAIRMAN

Date of Signature

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Investment and Borrowing Strategy 2017/18

Committee considering report:	Council on 2 March 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	26 January 2017
Report Author:	Gabrielle Esplin
Forward Plan Ref:	C3118

1. Purpose of the Report

- 1.1 In compliance with The Local Government Act 2003, this report summarises the Council's borrowing limits as set out by CIPFA's Prudential Code, and recommends the Annual Investment and Borrowing Strategy for 2017/18.

2. Recommendations

- 2.1 To adopt the 2017/18 Investment and Borrowing Strategy.
- 2.2 Formulation of Treasury Management Policy in compliance with the Local Government Act 2003 and the CIPFA's Prudential Code and Code of Practice for Treasury Management.

3. Implications

- 3.1 **Financial:** Investment Income and Debt Charges form part of the Council's Medium Term Financial Strategy (MTFS).
- The proposed borrowing limit for 2017/18 has been increased by an additional £50 million over and above the level of increase needed to fund the proposed capital programme. This is to allow for additional borrowing which is expected to be needed in order to implement the new strategy currently being developed for investment in commercial property. The additional borrowing is planned to be financed from rental income.
- However the additional borrowing capacity will not be used unless or until the Executive has approved the new property investment strategy and a corresponding increase to the capital programme.
- 3.2 **Policy:** The Treasury Management Strategy for the new financial year is in accordance with the Local Government Act 2003 and CIPFA's Prudential Code and Code of Practice for Treasury Management.
- 3.3 **Personnel:** None
- 3.4 **Legal:** None

3.5 **Risk Management:** The policy is intended to ensure that all borrowing and investment is undertaken with a view to minimising risk and exposure to financial loss

3.6 **Property:** None

3.7 **Other:** None

4. Other options considered

4.1 Not applicable

5. Executive Summary

5.1 Introduction.

This report sets out the framework within which the Treasury Management Team will conduct the council's investments and borrowing for the forthcoming financial year. It recommends prudential limits for investments in 2017/18 and borrowing limits for the next three years.

5.2 Proposals.

The report recommends prudential limits for exposure to borrowing at fixed and variable rates of interest, the maturity structure of borrowing and parameters for the types and minimum credit ratings for institutions with which the Council will invest its funds. No changes are proposed to the main limits and parameters for 2017/18.

It is also proposed to increase the Council's maximum borrowing limits by £53 million (to £226 million) in 2017/18 by a further £7 million (to £233 million) in 2018/19 and by £2 million (to £235 million) in 2019/20. The increase in 2017/18 allows for £8 million new borrowing to fund the proposed 2017/18 capital programme less £5m repayments of existing loans planned to be made in 2017/18 plus £50 million which may be required to be borrowed for investment in commercial property, in line with the proposed new property investment strategy. The increases in 2018/19 and 2019/20 are to allow for the planned level of borrowing to fund the proposed capital programme less the planned level of debt repayment.

5.3 Equalities Impact Assessment Outcomes.

This item is not relevant to equality.

6. Conclusion

6.1 The strategy sets the underlying principles by which the Council's annual investment and borrowing activity will be managed for the 2017/18 financial year. The implementation of this strategy will be reviewed during the coming financial year by the cross party Treasury Management Group.

6.2 A report on the actual performance of the Treasury Team in managing the Council's loans and investments for the whole of 2016/17 will be brought to Executive after the end of the financial year.

7. Appendices

7.1 Appendix A - Detailed Investment and Borrowing Strategy 2017/18

7.2 Appendix B – Equalities Impact Assessment

7.3 Appendix C – Forecast Level of Debt and Debt Repayments 2016/17 to 2041/42

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Investment and Borrowing Strategy 2017-18

Supporting Information

1. Introduction

- 1.1 This report proposes the Annual Investment and Borrowing Strategy for 2017/18, as required by the Local Government Act 2003. The strategy must be approved by full Council and made available to the public before the start of the financial year to which it relates. The strategy can be varied at any time, but any variations must be approved by the Council and made available to the public.
- 1.2 West Berkshire Council's treasury management activities consist of the management of the organisation's cash flow, banking, money market transactions, loans and investments. The main aim of the Treasury Management function is to maximise the return on the Council's investments while ensuring sufficient liquidity and minimising the risks to the Council's resources. All investment and borrowing decisions are therefore governed by the following principles (in order of priority as shown):
- (1) Security (minimising risk)
 - (2) Liquidity (availability of sufficient funds a day to day basis to support the Council's business)
 - (3) Yield (return on investment)
- 1.3 Effective treasury management supports the achievement of all the Council's service objectives. The performance of the treasury management function is, therefore, monitored through regular reports to the cross party Treasury Management Group of members and officers. An annual report on treasury management performance for the current financial year will also be presented to the Executive shortly after the end of the financial year.

2. Proposed Prudential Indicators for 2017/18

The Local Government Act 2003 introduced the new Prudential Capital Finance System, which was applied from 1 April 2004, and replaced the requirements under the Local Government and Housing Act 1989. CIPFA published the final Prudential Code in November 2003, which sets out a range of indicators that the Council must set in order to establish its borrowing limit.

- 2.1 The following prudential limits are required to be set for the forthcoming financial year and the following two financial years:
- (a) Authorised limit for total external debt - the maximum amount the Council may borrow
 - (b) Operational boundary for its total external debt - the most money the Council would normally borrow at any time during the year.

- (c) Exposure to borrowing at variable rates of interest.
- (d) Exposure to borrowing at fixed rates of interest.
- (e) Maturity structure of borrowing.
- (f) Levels of External Debt:

2.2 An annual increase in borrowing will be required to fund proposed capital expenditure which cannot be funded from grants, capital receipts or other sources of funds. The amount of the increase is determined by the amount of debt charges which the Council can afford to fund from its revenue budget.

2.3 The recommended limits for external debt for 2017/18 and the following two financial years are shown below in comparison with the agreed level for 2016/17.

New Recommended Limits for External Debt		
	Authorised Limit	Operational Boundary
	£ million	£ million
2016/17 Approved	173	163
2017/18 Proposed	226	216
2018/19 Proposed	233	223
2019/20 Proposed	235	225

2.4 The operational boundaries proposed above allow for the overall level of long term debt to fund capital expenditure (which is expected to be £133 million at the end of March 2017, plus the level of debt embedded in the PFI contract, which currently stands at £15 million, plus up to £15 million for temporary borrowing (for less than 364 days) for cashflow purposes during the course of the year. The authorised limit is set £10 million higher than the operational boundary to allow for any unforeseen borrowing needs.

2.5 The increase in the borrowing limits of £53 million in 2017/18 allows for £8 million which is planned to be borrowed in 2017/18 to fund the proposed 2017/18 capital programme less £5m repayments of existing loans planned to be made in 2017/18 plus £50 million which may be required to be borrowed for investment in commercial property, in line with the proposed property investment strategy. (This amount has not yet been included in the capital programme, as the property investment strategy has not yet been finalised). In addition, the borrowing limits are proposed to be increased by £7 million in 2018/19 and £2 million in 2019/20 reflect the new borrowing which is expected to be required in those years to fund the proposed capital programme, less loan repayments planned to be made in those years. More details of the Council's borrowing strategy are given in Section 4 (below).

2.6 The recommended limits for exposure to borrowing at variable and fixed rates of interest are as follows (unchanged from 2016/17):

Exposure to Variable Interest Rates	
	Upper Limit
2017/18	50%
2018/19	50%
2019/20	50%

Exposure to Fixed interest rates		
	Upper Limit	Lower Limit
2017/18	100%	50%
2018/19	100%	50%
2019/20	100%	50%

- 2.7 In practice, almost all Council borrowing is undertaken on fixed rates of interest. This includes all long term borrowing undertaken from the Public Works and Loans Board.
- 2.8 The recommended limits for the maturity structure of borrowing are as follows (unchanged from 2016/17):

	Lower Limit	Upper Limit
Under 1 Year	0%	50%
1 – 2 years	0%	50%
2 – 5 years	0%	50%
5 – 15 years	0%	50%
Over 15 years	0%	90%

3. Annual Investment Strategy for 2017/18

- 3.1 The purpose of the Annual Investment Strategy is to set out the policies to ensure the security and liquidity of the Council's investments. The strategy deals with the credit ratings defined for each category of specified investments, the prudential use of non specified investments, and the liquidity of investments.
- 3.2 Specified Investments are defined as those satisfying each of the following conditions:
- (a) Denominated in sterling.
 - (b) To be repaid or redeemed within 12 months of the date on which the investment was made
 - (c) Do not involve the acquisition of share capital or loan capital in any body corporate.
 - (d) Are made with the UK Government, local authorities, parish councils, community councils, or with a deposit taker which has been awarded a high credit rating by a credit rating agency and is authorised by a regulatory body (normally the Financial Services Authority - FSA).
- 3.3 Any investments that do not meet the criteria defined in paragraph 3.2 above are classified as 'Non-specified Investments'.

- 3.4 The credit ratings and limits proposed for the categories of investments intended for use by the Council in 2017/18 are as follows:

Debt Management Office (UK Govt)	Unlimited
UK Local Authorities (including Police and Fire Authorities and similar public bodies)	Not more than £5,000,000 per authority
UK Building Societies	
Ranked 1 to 11	Not more than £5,000,000 per institution
Ranked 12 to 21	Not more than £4,000,000 per institution
Ranked 22 to 25	Not more than £3,000,000 per institution
UK Banks & Other Financial Institutions rated at least Prime 1 by Moody's	Not more than £5,000,000 per institution
UK Banks & Other Financial Institutions rated at least Prime 2 by Moody's	Not more than £4,000,000 per institution
UK Banks & Other Financial Institutions rated at least Prime 3 by Moody's	Not more than £3,000,000 per institution
UK based Money Market Funds (AAA rated by Moody's)	Not more than £5,000,000 per fund

- 3.5 The limits above represent the maximum amounts to be invested with individual organisations. The Treasury Management Group may temporarily reduce these amounts and/or shorten the time-period of investments in order to spread the exposure to loss from institutions failing.
- 3.6 There is no change to the maximum limit to be invested with any one institution in 2017/18.
- 3.7 The period for which funds are invested is determined by the cash flow needs of the Council. Funds are invested for as long as possible, in order to maximise the rate of return, while still ensuring that sufficient funds are available to meet the Council's outgoings. The normal maximum period for which funds may prudently be committed is 12 months.
- 3.8 If sufficient funds become available, and market conditions are favourable enough to permit secure longer term investment, funds may, from time to time be invested for longer periods such as 24 months which will offer a better rate of return. However in order to minimise risk and ensure liquidity, no more than 40% of the Council's funds will be held at any one time in investments longer than 12 months.

4. Proposed Borrowing Strategy for 2017/18

- 4.1 All the Council's long term borrowing (with the exception of the debt contained within the waste PFI contract) is at a fixed rate from the Public Works and Loans Board (PWLB). The PWLB currently offers the most competitive and secure rates of interest to local authorities. For example, the 50 year fixed annuity rate currently stood at 2.81% on the 6th February 2017. (This includes the 0.20% "certainty" discount which is currently offered by the PWLB to those local authorities, including West Berkshire, which have made available to HM Treasury their medium term borrowing plans).
- 4.2 At the start of the current financial year the balance of the Council's loans from the PWLB was £126.1 million. This sum includes £20.5 million which is still outstanding from the debt inherited from the former Berkshire County Council (BCC). The former BCC loans were taken out on a maturity basis and it is therefore necessary to make an annual provision in the revenue budget to repay these loans at the end of their term, currently planned to be £371k per year on average over the next seven years. All loans taken out by West Berkshire Council since 2006, have been on an annuity basis, which means a proportion of the principal debt is repaid every year. This provides greater certainty over the future level of loan repayments and avoids the future liability for repayment of the principal.
- 4.3 By March 2017, the PWLB loans balance is expected to have increased by £6.4 million to £132.6 million. This increase is to fund £10.7 million proposed capital spending for 2016/17 which is not funded from grants, capital receipts or other external sources of capital funding. However the new borrowing will be offset by approximately £4.2 million repayments against existing loans which will have been made by the end of the financial year.
- 4.4 The forecast balance of total long term debt at the end of March 2017, including that related to the PFI contract, is approximately £147.5 million.
- 4.5 The overall level of debt to fund capital expenditure is currently expected to peak at around £151 million by 2021. (This figure does not include proposed additional borrowing to fund investment in commercial property. The effect of this investment on overall Council borrowing levels will be explained in more detail in the strategy for property investment which will be presented to a later meeting of the Executive). A chart showing the current long term debt forecast (with and without potential borrowing to fund investment in commercial property) is attached for information in Appendix C to this report. However it should be noted that these forecast figures will need to be revised if the Council's capital spending and financing plans change in future years.

Subject to Call-In:

Yes: ☐ No: ☒

The item is due to be referred to Council for final approval	☒
Delays in implementation could have serious financial implications for the Council	☐
Delays in implementation could compromise the Council's position	☐
Considered or reviewed by Overview and Scrutiny Management Commission or	☐

associated Task Groups within preceding six months

Item is Urgent Key Decision

☐

Report is to note only

☐

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

☒ **MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priority:

☒ **MEC1 – Become an even more effective Council**

Officer details:

Name: Gabrielle Esplin
Job Title: Finance Manager – Capital, VAT and Treasury
Tel No: 01635 519836
E-mail Address: gabrielle.esplin@westberks.gov.uk

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

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

Name of policy, strategy or function:	Investment and Borrowing Strategy
Version and release date of item (if applicable):	Version 1 19 January 2017
Owner of item being assessed:	Gabrielle Esplin
Name of assessor:	Gabrielle Esplin
Date of assessment:	

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	Yes	Already exists and is being reviewed	Yes
Function	No	Is changing	Yes
Service	No		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	
Objectives:	
Outcomes:	
Benefits:	

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this. (Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)

Group Affected	What might be the effect?	Information to support this
	No service users are directly affected by this strategy	
Further Comments relating to the item:		

3. Result	
Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: No service users are directly affected by this strategy	
Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer: No service users are directly affected by this strategy	

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

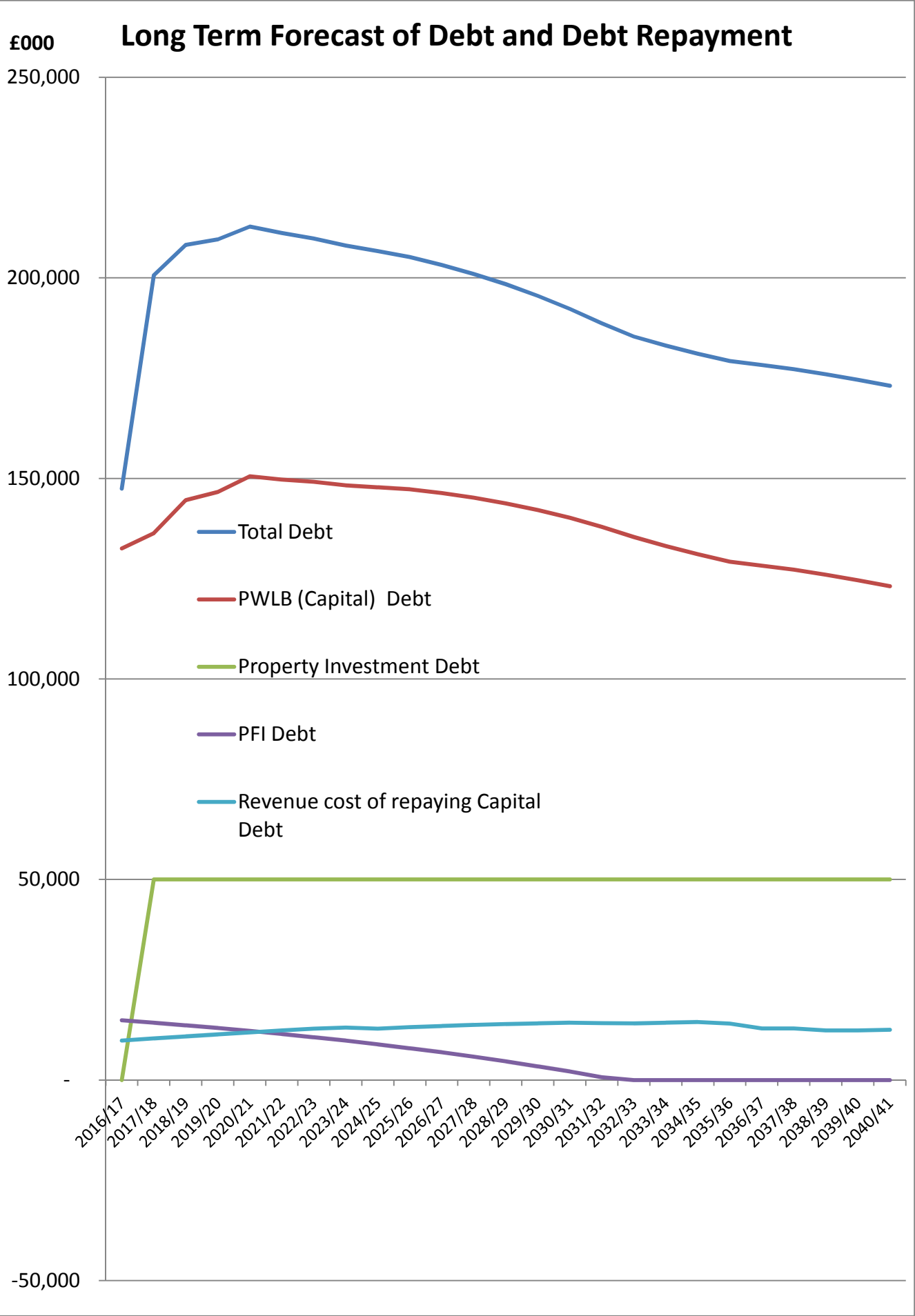
If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

4. Identify next steps as appropriate:	
Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

Name: Gabrielle Esplin

Date: 19 January 2017

Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.



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Medium Term Financial Strategy 2017-18 to 2019-20

Committee considering report:	Council on 2 March 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	8 February 2017
Report Author:	Andy Walker
Forward Plan Ref:	C3119

1. Purpose of the Report

- 1.1 The Medium Term Financial Strategy (MTFS) is a rolling three year strategy which is built to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy. The MTFS should be read in conjunction with the Revenue Budget 2017-18, Capital Strategy and Investment and Borrowing Strategy reports.
- 1.2 The aim of the MTFS is to:
- (1) Allocate our available resources focussing on those determined as most critical in supporting our priorities and statutory responsibilities
 - (2) Determine the level of service we will realistically be able to provide
 - (3) Ensure that capital investment is affordable; and
 - (4) Ensure that the Council has sufficient levels of reserves.

2. Recommendation

- 2.1 That Council approves and adopts the Medium Term Financial Strategy 2017-18 to 2019-20.

3. Implications

- 3.1 **Financial:** The MTFS allocates £341 million of Council revenue resources over the next three years and allocates £39.4 million of Council capital resources over the next five years.
The revenue funding gap is forecast to reach £23.3m by 2019-20 before any savings plans or increases in income.
- 3.2 **Policy:** The MTFS is aligned directly to the Council Strategy and the Capital Strategy.
- 3.3 **Personnel:** The Council's establishment is funded from the Revenue Budget and Capital Programme. Any reductions in budget could impact on personnel.

- 3.4 **Legal:** None
- 3.5 **Risk Management:** The MTFS is designed to minimise the financial risks to the delivery of the Council Strategy by providing a clear picture of the resources available and allowing the Council to focus on its priorities.
- 3.6 **Property:** The proposed Capital Programme will provide for maintenance and improvements to a number of existing Council buildings. The level of funding available for the proposed programme is partly dependent on final decisions still to be made about the disposal of some Council land and buildings.
- 3.7 **Other:** None

4. Other options considered

- 4.1 None

5. Executive Summary

- 5.1 In October 2016, West Berkshire Council accepted a four year financial settlement offered by Government. Whilst this settlement commits the Council to a continued reduction in Government funding, it provides financial stability from 2016-17 to 2019-20 on which the Council can plan ahead and build other sources of income. The four year funding offer is based on the Government assumption that local authorities will increase their Band D council tax by 1.75% (CPI forecast) each year to 2019-20 and that all eligible local authorities will take up the adult social care precept each year. Revenue Support Grant (RSG) funding has been reduced accordingly. In 2017-18 we will receive 61% less RSG than in 2016-17 and by 2019-20 we will no longer receive any RSG. New Homes Bonus and Education Services Grant are also being cut.
- 5.2 The Local Government Settlement announced the move to 100% retention of business rates by local authorities by 2019-20 but it is not yet clear how this will benefit local authorities. West Berkshire Council collects £85m in business rates, of which we retain £19m. Business rates collected are forecast to increase by £2m over the next three years, however, our retained business rates will decrease by nearly £1m over the same period as a result of increased tariffs. In effect, our retained business rates will reduce from 22.7% retention to 21.1% over the period.

	2017/18	2018/19	2019/20
Business Rates Collected	85.41	86.44	87.47
Business Rates sent to Central Government	66.03	66.74	69.03
Business Rates retained	19.38	19.70	18.44
Retention Rate	22.7%	22.8%	21.1%

- 5.3 The Council's costs grow each year as a result of inflation, salary increases, changes to National Insurance and pension contributions, and service pressures arising from increased demand and new responsibilities, particularly in adult social care. The forecast levels of funding available over the medium term, together with provision for budgetary increases, means that West Berkshire Council is facing a funding gap of £23.3m over the next three years. It is proposed that Council Tax will be increased by 1.99% in 2017-18 raising £1.7m, with an additional 3% precept ring-fenced for adult social care raising £2.5m, leaving £4.7m to be met from savings or income generation. If there are no Council Tax increases in 2018-19 and 2019-20, a further £14m of savings or income will need to be generated in those two years. If Council Tax was increased by the maximum allowed and the full adult social care precept applied, it would raise £6m over the two years, reducing the savings and income target to £8m.
- 5.4 Capital funding is covered in detail in the Capital Strategy. The annual increase in the Council's revenue budget to accommodate borrowing to fund the Capital Programme is £500k per year.
- 5.5 The level of usable reserves the Council holds is reviewed as part of the medium term financial planning. Consideration is given to the current financial standing of the Council, the funding outlook into the medium term and the financial risk environment we are operating in. The use of reserves is a one off solution and must be used prudently to ensure it does not undermine longer term budget sustainability. During 2016-17, usable reserves are expected to reduce by £2.75m

and the Council is proposing in the 2017-18 budget to put £1.98m back into reserves, to mitigate against service specific risks and to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation.

5.6 The key financial strategy to close the funding gap over the medium term will focus on innovation around service transformation and income generation. To drive this change, the Council has created a Corporate Programme containing a number of projects which will identify opportunities to transform services and implement changes that will deliver new income streams. Alongside this, Directors are looking at a range of solutions which will be presented to a Budget Board every six weeks. The areas of focus include digitisation, benchmarking, workforce redesign, demand management, exploring a range of alternative models for delivering services and working with partners and communities to deliver services in a different way. We are investing in commercial and residential property to generate new income streams and meet our statutory housing duties in a more cost effective way. Resources and staffing have been allocated in order to move this forward.

5.7 The three year Medium Term Financial Plan (MTEP) is shown in the following table:

2016/17	Line ref	Medium Term Financial Plan	2017/18	2018/19	2019/20
£m			£m	£m	£m
		Council Tax/ASC Precept Increase	4.99%	0%	0%
82.28	1	Council Tax income	88.37	89.43	90.50
9.53	2a	Revenue Support Grant	3.70	0.12	0.00
1.39	2b	Transitional Grant Funding	1.37	0.00	0.00
0.00	2c	Adult Social Care Support Grant	0.50	0.00	0.00
0.07	2d	Other Non-Ringfenced Grants	0.06	0.05	0.04
87.41	3a	<i>Business Rates Collected</i>	85.41	86.44	87.47
-69.76	3b	<i>Business Rates sent to Central Government</i>	-66.03	-66.74	-69.03
17.65	3c	Retained Business Rates	19.38	19.69	18.44
1.84	4	Education Services Grant (ESG)	0.51	0.00	0.00
3.95	5	New Homes Bonus	3.63	2.88	2.78
-1.01	6	Council Tax Collection Fund deficit (-)/ surplus	-0.11	0.00	0.00
1.17	7	Use of Capital Receipt	0.00	0.00	0.00
116.88	8	Funds available	117.41	112.17	111.76
111.96	9a	Opening Directorate Budget	105.78	105.20	101.82
-0.01	9b	Opening budget adjustments	-2.10	0.00	-0.43
2.30	10	Base budget growth	1.67	1.51	1.49
0.38	11	Contract inflation	0.61	0.53	0.50
3.89	12	Service pressures	3.70	3.48	2.43
1.17	13	Provision for other risks	0.25	0.43	0.00
-13.90	14	Requirement for savings or other income	-4.71	-9.34	-4.90
105.78	15	Directorate budget requirement	105.20	101.82	100.91
9.16	16	Capital Financing	9.86	10.35	10.85
1.39	17	Transitional funding	1.37	0.00	0.00
0.50	18	Increase in Service Specific Reserves	0.98	0.00	0.00
0.05	19	CTSS support for Parishes	0.00	0.00	0.00
116.88	20	Budget requirement	117.41	112.17	111.76

6. Conclusion

- 6.1 The forecast levels of funding available over the medium term, together with provision for budgetary increases and growing pressures, mean that over the next three years we are faced with funding gap of £23.3m. We have accepted the offer of a multi year financial settlement to provide financial stability on which the Council can plan ahead. In 2017-18, a 1.99% Council Tax increase generates £1.7m, a 3% adult social care precept generates £2.5m and our savings and income generation plans save £4.7m. For the following two years, the Council will focus on innovation in service transformation and income generation in order to bring financial stability for the future. Capital investment will continue to ensure that core assets are maintained and protected. Reserves have been reviewed to ensure they are sufficient for the Council to deliver services and take appropriate risks in amending service delivery models without impacting on the financial viability of the organisation.
- 6.2 The Council has a track record of strong financial management. Historically budgets have been delivered without significant over or under spends. The Council's ability to manage within significant financial challenge is vital to its continuing success in delivering the Council Strategy.

7. Appendices

- 7.1 Appendix A - Supporting Information
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Medium Term Financial Plan – Assumptions

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Medium Term Financial Strategy 2017-18 to 2019-20

– Supporting Information

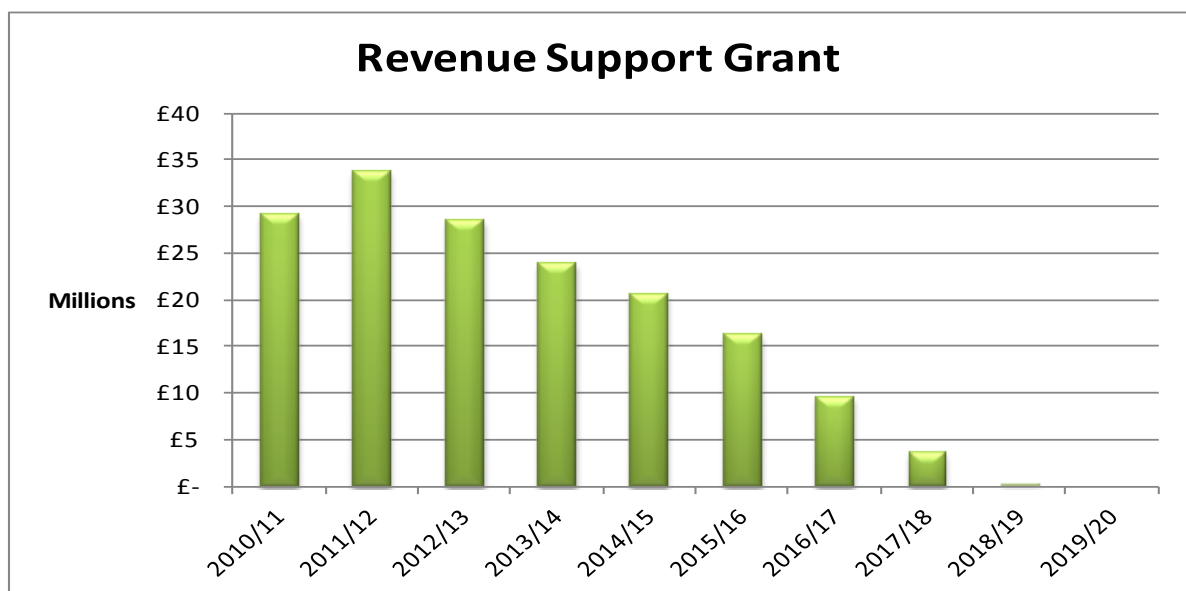
1. Introduction/Background

- 1.1 The Medium Term Financial Strategy (MTFS) is a rolling three year strategy which is built to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy. The MTFS should be read in conjunction with the Revenue Budget 2017-18, Capital Strategy and Investment and Borrowing Strategy reports.
- 1.2 The aim of the MTFS is to:
- (1) Allocate our available resources focussing on those determined as most critical in supporting our priorities and statutory responsibilities
 - (2) Determine the level of service we will realistically be able to provide
 - (3) Ensure that capital investment is affordable; and
 - (4) Ensure that the Council has sufficient levels of reserves.
- 1.3 Over the last seven years, West Berkshire Council has had to find over £50m of revenue savings, which has been achieved through finding efficiencies, staff reductions and transforming services. This level of savings was required as a result of a number of factors:
- (1) Since 2010, Council funding from Central Government has significantly reduced as part of the deficit reduction programme.
 - (2) Since 2013-14, the Council has been exposed to the volatility of our local business rate generation. This represents both an opportunity to benefit from growth, but also a risk. Since the introduction of local business rate retention, growth has stagnated and a number of large appeals have reduced the Council's income.
 - (3) The Care Act 2014 came into force in April 2015, introducing the most significant changes to social care legislation for 60 years. Despite the Government stating they would meet the costs of the Care Act in full, the Council has been left to cover an annual funding gap of £3m.
 - (4) The Council's costs rise by about 2% each year to perform exactly the same functions with no new demands. There have also been new cost pressures such as increased demands on children's placements, social worker recruitment, demand for social care and demand for services such as waste management.
 - (5) Three quarters of the Council's income comes from Council Tax, which has seen no increases in four out of the last seven years.

- 1.4 The 2016-17 Local Government Settlement included proposals for major transformation of local government funding, confirming the move to the retention of 100% of business rates by 2020 and the phasing out of the Revenue Support Grant (RSG). In return, additional responsibilities will be devolved to local authorities.
- 1.5 Local authorities were given the opportunity to raise council tax by up to 2% above the existing threshold with funds ring-fenced to pay for adult social care. West Berkshire Council applied the 2% precept in 2016-17, raising £1.58m to support Adult Social Care needs in the district.
- 1.6 The 2016-17 settlement gave local authorities greater certainty over elements of their funding to the end of the Parliament, by announcing a multi-year settlement offer. The offer included Revenue Support Grant (RSG), Business Rates tariff and top up payments, Rural Services Delivery Grant and Transition Grant. Councils had to accept the offer in October 2016 and publish an Efficiency Plan. West Berkshire Council chose to accept this offer, allowing certainty over some of our funding streams until 2019-20. The Efficiency Plan is published on our website.

2. The Provisional 2017-18 Local Government Finance Settlement: confirming the offer to councils

- 2.1 The provisional settlement figures were issued on 15th December 2016 and the settlement for West Berkshire was as agreed in the four year funding offer. In 2017-18 we will receive 61% less in Revenue Support Grant (RSG) than in 2016-17, equating to a loss of £5.8m. By the end of this MTFs in 2019-20 we will no longer receive any RSG, and will also be charged an additional tariff on our business rates in order to meet the overall reductions to local government funding set in the Spending Review. The grant allocations are shown in the following chart.



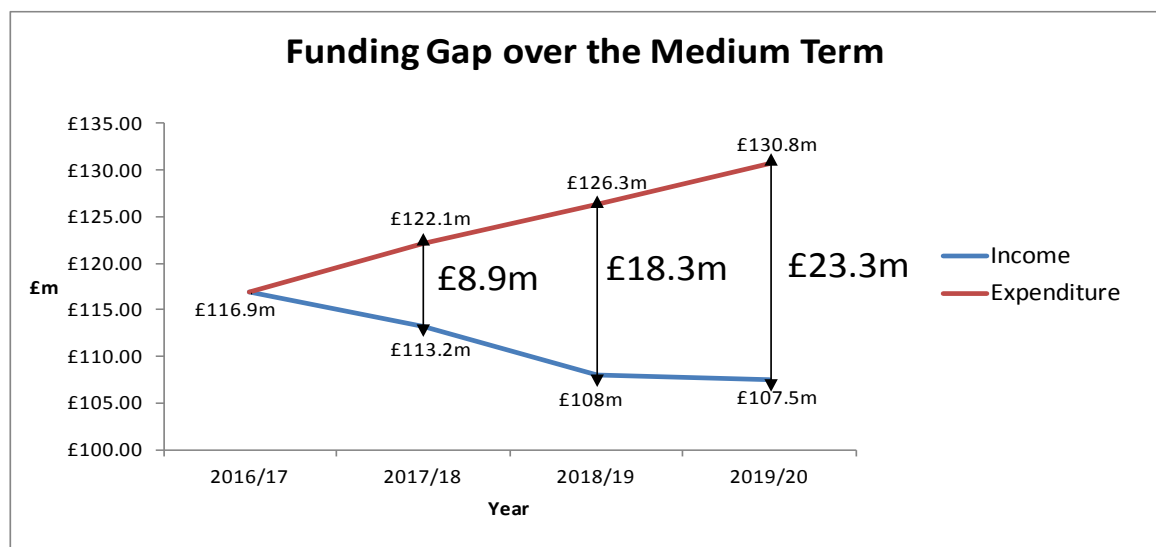
Note: RSG commenced in 2013/14, prior to this it was Formula Grant

- 2.2 Government has assumed that local authorities will increase their Band D council tax by 1.75% per year (CPI forecast) throughout the period to 2019-20. Government has also assumed that all eligible local authorities will take up the adult social care precept in each year to 2019-20. Government has therefore assumed that our income from council tax will increase as a result and has reduced our RSG grant funding accordingly.

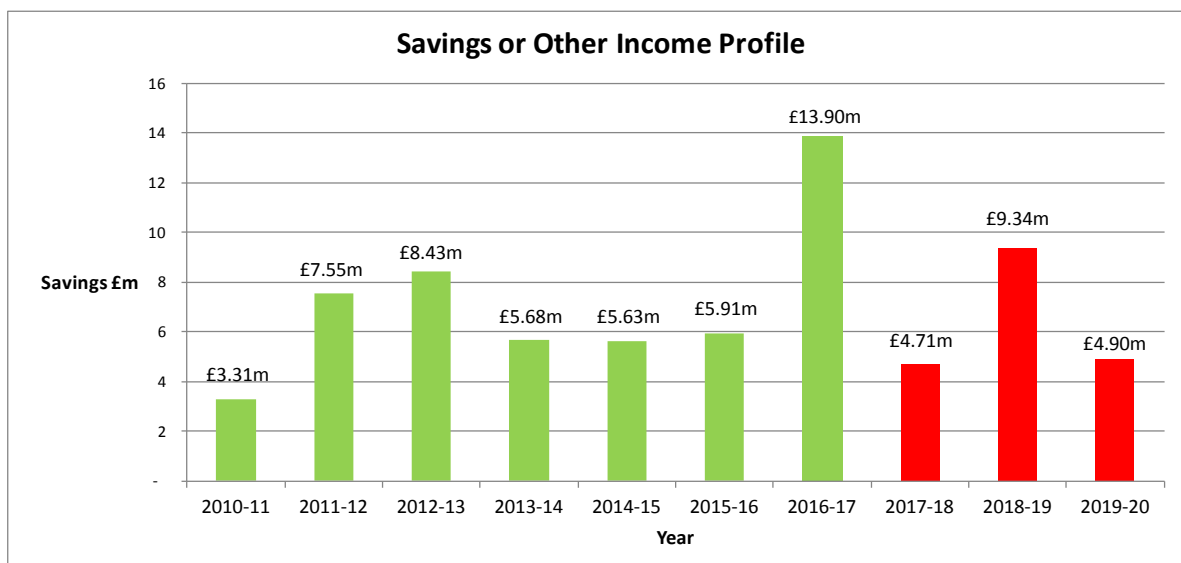
- 2.3 The New Homes Bonus funding for 2017-18 is £330k below our previous expectations as a result of Government reforms. The number of years for which payments are made has been reduced from six years to five years in 2017-18, and then to four years from 2018-19. The reform has also introduced a baseline for housing growth set at an initial level of 0.4% of the council tax base for 2017-18. Housing growth below this level will not receive a New Homes Bonus allocation. This NHB reset will be redirected into an Adult Social Care Support Grant giving each authority a share of which West Berkshire will receive £503k one off funding.
- 2.4 Our Education Services Grant (ESG) is being withdrawn as a result of Government reforms. The grant consisted of two elements: general funding (2016-17: £1,472k) and retained duties (2016-17: £382k). From 2017-18, local authorities will no longer receive the general funding rate grant (but will receive transitional protection to the end of August 2017). It is estimated that there will be a negative impact on our revenue budget in 2017-18 of £373k and the Education Service Review is looking at ways to mitigate the impact of this. Schools can choose to buy back the services that were previously funded from this grant from the local authority or to buy from private providers, but they will not receive additional funding to do so. The retained duties element will be added to the Dedicated Schools Grant (DSG). The transfer of Education Support Grant functions to schools and to the DSG was agreed at the Schools Forum meeting of 23rd January 2017.
- 2.5 West Berkshire received transitional grant funding from central government of £1.39m in 2016-17 and will receive £1.37m in 2017-18. It has been agreed that the transitional funding should be used in order to respond to the concerns of the residents of West Berkshire and that any funding allocated should be on the basis of that service transitioning to a new model of operation.

3. Funding Gap

- 3.1 The forecast levels of funding over the period of the MTFs, together with provision for budgetary increases, means that West Berkshire Council is facing a funding gap of £23.3m between 2017-18 and 2019-20. The following chart shows how the funding gap would grow if savings or other income were not identified to bring the budget back in balance.



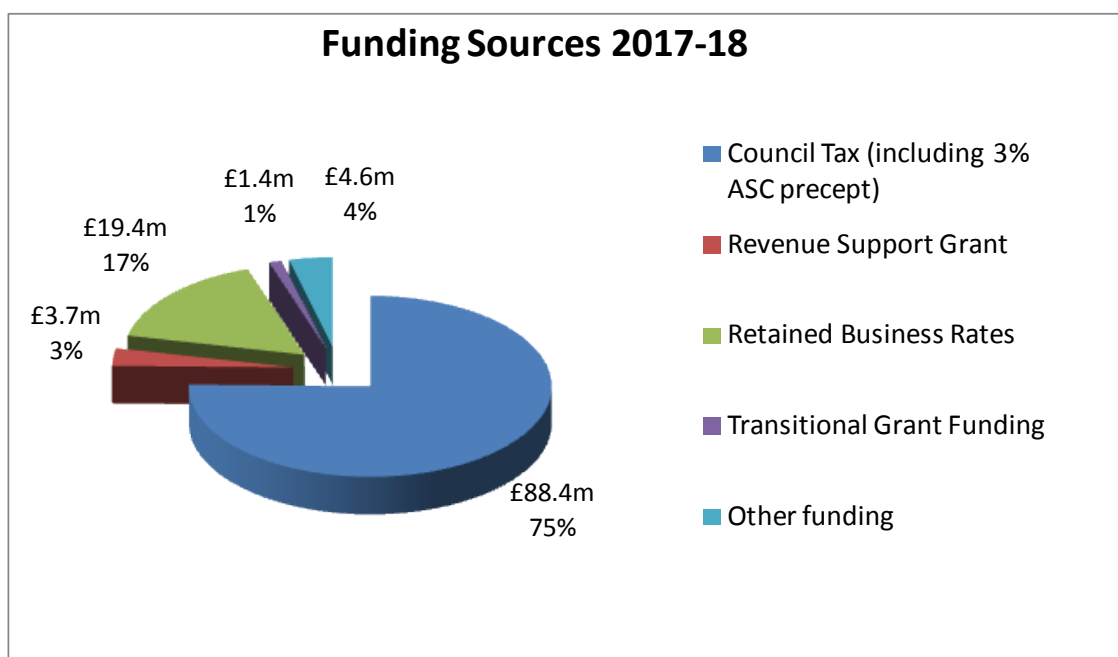
- 3.2 In order to close the £8.9m gap in 2017-18, it is proposed that Council Tax will be increased by 1.99% raising £1.7m, with an additional 3% precept ring-fenced for adult social care raising £2.5m. This leaves a gap of £4.7m to be met from savings or income generation in 2017-18. The savings and income profile over the previous seven years and for the next three years is shown in the following chart:



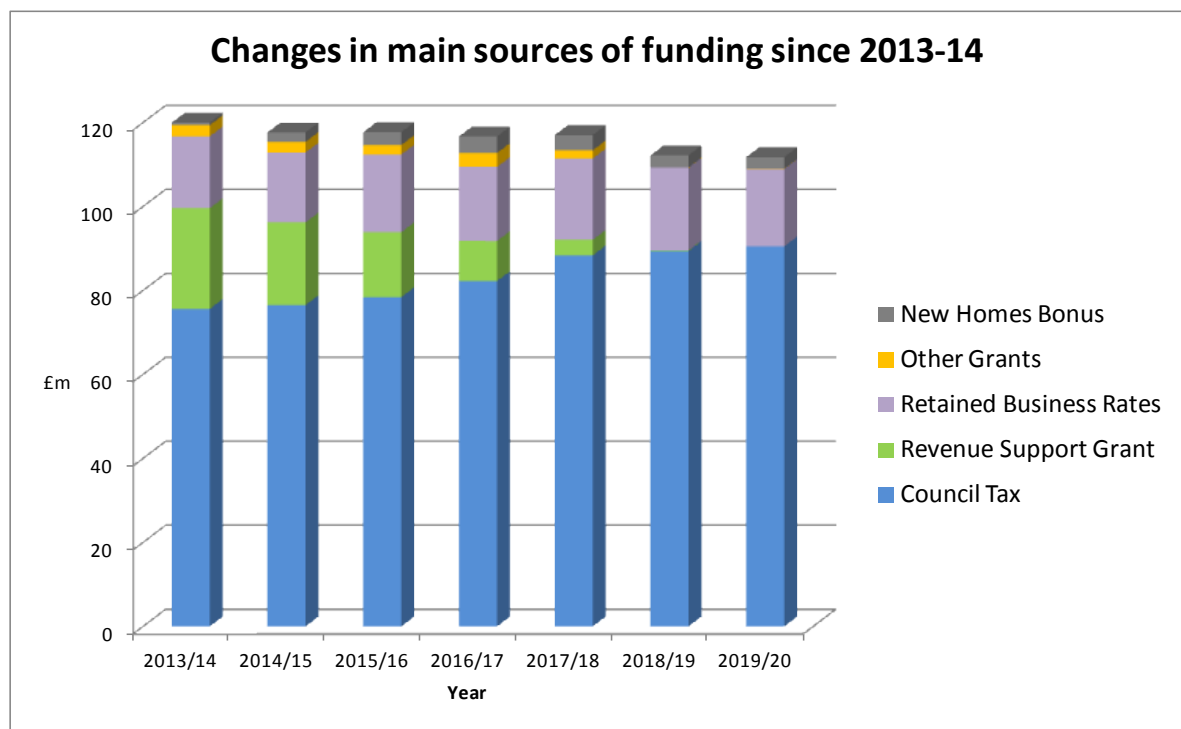
- 3.3 The 2018-19 target of £9.34m and the 2019-20 target of £4.9m are before any Council Tax increases. If Council Tax was increased by the maximum allowed and the full ASC precept taken, it would raise £4.46m in 2018-19 and £2m in 2019-20, reducing the savings and income target to £4.88m in 2018-19 and £2.9m in 2019-20. The Council is working on plans to close the funding gap by a combination of savings from service transformation and income generation

4. Revenue Funding

- 4.1 The 2017-18 revenue budget is funded from a number of sources as shown in the following chart:



- 4.2 The following chart shows the changes in the Council's main sources of funding between 2013-14 and our expected funding in 2019-20.

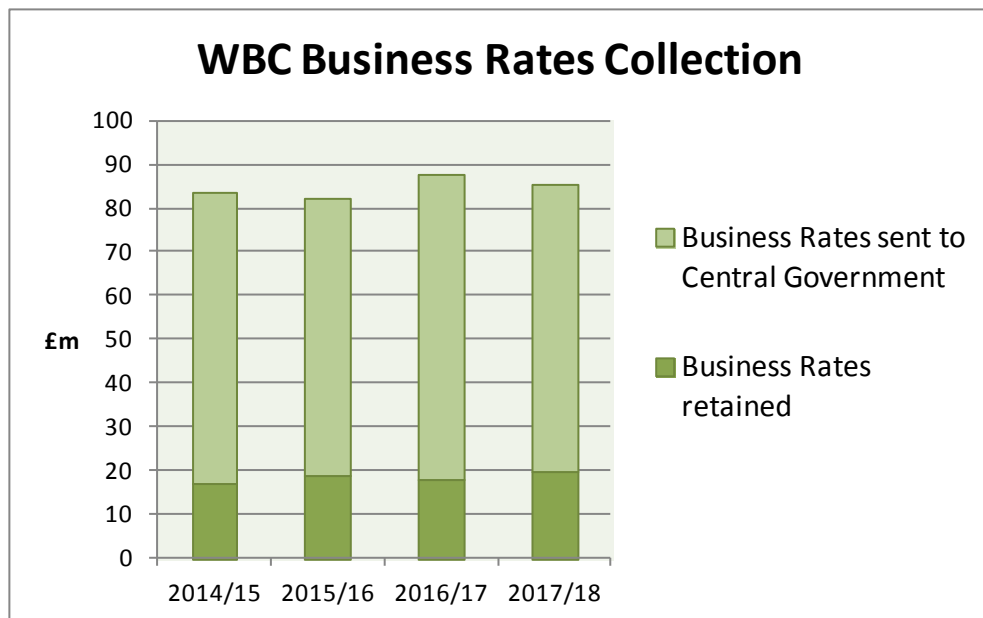


- 4.3 This MTFS is based on a 1.99% increase in Council Tax in 2017-18 with an additional 3% precept ring-fenced for adult social care. For 2018-19 and 2019-20, the Council will aim to close the funding gap by a combination of savings and income generation. Income from Council Tax is expected to increase over the period as a result of growth in the tax base and changes to the Council Tax Support Scheme. This increase is forecast to be 2.33% in 2017-18 and then an estimated 1.2% each year, or approximately 750 new Band D equivalent properties. This is based on a collection rate of 99.4%. Council Tax is our largest source of funding at 75% amounting to £88.4m in 2017-18.
- 4.4 The Revenue Support Grant (RSG) will fall to zero over the period of this MTFS as per the four year settlement figures shown in the following table.

West Berkshire Council Revenue Support Grant	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
RSG	17.11	9.53	3.70	0.12	0
Percentage reduction		44%	61%	97%	100%

- 4.5 Retained Business Rates represents our share of the actual business rate collected in West Berkshire. The introduction of business rate retention meant that from April 2013 a significant part of our budget became dependent on the amount of business rates collected in West Berkshire. The business rate retention reform created a need for councils to receive new, previously uncollected, information to enable sufficiently robust financial planning, such as data about upcoming appeal decisions, the value of business rate income and the impact of business rate avoidance. Most of this information had previously been collected by the Valuation Office (VO) and provided to Central Government, as councils had no direct stake in business rate collection.

- 4.6 Currently councils have limited ability to counteract risk in relation to appeals and avoidance, and this is especially the case for councils dependent on a small number of large businesses. Whilst councils did not previously bear any risk from successful appeals, they are now liable for half of the cost, including any backdating liability. Appeals have had a significant impact on West Berkshire which has resulted in a loss of nearly £3m from back dated appeals and an ongoing loss of circa £850k per year.
- 4.7 The risks outlined above create a challenge to medium term financial planning with regards to growth forecasts and levels of appeals. The total Business Rates collection in West Berkshire for 2017-18 is forecast to be £85m, of which we retain £42m, after payments to Central Government known as the 'central share' (50%) and the Royal Berkshire Fire Authority (1%). Out of this £42m we pay a tariff to Central Government of £21m and after levies and recovery of any deficit, West Berkshire Council is expected to retain £19.4m. The central share is used by Government to fund the needs-based Revenue Support Grant.



- 4.8 Business rates collected are forecast to increase by £2m over the next three years, however, our retained business rates will decrease by nearly £1m over the same period as a result of increased tariffs. In effect, our retained business rates will reduce from 22.7% retention to 21.1% over the period.

	2017/18	2018/19	2019/20
Business Rates Collected	85.41	86.44	87.47
Business Rates sent to Central Government	66.03	66.74	69.03
Business Rates retained	19.38	19.70	18.44
Retention Rate	22.7%	22.8%	21.1%

- 4.9 The Local Government Settlement announced the move to 100% retention of business rates by local authorities by 2019-20 but it is not yet clear how this will benefit local authorities. It is expected that any increase in the proportion we retain will come with additional responsibilities.

- 4.10 Other non-ringfenced funding consists of New Homes Bonus grant, Education Services grant, Transitional Grant and other grants. These funding streams are forecast to fall from £7.3m in 2016-17 to £2.8m by 2019-20.
- 4.11 The Council also receives ring-fenced funding which must be spent on specific areas. The largest of these are detailed below.
- (1) The Dedicated Schools Grant (DSG) does not form part of the Revenue budget as it is received by government and then passed straight out to schools.
 - (2) Department of Health funding via the Better Care Fund is to be spent locally on health and care with the aim of achieving closer integration and improve outcomes for patients and service users and carers. The fund is allocated to local areas where it is put into pooled budgets under Section 75 joint governance arrangements between CCGs and councils. A condition of accessing the money is that the CCGs and councils must jointly agree plans for how the money will be spent, and these plans must meet certain requirements. In addition to this the Department of Health is providing grants to meet some of the new burdens arising from the Care Act but this does not include the additional eligibility cost of £3m the Council is currently having to accommodate despite previous reassurances from the Department of Health that these additional costs would be funded and discussions on this matter are still continuing.
 - (3) The Government has announced savings in public health spending averaging annual real terms savings of 3.9% per annum to 2020. The grant is to remain ring-fenced for 2017-18.

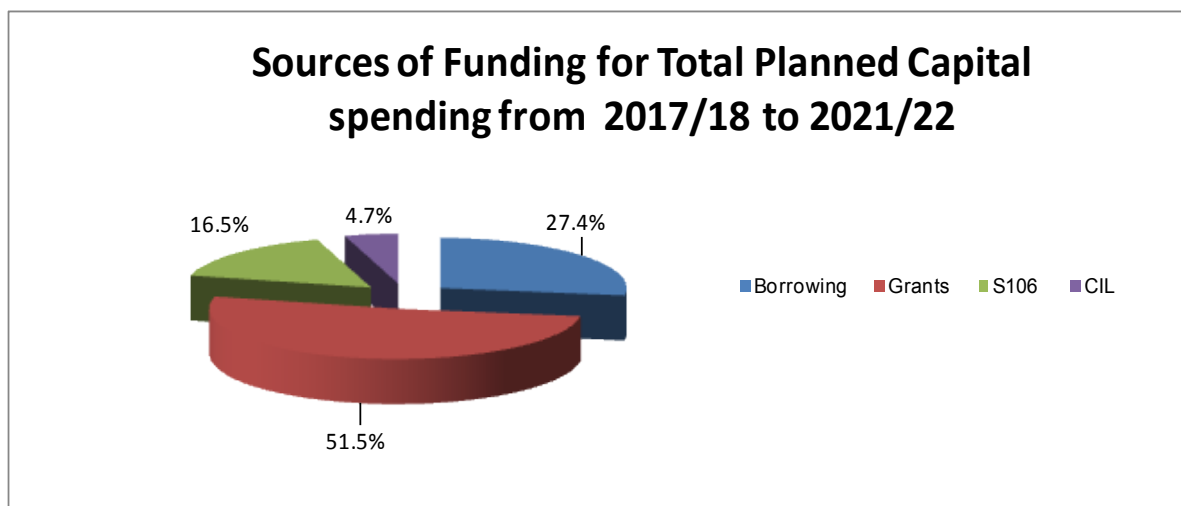
5. Revenue Expenditure

- 5.1 The Revenue funding outlined above, funds the following year on year changes to our base budget.
- 5.2 **Base Budget Growth:** This is the annual budget increase required for the Council to perform exactly the same functions year on year. As part of the budget setting process, the Council provides for general inflationary pressures such as salary increases (1% assumption) based on the established number of posts, together with salary increments and increases to National Insurance and pension contributions.
- 5.3 **Contract Inflation:** Budgets are inflated where a contract is in place and is subject to annual inflationary increases. The main amount of contract inflation the Council faces is from the waste PFI contract. This contract increase is based on the RPIx measure in January of each year.
- 5.4 **Service Pressures:** Each year new pressures arise from demand or new service provision. These need to be built into the MTFS. The 2016-17 budget is forecasting an over spend of £765k at Quarter Three and any ongoing pressures arising from this need to be built into future budgets. The pressures have largely arisen in adult social care and include provision for the transition of learning disability clients from children to adult placements together with increased demand, staffing shortages and cost increases.

- 5.5 **Provision for Other Risks:** The Council is facing a number of risk items that will arise but cannot yet be quantified. These include increase in demand for services over and above budget assumptions, inflation and income from business rates and any changes as a result of the final settlement. There is a risk to delivering some savings plans in full, and this risk increases in line with the size of the savings programme. We have allocated some funding in the revenue budget for the next two years to help fund these items.

6. Capital Programme

- 6.1 Capital funding is covered in detail in the Capital Strategy 2017 to 2022. The size of the Capital Programme is determined by the amount which the Council can afford to borrow together with other sources of capital funding including capital receipts, government grants and developers' contributions. A breakdown of the expected sources of funding for the Capital Programme 2017-18 to 2021-22 is shown in the following chart:



- 6.2 Annual increases of £500k have been built into the Council's revenue budget to accommodate borrowing to fund the Capital Programme. The estimated cost of borrowing is based on the assumption that the Bank of England base rate will increase by 0.5% each year from 2017-18 to a peak of 2.5% in 2020-21.
- 6.3 The level of the Council funded programme is planned to average £12m in 2017-18 and 2018-19, to support investment in Superfast Broadband, Council ICT, provision of additional temporary accommodation and to help meet the pressure on primary school pupil numbers. From 2019-20 onwards the ongoing level of new Council funded capital is expected to continue at approximately £5.8m per year.

7. Reserves

- 7.1 Reserves are categorised into usable and unusable reserves. Usable Reserves consist of the General Reserve and Earmarked Reserves. The General Reserve is comprised of the 'General Fund' and the 'Risk Fund' and exists to cover a number of non-specific items and risks. Earmarked Reserves are held for specific future projects or service risks and include schools balances, schools in financial difficulty, self insurance, waste management and service specific risk funds. The service specific risk funds were created to meet known risks within Adult Social Care,

Children and Family Services and Legal Services, and these may be called upon to support the 2016-17 over spend, subject to Executive approval.

- 7.2 The level of usable reserves the Council holds is reviewed as part of the medium term financial planning. Consideration is given to the current financial standing of the Council, the funding outlook into the medium term and the financial risk environment we are operating in. The s151 officer (Head of Finance) recommends that the General Reserve totals, as a minimum, 5% of the Council's net revenue expenditure, which for 2017-18 would be £5.8m.
- 7.3 During 2016-17, usable reserves are expected to reduce by £2.75m to fund the forecast revenue over spend, fund exit costs arising from savings plans and to facilitate the transfer of John O'Gaunt School to an Academy. The use of reserves is a one off solution and must be used prudently to ensure it does not undermine longer term budget sustainability.
- 7.4 The Council is proposing in the 2017-18 budget to put £1.98m back into reserves. The Adult Social Care Risk Fund will be topped up by £0.98m to mitigate against risks in this area. If the Executive are minded to approve the use of Transition Grant after considering the consultation responses, then £1m will be allocated to a Transformation Fund, in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation.
- 7.5 Usable reserves are shown in the following table:

Usable Reserves Summary	Actual	Use of	Increase in	Estimate
	1.4.2016	Reserves	Reserves	1.4.2017
	£m	£m	£m	£m
General Fund	5.32	-	-	5.32
Risk Fund	1.03	-	-	1.03
Total General Reserve	6.35	0.00	0.00	6.35
Earmarked Reserves	12.09	-2.75	1.98	11.32
Total Usable Reserves	18.44	-2.75	1.98	17.67

8. Medium Term Financial Strategy

- 8.1 Over the past few years, the Council's savings programmes have focussed largely on becoming more efficient at what we do and reducing the Council's administrative functions. Over the last seven years these efficiencies have contributed almost half of the £50m savings taken out of our budgets so far.
- 8.2 Whilst the Council will continue to maximise efficiencies from across its service areas, the key financial strategy to close the funding gap over the medium term will focus on innovation around service transformation and income generation. To drive this change, the Council has created a Corporate Programme which contains some 44 areas of activity. It contains a number of projects that aim to support the Council's financial strategy through identifying opportunities to transform services and through implementing changes that will deliver new income streams. These areas of activity are being progressed using the council's project management

methodology and therefore have their own time lines and governance structures. Alongside this, Directors are looking at a range of solutions which will be presented to a Budget Board every six weeks.

8.3 The areas of focus include the following:

- Investing in digitisation to both improve services and reduce costs
- Reviewing our services where benchmarking against other councils suggest they may be above average cost
- Reviewing our staffing costs and looking at workforce redesign
- Demand management
- Exploring a range of alternative models for delivering services
- Looking at statutory provision and working with partners and other providers to minimise the impact of disinvestment
- Working with communities to deliver services in a different way
- Working with Town and Parish Councils to identify opportunities for devolving services to them
- Looking to grow the number of services we share with other councils, where it makes business sense to do so
- Taking advantage of the relaxation of rules around the use of capital receipts to fund service transformation that reduces ongoing revenue costs
- Investing in commercial property with the aim of generating a significant new income stream
- Investing in residential property with the aim of meeting our statutory housing duties in a more cost effective way and generating a new income stream
- Reviewing income generating sources and fees and charges as part of our benchmarking work, comparing ourselves nationally and with similar authorities
- Applying a more commercial approach to the way in which goods and services are procured.

8.4 Resources and staffing have been allocated to the Corporate Programme in order to move this forward, and £1m will be put into a Transformation Reserve, subject to approval, in order to facilitate the delivery of the financial strategy.

9. Supporting Information

9.1 The three year Medium Term Financial Plan (MTFP) is shown in the following table, with further explanation behind each item in Appendix C.

2016/17	Line ref	Medium Term Financial Plan	2017/18	2018/19	2019/20
£m			£m	£m	£m
		Council Tax/ASC Precept Increase	4.99%	0%	0%
82.28	1	Council Tax income	88.37	89.43	90.50
9.53	2a	Revenue Support Grant	3.70	0.12	0.00
1.39	2b	Transitional Grant Funding	1.37	0.00	0.00
0.00	2c	Adult Social Care Support Grant	0.50	0.00	0.00
0.07	2d	Other Non-Ringfenced Grants	0.06	0.05	0.04
87.41	3a	<i>Business Rates Collected</i>	85.41	86.44	87.47
-69.76	3b	<i>Business Rates sent to Central Government</i>	-66.03	-66.74	-69.03
17.65	3c	Retained Business Rates	19.38	19.69	18.44
1.84	4	Education Services Grant (ESG)	0.51	0.00	0.00
3.95	5	New Homes Bonus	3.63	2.88	2.78
-1.01	6	Council Tax Collection Fund deficit (-)/ surplus	-0.11	0.00	0.00
1.17	7	Use of Capital Receipt	0.00	0.00	0.00
116.88	8	Funds available	117.41	112.17	111.76
111.96	9a	Opening Directorate Budget	105.78	105.20	101.82
-0.01	9b	Opening budget adjustments*	-2.10	0.00	-0.43
2.30	10	Base budget growth	1.67	1.51	1.49
0.38	11	Contract inflation	0.61	0.53	0.50
3.89	12	Service pressures	3.70	3.48	2.43
1.17	13	Provision for other risks	0.25	0.43	0.00
-13.90	14	Requirement for savings or other income	-4.71	-9.34	-4.90
105.78	15	Directorate budget requirement	105.20	101.82	100.91
9.16	16	Capital Financing	9.86	10.35	10.85
1.39	17	Transitional funding	1.37	0.00	0.00
0.50	18	Increase in Service Specific Reserves	0.98	0.00	0.00
0.05	19	CTSS support for Parishes	0.00	0.00	0.00
116.88	20	Budget requirement	117.41	112.17	111.76
	*	Opening Budget Adjustments	£m	£m	£m
		One off funding	-1.17		-0.43
		One off savings	0.40		
		ESG services removed	-0.96		
		Capital financing adjustments	-0.24		
		Other	-0.14		
			-2.10	0	-0.43

10. Proposals

10.1 To approve the MTFS, subject to final changes.

11. Conclusion

11.1 The forecast levels of funding available over the medium term, together with provision for budgetary increases and growing pressures, mean that over the next three years we are faced with funding gap of £23.3m. We have accepted the offer of a multi year financial settlement to provide financial stability on which the Council can plan ahead. In 2017-18, a 1.99% Council Tax increase generates £1.7m, a 3% adult social care precept generates £2.5m and our savings and income generation plans save £4.7m. For the following two years, the Council will focus on innovation around service transformation and income generation in order to bring financial

stability for the future. Capital investment will continue to ensure that core assets are maintained and protected. Reserves have been reviewed to ensure they are for the Council to deliver services and take appropriate risks in amending service delivery models without impacting on the financial viability of the organisation.

- 11.2 The Council has a track record of strong financial management. Historically budgets have been delivered without significant over or under spends. The Council's ability to manage within significant financial challenge is vital to its continuing success in delivering the Council Strategy.

12. Consultation and Engagement

- 12.1 Consultation has taken place where appropriate on the individual savings proposals for future years.

Background Papers:

Capital Strategy 2017-2022, Council Strategy 2016-2019, Investment and Borrowing Strategy, Revenue Budget 2017-18.

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

☒ **MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priority:

☒ **MEC1 – Become an even more effective Council**

Officer details:

Name: Andy Walker
Job Title: Head of Finance
Tel No: 01635 519433
E-mail Address: andy.walker@westberks.gov.uk

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

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

Name of policy, strategy or function:	Medium Term Financial Strategy 2017/18 to 2019/20
Version and release date of item (if applicable):	19.12.2016
Owner of item being assessed:	Andy Walker
Name of assessor:	Andy Walker
Date of assessment:	19.12.2016

Is this a:		Is this:	
Policy	No	New or proposed	Yes
Strategy	Yes	Already exists and is being reviewed	No
Function	No	Is changing	No
Service	No		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	To ensure that the Council has a financial strategy for the next three years.
Objectives:	
Outcomes:	
Benefits:	

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this. (Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this

Further Comments relating to the item:

3. Result	
Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer:	
Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer:	

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

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

4. Identify next steps as appropriate:	
Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	Not required

Name: Andy Walker

Date: 19.12.2016

Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.

Appendix C

Medium Term Financial Plan – Assumptions

1) Council Tax

The MTFS assumes a Council Tax increase of 1.99% in 2017-18 with a ring-fenced 3% precept for adult social care. After this the working assumption is no Council Tax increases. Taxbase growth assumptions are 2.33% in 2017-18 and 1.2% per annum for the remaining years of the MTFS.

2) a) Revenue Support Grant (RSG) figures have been received for a four year settlement from 2016-17 to 2019-20.

b) Transitional grant funding has been awarded in 2016-17 and 2017-18.

c) Adult Social Care Support Grant is a one off grant that has been funded by a reduction in the New Homes Bonus funding.

d) Other Non-Ringfenced Grants are expected to be received during the financial year and will be used to support the Council budget.

3) Retained Business Rates

The performance of the national and local economy in maintaining and growing the number and size of businesses in the local area will be important. For 2017-18 onwards, any increases have been assumed to be in line with Consumer Price Index (CPI) estimates.

4) Education Services Grant (ESG)

This figure represents a transitional Government Grant in respect of Local Education Authority (LEA) support service functions to schools up to August 2017. After this there will be no ESG.

5) New Homes Bonus

This is monies received from Central Government (equivalent to the Council Tax received on a band D property) for every net new additional property in the district. The Government created this scheme to incentivise planning authorities to help promote new properties being built. The

payments have been reduced in 2017-18 from six years to five and are expected to reduce to a four year payment from 2018-19.

6) Council Tax Collection Fund

This is the surplus or deficit from the previous year's Collection Fund. The Collection Fund is a ring-fenced account for Council Tax collected. Any variation compared to the expected Council Tax collected is pass-ported into the next financial year.

7) Use of Capital Receipt

As part of the Local Government Spending Review, the Government has provided councils with the flexibility to use capital receipts to fund transformation and restructuring of services in order to achieve efficiencies and revenue cost savings.

8) Funds Available

The total non-ringfenced funds available for setting the Council's budget.

9) Opening Directorate Budget

This is the opening budget before new costs are built in and savings taken out.

10) Base Budget Growth

This is the adjustments to the Council's core costs; primarily pay inflation 1% and incremental pay awards (approx £510k pa). Pension provision is assumed to increase by 1.7% per annum from 2017-18 in order to fund the actuarial valuation.

11) Contract Inflation

This line represents all inflation on Council contracts that are inflation linked.

12) Service pressures

Any additional investments required for new costs; for example due to additional demand in social care.

13) Provision for Other Risks

The Council is facing a number of risk items that will arise but cannot yet be quantified including increases in demand for services, inflation and risk of delivering savings plans.

14) Requirement for savings or other income

This is the total savings or additional income that will have to be found in order to ensure a balanced budget.

15) Directorate Budget Requirement

The base budget for the Directorates.

16) Capital financing costs

Budget for payments to the Environment Agency, Magistrates courts, interest paid and received on Treasury Management (Investment) activity and, primarily, the revenue costs of paying for long term capital borrowing to fund the Council's Capital Programme.

17) Transitional funding

This has been made available by Government as part of the Local Government Settlement. It is available for 2016-17 and 2017-18.

18) Increase/Use of reserves

This is any planned use of reserves to support the revenue budget or increase in reserves to support future plans.

19) CTSS support for Parishes

This is reducing transitional funding to assist Parish Councils in dealing with the impact of the Council Tax Support Scheme (CTSS) on their local precepts.

20) Budget requirement

The total budget for the year.

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Capital Strategy and Programme 2017/18 to 2021/22

Committee considering report:	Council on 2 March 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	19 January 2017
Report Author:	Gabrielle Esplin
Forward Plan Ref:	C3120

1. Purpose of the Report

- 1.1 To outline the five year Capital Strategy for 2017 to 2022, including the minimum revenue provision (MRP) statement and the asset management plans for property and highways, and to set out the funding framework for Council's five year capital programme for 2017/18 to 2021/22.

2. Recommendations

- 2.1 To approve the Capital Strategy and Programme 2017/18 to 2021/22..

3. Implications

- 3.1 **Financial:** The draft programme allocates £41.6 million of Council capital resources over five years to be funded from prudential borrowing. This level of investment is expected to require an annual increase in the revenue budget for capital financing of £500k per year from 2017/18 to 2021/22. These increases are reflected in the Revenue Budget and the Medium Term Financial Strategy.
- Some proposed capital spending will be financed from external funding, including government capital grants, S106 and CIL. Some of this external funding onwards has still to be confirmed. The level of spend in future years may need to be reviewed depending on the actual level of capital receipts and government grants. The future level of CIL funding is particularly uncertain at this stage and will need to be kept under close review.
- The proposed programme does not include spending and borrowing for the planned property investment strategy. The capital programme will need to be amended to reflect this when the property investment strategy is finalised. The revenue implications of this change will also be set out in the strategy which will be presented to a later meeting of the Council.

- 3.2 **Policy:** The Capital Strategy is closely aligned to the Council Strategy 2015-2019.
- The policy implications arising from the Prudential Framework are set out within the report.
- 3.3 **Personnel:** A proportion of the Council's establishment is funded directly by the Capital Programme where it can be demonstrated that staff directly support and help to deliver the capital programme
- 3.4 **Legal:** The Capital Strategy contains Prudential Indicators that are mandatory under the Capital Finance Act 2003.
- When the programme has been approved by Council, the budget managers will have the authority to let contracts for the schemes included in the 2017/18 programme in accordance with the Council's Contract Rules of Procedure.
- 3.5 **Risk Management:** Strategic risks relating to the Capital Programme are set out in the Council's Strategic Risk Register. Individual programmes/projects will have their own Risk Management Plans
- 3.6 **Property:** The proposed Capital Programme will provide for maintenance and improvements to a number of existing Council buildings. The level of funding available for the proposed programme is partly dependant on final decisions still to be made about the disposal of some Council land and buildings.

4. Other options considered

- 4.1 Not applicable

5. Executive Summary

5.1 Introduction.

This report sets out the draft Capital Strategy and Programme covering the five year period 2017/18 to 2021/22. Despite ongoing pressure on the revenue budget, the Council continues to make significant investment in the future of West Berkshire through its capital programme.

5.2 Proposals.

The Capital Programme helps deliver the key priorities set out in the Council Strategy 2015-2019 by proposing investment over the next five years in the following key areas:

- ***Improving Educational Attainment and Closing the Educational Attainment Gap:*** £66.7 million for new school places and improvements to school buildings;
- ***Key Infrastructure Improvements in Relation to Roads:*** £50.0 million for maintenance and improvement of highways
- ***Regeneration and The Digital Economy:*** £1.5 million to facilitate the delivery of superfast broadband across West Berkshire;
- ***Safeguarding Children and Vulnerable Adults:*** £11.8 million for occupational health equipment, home adaptations and supported living for vulnerable adults and looked after children and £1.9m to improve the supply of temporary accommodation for people at risk of becoming homeless;
- ***Supporting Communities to do More to Help Themselves:*** £3.8 million for maintenance and improvement of parks, open spaces sporting and cultural facilities and £0.5m for grants to support community projects.

Officers are also in the process of developing a strategy for investment in commercial property with a view to generating additional revenue income for the Council. The implementation of this strategy is expected to involve additional borrowing and capital expenditure of up to £50 million in 2017/18 over and above the amount included in the current proposed Capital Programme. The proposed programme may therefore need to be amended at a later date to reflect these additional spending and borrowing requirements associated when the Property Investment Strategy is finalised.

5.3 Equalities Impact Assessment Outcomes.

The capital strategy itself does not have any direct equalities impact, but more detailed equalities assessments will be carried out for any new schemes within the capital programme, or potential asset transfers, prior to implementation.

6. Conclusion

The proposed programme allows for all the most urgent capital investment priorities identified by services to help implement the Council Strategy over the next five years. However the proposed programme relies on some sources of external funding which have not yet been confirmed for the later years of the programme -

the future level of CIL receipts is particularly uncertain at this stage. Programme priorities and the availability of funding will therefore need to be kept under review, and changes may need to be made to the programme in future years.

7. Appendices

- 7.1 Appendix A – Capital Strategy and Programme 2017/18 to 2021/22
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Summary of Capital Programme 2017/18 to 2021/22
- 7.4 Appendix D – Detailed Breakdown of Capital Programme 2017/18 to 2021/22
- 7.5 Appendix E – Overview of Property Asset Management Strategy
- 7.6 Appendix F – Highways Asset Management Strategy

Capital Strategy and Programme 2017/18 to 2021/22

Supporting Information

1. Introduction

- 1.1 The Capital Strategy sets out the financial and policy context within which the Council can plan for long term investment in its assets and in the future of West Berkshire. It defines the amount of planned investment over the next five years and shows how this is to be funded.
- 1.2 The aim of the Capital Strategy is to:
- Enable the Council's assets and systems to be maintained and improved, to enable the effective and efficient delivery of the Council's key priorities as set out in the Council Strategy 2015 to 2019;
 - To ensure that capital investment is affordable within the terms of the MTFS;
 - To target funding at Council priorities, within available resources, in particular to maintain and improve the highway network and schools and to improve the efficiency of Council services through investment in ICT.

Key Issues addressed in the Capital Programme 2017-2022

- 1.3 The capital programme takes into account the following issues:
- i. The latest estimates of future school pupil numbers and the cost of providing additional school places to accommodate them;
 - ii. The need to maintain and improve the condition and suitability of school buildings;
 - iii. The outcome of the recent review of Pupil Referral Unit provision across West Berkshire;
 - iv. Priorities for maintenance of and improvements to highways and the availability of grants from the Department for Transport, the Local Enterprise Partnership and the Environment Agency;
 - v. The need for ongoing savings in the highways capital maintenance programme to fund post winter repairs to highways in 2013/14 (to be funded over the 4 years to 2017/18) and investment in surface treatment of the A4 in 2014/15 (to be funded over the 10 years to 2024/25);
 - vi. The need to provide ICT solutions to support the transformation of other Council services in order to achieve further service improvements and efficiency savings;

- vii. The need for major redevelopment of the strategically important Gypsy and Travellers' site at Four Houses Corner to ensure that the site remains fit for purpose and to enable the lease for the site to be extended.
- viii. The implementation of the Community Infrastructure Levy (CIL), which has now replaced much of the Section 106 framework and is expected to provide a lower level of funding.

1.4 The Capital Programme for 2017 to 2022 will help to deliver many of the Council's strategic priorities including:

- More than £120,000 million capital investment over the next four years;
- Highways schemes to improve road surfaces and reduce congestion;
- Continued investment in flood prevention
- Ongoing maintenance of public rights of way;
- Additional primary school places in Newbury and Theale;
- Additional secondary school places in Newbury and Burghfield;
- A new unit for children with autism in the primary phase.

1.5 The Council's strategic priorities also include the provision of more affordable housing, extra care housing and temporary accommodation. Plans to provide additional temporary accommodation, to replace units which are being lost through redevelopment have also been incorporated into the programme. The cost of borrowing to fund the acquisition and maintenance of new temporary accommodation will be met from rents received from tenants.

1.6 A strategy is also being developed for investment in commercial property with a view to generating additional revenue income for the Council. The spending and borrowing implications of this strategy are not reflected in the current version of the capital programme, but the programme will need be amended to reflect these additional spending and borrowing requirements when the Property Investment Strategy is finalised.

1.7 It should be noted that the future development of the Education programme in particular is dependent on the timing of delivery of new housing, forecast pupil numbers and expected future CIL receipts. These issues will need to be kept under close review and it may be necessary to amend the programme in future years to take account of changes to demand for school places and/or funding levels.

1.8 The remainder of this report is structured as follows:

Section 2: The Draft Capital Strategy for 2017/18 to 2021/22 which explains how the programme helps to deliver the Council Strategy

Section 3: An analysis of how the programme is funded

Section 4:	An overview of the proposed Capital Programme 2017/18 to 2021/22
Appendix C:	A Summary of the Capital Programme 2017/18 to 2021/22
Appendix D:	A detailed breakdown of the Capital Programme for 2017/18 to 2021/22
Appendix E:	An overview of the Council's property asset management strategy
Appendix F:	The Highways Asset Management Strategy

2. Capital Strategy

2.1 The Council's Capital Strategy is guided by the following principles:

- Resources are aligned with the priorities and principles identified in the Council Strategy for 2015-2019;
- Making best use of government capital grants (in particular for Education and Highways) to minimise the need for borrowing to fund capital investment;
- When borrowing is necessary to fund capital expenditure, ensuring that it is affordable, sustainable and prudent in keeping with the principles of the Prudential Code and that the revenue costs are affordable within the context of the MTFS;
- Seeking additional funding and capacity e.g. through partnership working and effective use of developers' contributions;
- Making best use of matched funding wherever available to enable schemes which otherwise might not be undertaken;
- Enabling "Invest to Save" bids through the provision of up front capital funding which will deliver long-term efficiency savings as well as financing the initial capital investment;
- A corporate framework involving both officers and members to ensure value for money through the evaluation and prioritisation of capital bids and the management and monitoring of projects;
- Ensuring full integration with the planning frameworks of both this Council and our key partners;
- Ensuring that the Council's property assets are fit for purpose and that any assets which are no longer needed for operational purposes are let out on a commercial basis to generate revenue income or sold to generate capital receipts;
- Taking account of key asset issues highlighted in the Council's Highways Asset Management Plan.

2.2 The links between the Capital Strategy and Programme and the key priorities in the Council Strategy are set out below.

2.3 Improving Educational Attainment and Closing the Educational Attainment Gap

2.3.1 The aim of the Council is to enable all children and young people to maximise their potential while intervening positively to ensure that the most vulnerable have an equal opportunity to succeed. The Council has a number of strategic service specific plans to support this aim through capital investment. These are the Education Asset Management Plan, the Primary Strategy for Change, the Secondary Strategy and the School Places Plan. These plans drive capital investment in schools and Early Years settings, with the following key strategic outcomes:

- i. the provision of suitable and sufficient school places across the district;
- ii. the provision of buildings and grounds that meet all legislative requirements, are in good condition, and are safe and secure;
- iii. the creation of flexible, adaptable and stimulating learning environments designed and equipped for 21st century learning;
- iv. the provision of high quality sustainable ICT infrastructure to support learning, teaching and management, to improve engagement and raise pupil attainment, and promote community learning outside school hours;
- v. schools to act as facilities and learning hubs for the communities they serve, including the provision of extended services;
- vi. the provision of learning environments that are examples of the practical application of sustainable construction, improving value for money and driving further down the carbon footprint of schools;
- vii. the continuing improvement in the accessibility of schools; and
- viii. inclusion of pupils with SEN into mainstream education where appropriate.

2.4 Key Infrastructure Improvements in Relation to Roads

2.4.1 The transport network keeps the local economy moving, supports future economic development and helps deliver a better quality of life for local people. The Highways and Transport Capital programme is driven by a number of key plans and strategies including the Council's Local Transport Plan 2011 to 2026 (LTP3). LTP3 is informed by a number of service specific plans and strategies as detailed below:

- Freight strategy
- Smarter choices strategy
- Passenger transport strategy
- Road safety strategy
- Sustainable modes of travel strategy
- Parking strategy
- Network Management Plan

2.4.2 The programme is also driven by the Highway Asset Management Plan which provides guidance on the delivery of value for money highway maintenance services with the aim of providing a safer highway network, improved travelling conditions for all highway users, and ensuring greater care of the local environment. The full Highways Asset Management Plan is included as Appendix F of this report. Previous years of developing and implementing asset management principles has been recognised nationally, with the Council receiving a favourable maintenance grant settlement from the Department for Transport.

2.5 Enabling the Completion of More Affordable Housing

2.5.1 Housing impacts on many areas of life – health, education, community safety, social care and care for the environment. High quality social housing is key to building communities which are inclusive and where people have a sense of belonging. The Council's capital programme provides for refurbishment of temporary accommodation in support of the Council's statutory housing duties and the regeneration and improvement of private sector stock occupied by vulnerable people. Opportunities are also being sought for partnership working with social housing providers to facilitate the delivery of new affordable housing.

2.5.2 The Council's approach to affordable housing requires consideration of new and innovative ways of working in order to maximise the funding that is available and ensure delivery of new affordable housing. These include:

- Seeking grant from the Homes & Communities Agency through their development programme via our Registered Provider (RP) partners.
- Seeking on-site affordable housing provision through S106 Agreements with no public subsidy on above-threshold development sites.
- Seeking commuted sums in lieu of on-site affordable housing provision on above-threshold development sites and utilising the monies to provide affordable housing on alternative sites.
- Encouraging registered social housing providers to fund development from their own reserves
- Using the Council's own land for development where appropriate (an option that may have an impact on the level of capital receipts available to fund the Capital Programme).

2.5.3 However, government announcements on rental income and welfare reform are impacting on the affordable housing market place and as a result the delivery of affordable housing, particularly in terms of forms of tenure, may look different in the future. The Council will therefore need to keep a watching brief on emerging trends and keep our approach to delivering new affordable housing under review

2.5.4 Over recent years the Council has also successfully focussed on the prevention of homelessness which reduces the need for temporary housing. However welfare reforms and the freezing of local housing allowance levels are likely to increase demand for temporary accommodation. The redevelopment of Council and housing association owned sites will mean the loss of nearly half of the temporary accommodation currently available. We will therefore need to consider how we replace or sustain our supply of temporary accommodation.

2.5.5 In addition, the Council provides assistance to support the improvement of private sector housing. The Council's view is that it is primarily the responsibility of private sector owners to maintain their own property, but it recognises that some owners, particularly the elderly and most vulnerable, do not have the necessary resources to repair or improve their homes.

2.6 Regeneration and The Digital Economy

2.6.1 The capital programme provides funds to help pump prime town centre redevelopment schemes. These schemes have the potential to boost the local economy, improve the town centre environment and generate income

2.6.2 The Council is also working in partnership with other Local Authorities and parish councils, central government and the telecoms industry to enable the delivery of superfast broadband to all areas of West Berkshire by 2017. This major project involves total investment of more than £20 million of which West Berkshire Council is contributing approximately £2 million.

2.7 Safeguarding Children and Vulnerable Adults

2.7.1 The Children's Services programme provides funding for home adaptations to enable foster carers better to care for vulnerable children. The Education capital programme also includes improvements to educational facilities for children with special educational needs.

2.7.2 The Adult Social Care capital and the Disabled Facilities Grants (DFG) programmes also support this priority by providing occupational health equipment and home adaptations for older people and individuals with a learning disability, or a physical or sensory disability. In this way vulnerable people are helped to maintain their independence, with the minimum of support from the Council.

2.7.3 Opportunities are also being sought to incorporate additional provision for extra care housing into the capital programme, as an alternative to residential care. This priority is being addressed by exploring the potential for further partnership working with social housing providers and the possible use of government grants, section 106 contributions, CIL and/or capital receipts to help fund future extra care housing schemes.

2.8 Support Communities to do More to Help Themselves

2.8.1 Quality of life is considerably enhanced by access to good quality parks, open spaces, countryside and heritage, and by opportunities to participate in sport, physical activity, performing and visual arts, continuing learning and other leisure interests. In particular it is important to provide play and social opportunities for

children and young people. Where children and young people can be encouraged to make positive use of their leisure time it adds to their personal development but can also help to reduce levels of anti-social behaviour within communities.

2.8.2 Capital investment will be targeted at ensuring that the existing network of leisure centres, parks, recreation grounds and rights of way are accessible, safe to use and meet the reasonable expectations of users, in order to enhance the health and wellbeing of West Berkshire residents. In particular, a programme of investment in the structural maintenance and refurbishment of Leisure Centres will continue over the next five years in order to ensure that these facilities continue to provide a safe and enjoyable environment for service users and to enable the leisure provision contract to be retendered on favourable terms for the Council.

2.8.3 The Council also works in partnership with other organisations including schools, links with Parish and Town Councils and voluntary organisations to enhance the provision of cultural facilities across the district. In particular the programme provides grants to Parish Councils and other community based groups to support community based capital projects, including projects sponsored by members of the Council

2.9 Strategy for Management of the Council's Property Assets

2.9.1 As well as aiming to deliver the policy and service priorities outlined above, officers and members also monitor and review the use of the Council's assets, in particular land and buildings, to consider whether they continue to offer good value for money for operational purposes, or whether they should be considered for redevelopment or for disposal. The key principals for reviewing the suitability and future use of property assets are set out in appendix E of this report.

2.9.2 Where appropriate, assets which are no longer needed for operational purposes will be let out on a commercial basis to generate revenue income or sold to generate capital receipts, which can be used to fund future capital spending, so reducing the revenue cost of borrowing to fund the capital expenditure.

2.9.3 A strategy is also being developed for investment in commercial property with a view to generating additional revenue income for the Council. The spending and borrowing implications of this strategy are not reflected in the current version of the capital programme, but the programme will need be amended to reflect these additional spending and borrowing requirements when the Property Investment Strategy is finalised.

3 Funding of the Capital Programme 2017-2022

- 3.1 The size of the Capital Programme is determined by the amount which the Council can afford to borrow together with other sources of capital funding, including capital receipts, government grants and developers' contributions.
- 3.2 The proposed Capital Programme for the five year period 2017/18 to 2021/22 is summarised in Appendix C. This shows the amounts proposed to be funded from Council funds (including prudential borrowing and capital receipts), Section 106, CIL contributions and other external funds (mainly government grants).

Proposed Use of Capital Receipts

- 3.3 Because of the commitment to use capital receipts to fund the revenue cost of transforming Council services, the proposed capital programme has been built on the assumption that no capital receipts funding will be available to fund capital spend between 2017/18 and 2021/22.

Minimum Revenue Provision Statement

- 3.4 Statutory guidance on Local Authority capital spending requires the Council to set a policy for its Minimum Revenue Provision (MRP) for the repayment of debt to fund capital expenditure. The policy must be approved by Full Council each year. The guidance offers four options for calculation of MRP, of which West Berkshire applies Option 3, the Asset Life Method. This method is the equivalent of charging to revenue each year the full cost of interest and principle repayments on annuity loans which are taken out over the life of the asset to be funded.
- 3.5 This is achieved by undertaking any new prudential borrowing on an annuity basis with the length of loan linked to the life of the asset. We also make an annual provision for the future payment of the Council's outstanding maturity loans, which were all inherited from the former Berkshire County Council. This provision is equivalent on average to the annual repayments which would be made if these loans were refinanced on an annuity basis.

The Cost of Borrowing to Fund the Capital Programme

- 3.6 The currently Council plans to increase its provision for revenue funding of capital by approximately £500k each year to meet the increase in the cost of borrowing to fund capital spend and to make provision for the future repayment of maturity loans. (The next group of these loans, totalling approximately £16 million, will become due for repayment in around 2031).
- 3.7 The planned increase in the overall revenue budget to allow for the cost of capital financing does not include funding for invest to save capital schemes. Such schemes will require a larger increase in the revenue budget for financing of the capital programme. However this increase will be offset by savings in existing revenue budgets. These schemes are, therefore, revenue cost neutral for the Council as a whole. However these arrangements will commit the Council to repaying loans over the life of the asset to be provided, and so may, to some extent, limit its ability to make revenue savings in service budgets. Funds to be transferred from service revenue budgets to help fund capital expenditure are expected to include capital investment in leisure centres; occupational health equipment previously funded from the Adult Social Care revenue budget; efficiencies from

investment in ICT and energy management; rental income from temporary accommodation and investment properties to fund the purchase of these properties.

- 3.8 The overall increases in the capital financing budget, including the element to be financed from savings in existing revenue budgets are as follows:

Table 1 –Annual Cost of Borrowing to Fund Approved Level of Programme 2017-2022						
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2022/23 £000	5 year Total £000
Annual Increase overall revenue budget to accommodate the cost of borrowing	500	500	500	500	500	2,500
Funds transferred from/(to)* existing revenue budgets to fund invest to save schemes	51	49	25	28	(90)	63
Increase in revenue cost of borrowing to fund temporary housing to be met from additional rental income	49	87				136
Total Annual increase in capital financing budget	600	636	525	528	410	2,699

**Reductions in borrowing costs will occur when loans to fund specific projects have been repaid in full*

- 3.9 The estimated cost of borrowing shown is based on the assumption that the Bank of England base rate each will remain at 0.25% for the remainder of the financial year but that interest rates will then increase by around 0.5% each year from 2017/18 to 2020/21, to a peak of 2.5% in 2020/21). The cost of borrowing will be higher if interest rates increase more quickly and/or to a higher level. However, this would be offset in part by additional interest earned on the Council's short term investments.

External Funding – Government Grants

- 3.10 The externally funded element of the proposed programme set out in Appendix C mainly consists of government grants. The main elements of capital grant funding are for Highways, Education, and Disabled Facilities Grants.

3.11 The current estimated levels of capital grants for 2017/18 to 2019/20 are shown in Table 2, in comparison with actual grant allocations in 2015/16 and 2016/17.

Table 2: Actual and Estimated Capital Grant Allocations 2015/16 to 2019/20 [still to be updated]					
	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Highways:				<i>Indicative</i>	
Integrated Transport Grant	910	910	910	910	910
Highways Capital Maintenance	4,314	3,955	3,836	3,472	3473
DfT Challenge fund grant for A339	2,486	1,753	1,361		
DfT Challenge fund grant for LED Streetlights	3,000	2,028			
DfT Pothole Action Fund			336		
DfT National Productivity Investment Fund			833		
LEP Funding for: London Rd Junction Kings Road Link Sandleford Access A4 Cycle Route	500	1,400 1,335	1395 1,000 425	1,400 425	500
DEFRA funding for flood defence	1,054	1,625	2,169	1,643	
Total for Highways	12,314	12,711	12,265	7,850	4,883
Care Commissioning Housing and Safeguarding:			<i>Est.</i>	<i>Est.</i>	<i>Est.</i>
Disabled Facilities Grant (including allocation for Adult Social Care)	1,005	1,400	1,400	1,400	1,400
Education:			<i>Indicative</i>	<i>Indicative</i>	<i>Est.</i>
Basic need	7,122	7,478	0	4,159	4159
Universal Infant free school meals	232				
			<i>Est.</i>		
Capital Maintenance	1,854	1,854	1,800	1,600	1600
Total non devolved Education Grants	9,208	9,332	1,800	5,759	5,759

Key:

Firm
allocationIndicative
AllocationEstimated
future
AllocationGrant not
applicable

Section 106 Developers Contributions/Community Infrastructure Levy (CIL)

- 3.12 From April 2015, the current Section 106 framework has to a large extent been replaced by the Community Infrastructure Levy or CIL . The likely level of income from the CIL is not yet known and it is now expected that the new framework will result in lower levels of capital contributions than the S106 regime. This is expected to result in lower overall levels of capital funding, particularly for Highways, Education, countryside and open spaces from 2017/18 onwards.
- 3.13 Section 106 agreements are still applicable however, where infrastructure is required entirely because of a particular development, for example the need for a new Primary School associated with the Sandleford housing development in Newbury. This is why the level of developers' contributions increases in 2020/21, although the underlying trend is downwards.

4 Overview of the Proposed Capital Programme 2017-2022

- 4.1 The proposed capital programme for 2017/18 to 2021/22 is summarised in Appendix C. Appendix D gives a more detailed breakdown of the programme. In both appendices the capital expenditure for each year is broken down into the elements which are funded from Council funding (mainly from borrowing), external funding sources (mainly government grants), Section 106 contributions and CIL.
- 4.2 The main elements of the proposed programme for each service grouping are also summarised below.

4.3 Communities

Adult Social Care (ASC)

- 4.3.1 The programme includes a number of schemes funded from grants from the Department of Health (DoH) to improve the efficiency and effectiveness of the service. These include the implementation on Telecare to enable vulnerable adults to be supported remotely with fewer social worker visits and implementation of the Care Act by providing equipment such as tablets and digi-pens to enable social workers to work more efficiently in the field.
- 4.3.2 The programme also includes £672k per year for the acquisition of occupational therapy aids and equipment from the Berkshire Community Equipment Service. This is funded partly through a contribution of £390k per year from the Disabled Facilities Grant from the Department of Health (DoH) and partly from an ongoing contribution from the Adult Social Care revenue budget to the cost of borrowing the balance of the funds needed.

Education

- 4.3.3 The proposed programme has been set within the existing Council funding envelope and latest assumptions of available government grants.
- 4.3.4 The draft programme takes into account the delays to the new Highwood Copse Primary school and the relocation and expansion of Theale Primary School. Both of these schemes have been delayed because of issues with the availability of land. The build cost of both these schemes is expected to increase by about 3% additional building cost inflation due to the delays to their start.

- 4.3.5 Land has now been secured for provision of Highwood Copse Primary school, although this arrangement has not yet been formally agreed. However a £1.5m contribution to the cost of building the access roads is still needed from the developer but has not yet been agreed. Also the provisional allocation of LEP funding is dependent on the detail of the final plans for the development.
- 4.3.6 The building of Highwood Copse is currently programmed to start in June 2017, subject to planning permission and the resolution of the above issues. The programme allows for additional places to be provided at The Winchcombe, Fir Tree and Speenhamland Primary schools to compensate for the delay in the opening of Highwood Copse and to meet additional ongoing pressure for primary places in Newbury.
- 4.3.7 The cost and timescale of compulsory purchase (CPO) of the new site for Theale Primary school has also been built into the programme, although the cost and time delay may be reduced if an agreement can be reached with the Parish Council which avoids the need for CPO.
- 4.3.8 Work is underway to develop a Secondary Strategy for Newbury and Thatcham to mitigate the impact from the significant primary demographic pressure in Newbury, as it moves into secondary. Future secondary Basic Need allocations are currently indicative for 18/19 and unknown beyond that. The solution(s) to secondary basic need are likely to be very expensive, given the nature and scale of the accommodation and site requirements. The combination of grant funding levels that are insufficient to cover actual costs, uncertain future funding levels and the likely cost of secondary basic need mitigation present a potentially significant financial risk across latter part of the five year programme.
- 4.3.9 The programme also allows for the implementation of the review of Pupil Referral Units (PRUs) which will involve providing a new PRU facility in the east of the district, either on the site of the existing Badger's Hill PRU or on an alternative site to be determined.
- 4.3.10 The draft Education programme also includes the Service's best estimate of the cost of additional primary places in Newbury and secondary places at the Willink School in Burghfield, as result of planned future housing developments, which are expected to be funded from CIL, mainly in 2019/20.
- 4.3.11 The timing of delivery of new housing, forecast pupil numbers and expected future CIL receipts will have to be kept under close review. If the expected pressure as a result of increased demand for school places and a shortfall in CIL persists, and if government funding for additional school places does not increase to compensate for the shortfall in CIL, it may be necessary to reduce council or CIL funded spend on other services and/or increase borrowing to ensure that sufficient school places can be provided.

4.4 Environment

Public Protection and Culture

- 4.4.1 £550k investment is planned for structural maintenance of Shaw House and its grounds between 2017/18 and 2021/22. £300k of this sum is from allocations of £50,000 per year set aside for this purpose in previous years, with a further £50k per year being allocated from 2017/18 onwards in line with the conditions of Heritage Lottery Funding for the building. Major works will include the restoration of the historic boundary wall adjacent to Love Lane which is currently in a dangerous state of disrepair.
- 4.4.2 The five year programme also includes £1.3 million (an average of £262k per year) on essential maintenance and modernisation of Leisure Centres. This sum includes £300,000 for refurbishment of Leisure Centres which will be funded from contributions from the revenue budget for Leisure and investment of around £100,000 per year in Leisure Centre equipment which is required under the contract to operate West Berkshire's Leisure Centres. Investment will be focussed on meeting urgent health and safety needs and on improvements which will enable a new contract for operation of Leisure Centres to be negotiated on more favourable terms for the Council when the existing contract expires in 2022.
- 4.4.3 The Culture and Environmental Protection programme also includes £100,000 per year for structural maintenance of libraries and to fulfil the Council's maintenance responsibilities as landlord of the Corn Exchange.

Streetcare and Transport

- 4.4.4 The proposed programme is approximately £48m over the 5 year period and includes £6.9m Council funding, £34m external grant funding and £7.7m S106 & CIL funding.
- 4.4.5 A total of £18.5m has been allocated to carriageway resurfacing over the five years, along with a further £3.2m for the maintenance of other major highway assets including bridges and street lighting.
- 4.4.6 £7.2m has been allocated for investment in drainage and flood prevention which includes £5m from Defra for major flood alleviation schemes, the majority of which will continue the excellent work on implementing the Thatcham Surface Water Management Plan.
- 4.4.7 £2m will be invested in walking and cycling with £800k from the Local Enterprise Partnership towards the development of a new National Cycle Network Route along the A4. This also includes substantial footway improvements funded from S106 in Newbury and Aldermaston.
- 4.4.8 Almost £16m will be invested in Network Management and Road Safety improvements, with much of this funding towards improving traffic flow on the A339 and supporting economic growth.
- 4.4.9 Approximately £1.1m will be invested in public transport infrastructure including the construction of a new public transport interchange in Newbury's wharf area.
- 4.4.10 The Streetcare and Transport Programme also includes £125k per year investment in the essential maintenance and improvement of 1,100km of rights of way, public conveniences and children's play areas. £563k S106 contributions have also been

allocated in 2017/18 and 2018/19 which includes the development of an additional all weather pitch and improved parking facilities at Henwick Worthy. In addition the Service plans to use the remainder of the severe weather recovery grant received in 2014 to complete repairs to flood damaged rights of way in 2017/18.

Development and Planning

4.4.11 This programme (formerly managed by the Care Commissioning, Housing and Safeguarding Service) includes approximately £1.5 million per year for grants to enable people with disabilities to live independently in their own homes. £1.1 million of this is expected to be funded from the Disabled Facilities Grant from the the DoH. These grants are mandatory and if the level of demand increases or the DoH grant is lower than expected, it will be necessary to increase the level of Council contribution.

4.4.12 The programme also allows £1.3m funds brought forward from previous years' programmes to complete the redevelopment of the Gypsy and Travellers' site at Four Houses Corner. This work is necessary to ensure that the site remains fit for purpose, because of the strategic importance of the site to the Council and to enable the lease for the site to be renewed.

4.4.13 Approximately £1.9 million has also been allocated in 2017/18 to continue the programme of acquisition of additional units of temporary accommodation, to replace existing units which are about to be lost due to redevelopment. The cost of borrowing to fund this new accommodation will be funded from rents received from tenants at local housing allowance levels.

4.5 Resources

Chief Executive

4.5.1 The Chief Executive's programme consists of £15k per year to help implement the Council's vision for the redevelopment of Thatcham.

Finance and Property

4.5.2 The five year programme includes approximately £389k per year for survey and maintenance of corporate offices and other council buildings and for the remainder of a programme of fire risk remedial works which is expected to be completed 2019. The staffing cost of project management of corporate and Education capital projects is approximately £846k per year.

4.5.3 The Finance programme consists of a Corporate Allocation of £65k per year to allow for any unforeseen capital pressures across all services.

Customer Services and ICT

4.5.4 Investment in ICT to enable the maintenance of existing systems and to enhance the efficient delivery of Council's systems remains a priority for officers and members. It is therefore proposed to invest approximately £750k per year in improvements and upgrades to corporate ICT systems between 2017 and 2022. This allows for the provision for upgrading of the existing cash management, HR Payroll and ICT asset management systems. The programme also provides for improvements to the audio visual system in the Council Chamber to allow better accessibility for the public, including through web casting of key meetings.

4.3.5 In addition, the programme includes £1.5 million Council funding and £6.6m contributions from government grant, other local authorities and the private sector to enable the completion of the Superfast Broadband project across Berkshire. This is scheme expected to provide superfast broadband to over 99% of homes in West Berkshire and forms part of a major project funded jointly by West Berkshire Council, the other Berkshire Local Authorities, Central Government and private sector broadband providers.

Strategic Support

4.3.6 The Strategic Support programme includes approximately £107,000 per year to support community projects across West Berkshire (including the Members' bids programme) and the Shopmobility scheme in Newbury.

Subject to Call-In:

Yes: ☐ No: ☒

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

- ☒ **BEC – Better educated communities**
- ☒ **SLE – A stronger local economy**
- ☒ **P&S – Protect and support those who need it**
- ☒ **HQL – Maintain a high quality of life within our communities**
- ☒ **MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priorities:

- ☒ **BEC1 – Improve educational attainment**
- ☒ **SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
- ☒ **P&S1 – Good at safeguarding children and vulnerable adults**
- ☒ **HQL1 – Support communities to do more to help themselves**
- ☒ **MEC1 – Become an even more effective Council**

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Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

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

Name of policy, strategy or function:	Capital Strategy and Programme 2017/18 to 2021/22
Version and release date of item (if applicable):	Version 1 - 19 January 2017
Owner of item being assessed:	Gabrielle Esplin
Name of assessor:	Gabrielle Esplin
Date of assessment:	19 January 2017

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	Yes	Already exists and is being reviewed	Yes
Function	No	Is changing	Yes
Service	No		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	To target funding at Council priorities in order to enable the Council's assets and systems to be maintained and improved in a way which is affordable within the terms of the MTFS.
Objectives:	To enable the effective and efficient delivery of the Council's key priorities as set out in the Council Strategy 2015 to 2019.
Outcomes:	The Council's buildings, equipment and systems are maintained, renewed and improved.
Benefits:	Improvements in the effectiveness and efficiency of the Council's services.

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)

Group Affected	What might be the effect?	Information to support this
Older people, people, people with disabilities, people at risk of homelessness, children with special educational needs and looked after children	The proposed capital programme includes a number of capital schemes to support services to these groups in particular the programme for services within the Communities directorate	See paragraphs 2.5 and 4.3 of Appendix B and Appendix D

Further Comments relating to the item:

The capital strategy itself does not have any direct equalities impact, but more detailed equalities assessments will be carried out for any new schemes within the capital programme, or potential asset transfers, prior to implementation.

3. Result

Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?

No

Please provide an explanation for your answer: The capital strategy seeks to improve the quality of buildings, equipment and systems in order to address improve accessibility for vulnerable groups.

Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?

No

Please provide an explanation for your answer: The capital strategy seeks to improve the quality of buildings and equipment which are used by employees and for the benefit of service users

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

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area.

You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

4. Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

Name: Gabrielle Esplin

Date: 19 January 2017

Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.

Summary of West Berkshire Capital Programme: 2017/18 to 2021/22

	2017/2018					2018/19					2019/20					2020/21					2021/22					TOTAL - All Years				
	Council	External	S106	CIL	Total	Council	External	S106	CIL	Total	Council	External	S106	CIL	Total	Council	External	S106	CIL	Total	Council	External	S106	CIL	Total	Council	External	S106	CIL	Total
Communities																														
Adult Social Care	382,000	802,860	-	-	1,184,860	382,000	472,860	-	-	854,860	382,000	390,000	-	-	772,000	382,000	390,000	-	-	772,000	382,000	390,000	-	-	772,000	1,910,000	2,445,720	-	-	4,355,720
Children and Family Services	20,000	-	-	-	20,000	20,000	-	-	-	20,000	20,000	-	-	-	20,000	20,000	-	-	-	20,000	20,000	-	-	-	20,000	100,000	-	-	-	100,000
Education	1,395,260	6,099,340	275,900	-	7,770,500	6,767,740	8,040,600	3,160,310	180,330	18,148,980	1,186,360	5,657,940	4,465,540	3,416,670	14,726,510	1,123,700	5,819,470	4,526,700	527,480	11,997,350	835,000	5,819,470	7,357,490	-	14,011,960	11,308,060	31,436,820	19,785,940	4,124,480	66,655,300
Total Communities	1,797,260	6,902,200	275,900	-	8,975,360	7,169,740	8,513,460	3,160,310	180,330	19,023,840	1,588,360	6,047,940	4,465,540	3,416,670	15,518,510	1,525,700	6,209,470	4,526,700	527,480	12,789,350	1,237,000	6,209,470	7,357,490	-	14,803,960	13,318,060	33,882,540	19,785,940	4,124,480	71,111,020
Environment																														
Public Protection and Culture	804,490	-	-	-	804,490	487,000	-	-	-	487,000	389,500	-	-	-	389,500	441,000	-	-	-	441,000	432,000	-	-	-	432,000	2,553,990	-	-	-	2,553,990
Streetcare & Transport	1,354,080	12,347,490	2,475,066	200,000	16,376,636	1,879,970	7,850,760	2,547,700	500,000	12,778,430	1,453,970	4,883,530	207,700	750,000	7,295,200	1,434,970	5,027,300	207,700	750,000	7,419,970	1,419,970	4,982,080	207,700	750,000	7,359,750	7,542,960	35,091,160	5,645,866	2,950,000	51,229,986
Development and Planning	3,722,650	1,010,000	-	-	4,732,650	541,500	1,010,000	-	-	1,551,500	541,500	1,010,000	-	-	1,551,500	541,500	1,010,000	-	-	1,551,500	541,500	1,010,000	-	-	1,551,500	5,888,650	5,050,000	-	-	10,938,650
Total Environment	5,881,220	13,357,490	2,475,066	200,000	21,913,776	2,908,470	8,860,760	2,547,700	500,000	14,816,930	2,384,970	5,893,530	207,700	750,000	9,236,200	2,417,470	6,037,300	207,700	750,000	9,412,470	2,393,470	5,992,080	207,700	750,000	9,343,250	15,985,600	40,141,160	5,645,866	2,950,000	64,722,626
Resources																														
Chief Exectutive	15,000	-	-	-	15,000	15,000	-	-	-	15,000	15,000	-	-	-	15,000	15,000	-	-	-	15,000	15,000	-	-	-	15,000	75,000	-	-	-	75,000
Finance and Property	1,614,060	-	-	-	1,614,060	1,430,601	-	-	-	1,430,601	1,082,561	-	-	-	1,082,561	1,136,446	-	-	-	1,136,446	1,155,363	-	-	-	1,155,363	6,419,032	-	-	-	6,419,032
Customer Services and ICT	2,474,520	1,656,250	-	-	4,130,770	760,620	3,918,750	-	-	4,679,370	773,000	-	-	-	773,000	526,250	-	-	-	526,250	721,250	-	-	-	721,250	5,255,640	5,575,000	-	-	10,830,640
Strategic Support	116,000	-	-	-	116,000	105,000	-	-	-	105,000	105,000	-	-	-	105,000	104,000	-	-	-	104,000	104,000	-	-	-	104,000	534,000	-	-	-	534,000
Total Resources	4,219,580	1,656,250	-	-	5,875,830	2,311,221	3,918,750	-	-	6,229,971	1,975,561	-	-	-	1,975,561	1,781,696	-	-	-	1,781,696	1,995,613	-	-	-	1,995,613	12,283,672	5,575,000	-	-	17,858,672
Total	11,898,060	21,915,940	2,750,966	200,000	36,764,966	12,389,431	21,292,970	5,708,010	680,330	40,070,741	5,948,891	11,941,470	4,673,240	4,166,670	26,730,271	5,724,866	12,246,770	4,734,400	1,277,480	23,983,516	5,626,083	12,201,550	7,565,190	750,000	26,142,824	41,587,332	79,598,700	25,431,806	7,074,480	153,692,319

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Cost Centre		Project Title	Description of Project	2017/18					2018/19					2019/20					2020/21					2021/22				
				Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total
Adult Social Care																												
86031	Telecare	Assistive technology is a key part of our work to reduce commissioning of expensive care packages. This initiative will support us to meet the new duty of prevention Care Act (2014)			182,860			182,860			82,860			82,860					0					0				0
86032	Equipment and Adaptations	Promotes self-care, enables people to remain living in community settings, reduces need for carer input and therefore puts downward pressure on revenue costs.			100,000			100,000						0					0					0				0
	Capital costs associated with Care Act	Care Act (2014) introduced a range of new duties which require investment in a range of tools to support successful implementation including: online assessment, IT equipment to support us to meet demand for increase volume of assessments resulting from change in eligibility criteria and new rights for carers, support tools required to meet requirements for providing Information, Guidance and Advice			130,000			130,000						0					0					0				0
86008	O/T Equipment	Annual provision for essential aids & equipment for vulnerable people.		282,000	390,000			672,000		282,000	390,000			672,000		282,000	390,000			672,000		282,000	390,000			672,000		672,000
87132	Adult Social Care PMP			100,000				100,000		100,000				100,000		100,000				100,000		100,000					100,000	
				382,000	802,860	0	0	1,184,860		382,000	472,860	0	0	854,860		382,000	390,000	0	0	772,000		382,000	390,000	0	0	772,000		772,000
Children and Family Services																												
86013	Building work to foster homes			20,000				20,000		20,000				20,000		20,000				20,000		20,000					20,000	
				20,000	0	0	0	20,000		20,000	0	0	0	20,000		20,000	0	0	0	20,000		20,000	0	0	0	20,000		20,000
Education (Excluding Corporate Buildings)																												
82310	Schools Surveys	5-year rolling programme to undertake Asbestos, Condition, Fire and Legionella surveys.		35,000	0	0		35,000		35,000	0	0		35,000		35,000	0	0		35,000		35,000	0	0		35,000		35,000
87131	Education Capital Maintenance Programme	Rolling maintenance programme formulated for each service using the current condition survey data.		300,000	1,880,000	0		2,180,000		300,000	1,660,000	0		1,960,000		200,000	1,660,000	0		1,860,000		200,000	1,660,000	0		1,860,000		1,860,000
82237	Lambourn Primary School	Replace and rationalise current poor condition and unsuitable accommodation		20,780	0	0		20,780		0	0	0		0		0	0	0		0		0	0	0		0		0
82238	The Willows Primary School (Phase 3)	The expansion of accommodation to meet the impact from the proposed Racecourse housing development.				43,990		43,990		3,510		0		3,510		3,510	0	0		3,510		0	0	0		0		0
82268	Spurcroft Primary School	Expansion of Spurcroft Primary school from 1.5FE to 2.5FE to address insufficient primary places for catchment area numbers (basic need)			24,510	8,500		33,010		0	0	0		0		0	0	0		0		0	0	0		0		0
82286	Park House - Expansion	Impact at Park House school of additional pupil numbers from Racecourse and Sandleford new housing developments.		0	35,000	0		35,000		0	0	936,000		936,000		0	0	1,440,040		1,440,040		0	0		5,400,000		5,400,000	
82293	Universal Infant Free School Meals	To provide necessary infrastructure expansion to enable provision of universal infant free school meals.		8,880				8,880		3,720				3,720					0					0				0
82294	Hungerford Primary - Basic Need (Phase 2)	Expansion of accommodation to 2.5FE to meet the impact from additional pupil numbers in catchment (Basic Need).		3,140				3,140						0		0			0		0			0				0
82298	Cold Ash St Mark's - UIFSM	Kitchen expansion to enable continued delivery of UIFSM.		8,430				8,430						0					0					0				0
82302	Additional ASD Resourced Provision - Secondary	Provision of an additional secondary ASD resource		1,000	0	0		1,000		0		0		0		0	0	0		0		0	0		0		0	0
82305	Castle School - Basic Need (Primary)	Further expansion of Castle school of two classrooms and associated support spaces to address insufficient places for anticipated pupil numbers.		0	25,000			25,000						0					0					0				0
82277	Theale Primary School - Basic Need	Expansion of the school from 1.0FE to 1.5FE to meet local primary basic need.		0	0			0		597,010	5,922,920	235,480		6,755,410		207,090	0	0		207,090		124,050	0	0		124,050		124,050
82285	Highwood Copse - Basic Need	Provision of a new 1FE Primary school with Nursery class to meet primary basic need across Newbury.		0	2,563,460	0		2,563,460		1,094,190	273,140	0		1,367,330		100,640		0		100,640		0		0		0		0
82303	Additional ASD Resourced Provision - Primary	Provision of an additional primary ASD resource.		628,310	0	102,230		730,540		18,410	0	0		18,410		0	0	0		0		0	0		0		0	0
82307	Francis Bailey - Foundation Stage	Replacement of partially failed timber framed Foundation Stage building. Funded under PSBP2.			875,000			875,000			20,000			20,000					0					0				0
82308	The Winchcombe - Basic Need Bulge	Increase accommodation to enable an additional bulge class of 30 from September 2016.			138,750			138,750		6,000				6,000					0					0				0
82309	Additional Places in Compton - Primary Basic Need.	School expansion to meet forecast primary pupil growth.			147,000			147,000			3,000			3,000				0		0				0				0
99999	Sandleford Park Development - New Primary school	Additional primary provision to meet the impact from the Sandleford Park Housing Development.						0				372,140		372,140				3,018,000		3,018,000				4,029,380		4,029,380		4,029,380
82311	Speenhamland - Basic Need Bulge	Increase accommodation to enable an additional bulge class of 30 from September 2017.			61,500			61,500		0				0					0					0				0
99999	Speenhamland - Basic Need	Expansion of school by 0.5FE to meet primary basic need across Newbury, including expansion of Physical Disability Resourced Unit.			89,940	105,030		194,970		1,221,760				1,221,760		242,650				242,650		36,020				36,020		36,020
99999	Additional Secondary Places in Newbury (Secondary Basic Need)	Accommodation solution to secondary Basic Need in Planning Area 12.		32,000	0			32,000			161,540			161,540		231,450	3,997,940			4,229,390		688,630	4,159,470	497,320	477,480	5,822,900		5,822,900
99999	The Willink - Expansion	Undertake a feasibility study and outline design to establish an accommodation solution to mitigate the impact fromsecondary basic need and potential further housing developments within the school's catchment area.		25,000				25,000				252,650		252,650				7,500	1,520,000	1,527,500		40,000				40,000		40,000
82312	Castle School - Basic Need (Secondary)	Further expansion of Castle school of three classrooms and associated support spaces to address insufficient places for anticipated pupil numbers.			76,230			76,230		865,090	0			865,090		21,180				21,180		0				0		0

Cost Centre	Project Title	Description of Project	2017/18					2018/19					2019/20					2020/21					2021/22				
			Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total
99999	New Housing Newbury - primary impact (1)	Accommodation solution to meet the impact from Newbury Racecourse housing development.	176,770	0			176,770	655,340	0	1,355,250		2,010,590	44,640	0	0		44,640	0	0	0		0	0	0		0	
99999	New Housing Newbury - primary impact (2)	1FE accommodation solution to meet the impact from Newbury Racecourse housing development.					0				180,330	180,330				1,896,670	1,896,670			50,000		50,000				0	
99999	New Housing Compton - primary impact	1FE accommodation solution to meet the impact from other housing developments in Newbury.					0					0					0					0			1,796,400		1,796,400
82313	Fir Tree - Basic Need Bulge	1FE accommodation solution to meet the impact from other housing developments in Compton.		182,950			182,950	4,640				4,640					0					0					0
99999	Outcome of PRU Review	Delivery of accommodation requirements following the PRU Joint Service Review.	145,950	0	0		145,950	1,800,000	0	0		1,800,000	46,000	0	0		46,000	0	0	0		0	0	0	0		0
99999	Theale Primary School - Site Options Appraisal	Undertake an options appraisal of future possible uses of the current Theale Primary school site.	10,000	0	0		10,000	0	0	0		0	50,000	0	0		50,000	0	0	0		0	0	0	0		0
99999	Hungerford Primary - UIFSM	Kitchen expansion to enable continued delivery of UIFSM.	0	0	16,150		16,150	163,070	0	8,790		171,860	4,200	0	0		4,200	0	0	0		0	0	0	0		0
			1,395,260	6,099,340	275,900	0	7,770,500	6,767,740	8,040,600	3,160,310	180,330	18,148,980	1,186,360	5,657,940	4,465,540	3,416,670	14,726,510	1,123,700	5,819,470	4,526,700	527,480	11,997,350	835,000	5,819,470	7,357,490	0	14,011,960

Public Protection and Culture

85134	Shawhouse Mansion Mtce	Maintenance Programme as advised by Consultants and under terms of HLF grant (25 year duration)	181,000				181,000	20,000				20,000	117,500				117,500	116,000					116,000	116,000			116,000
New	Museum lifetime maintenance		20,000				20,000	20,000				20,000	20,000				20,000	20,000					20,000	20,000			20,000
85188	Leisure Centre Compliance and Modernisation	Capital Investment in Leisure Provision - required to maintain existing sites as EoA new site currently removed.	308,000				308,000	245,000				245,000	50,000				50,000	103,000					103,000	94,000			94,000
85180	Essential Capital Investment in Leisure Core Sites	Capital Investment in Leisure Provision as contractually agreed as part of Parkwood contract.	102,000				102,000	102,000				102,000	102,000				102,000	102,000					102,000	102,000			102,000
83103	Energy Efficiency Programme	Schemes to improve energy efficiency and reduce carbon emissions in Council buildings, funded from revenue savings from carbon management schemes implemented from 2011/12 to 2013/14	93,490				93,490					0					0										0
81733	Cultural Services PMP		100,000				100,000	100,000				100,000	100,000				100,000	100,000					100,000	100,000			100,000
			804,490	0	0	0	804,490	487,000	0	0	0	487,000	389,500	0	0	0	389,500	441,000	0	0	0	0	441,000	432,000	0	0	432,000

Streetcare & Transport

CAPITALISED MAINTENANCE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								

Cost Centre	Project Title	Description of Project	2017/18					2018/19					2019/20					2020/21					2021/22				
			Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total
	Winterbourne Flood Alleviation Phase 2	Subject to DEFRA funding		37,350			37,350					0					0					0					0
	Purley on Thames Property Level Protection	Subject to DEFRA funding		61,000			61,000					0					0					0					0
	West Ilsley FAS	Subject to DEFRA funding					0					0					0		260,000			260,000					0
	Stanford Dingley FAS	Subject to DEFRA funding					0					0					0					0		129,000			129,000
	Wellington CI & Cromwell Rd PLP	Subject to DEFRA funding					0					0					0					0					0
	Great Shefford Flood Alleviation	Subject to DEFRA funding					0					0					0					0					0
	Lambourn East PLP	Subject to DEFRA funding		184,000			184,000					0					0					0					0
	Street Lighting						0					0					0					0					0
	Ongoing replacements of lighting columns and lanterns			100,000			100,000		100,000			100,000		100,000			100,000		100,000			100,000		100,000			100,000
	Car Parks						0					0					0					0					0
	Northbrook Multi Storey Roof	Council borrowing to be funded by car park income.	200,000				200,000					0					0					0					0
	School Safety Improvements	Annual Programme		50,000			50,000		50,000			50,000		50,000			50,000		50,000			50,000		50,000			50,000
	Footways						0					0					0					0					0
	Improved Footways and verges	Annual Programme		50,000			50,000		50,000			50,000		70,000			70,000		70,000			70,000		70,000			70,000
	Hildens Drive Footway/Verge Improvements				20,000		20,000					0					0					0					0
	Paices Hill footway	S106 funded			300,000		300,000					0					0					0					0
	Cycleways						0					0					0					0					0
	New / Improved Cycleways	Annual Programme		40,000			40,000		50,000			50,000		70,000			70,000		70,000			70,000		70,000			70,000
	Hermitage to Hampstead Norreys	Potentially grant funded foot/cycle link			35,000		35,000					0					0					0					0
	NCN422 A4 Cycle Improvements	Subject to Local Transport Body funding		425,000			425,000		425,000			425,000					0					0					0
	Parish S106 Improvements						0					0					0					0					0
	Mortimer S106	S106 investigation/studies			30,000		30,000					0					0					0					0
	Theale S106	S106 investigation/studies					0					0					0					0					0
	Pangbourne S106	S106 investigation/studies					0					0					0					0					0
	Basildon Parish S106	S106 investigation/studies					0					0					0					0					0
	Burghfield S106	S106 investigation/studies			30,000		30,000					0					0					0					0
	Purley S106	S106 investigation/studies					0					0					0					0					0
	Cold Ash S106 Improvements	S106 investigation/studies					0					0					0					0					0
	A340 Aldermasteon Pedestrian Crossing	S106 investigation/studies			50,000		50,000					0					0					0					0
	Future CIL Improvements	S106 investigation/studies				200,000	200,000				500,000	500,000				750,000	750,000				750,000	750,000			750,000	750,000	
	Speen VAS	S106			6,500		6,500					0					0					0					0
	Safety and Accident Reduction Works						0					0					0					0					0
	Accident Reduction Works	Annual programme		50,000			50,000		50,000			50,000		50,000			50,000		50,000			50,000		50,000			50,000
	Speed Limit Reviews	Annual programme		20,000			20,000		20,000			20,000		30,000			30,000		30,000			30,000		30,000			30,000
	Network Signing	Annual programme		20,000			20,000		30,000			30,000		30,000			30,000		30,000			30,000		30,000			30,000
	Traffic Signal Upgrades	Annual programme		50,000			50,000		50,000			50,000		50,000			50,000		50,000			50,000		50,000			50,000
	Local Sustainable Transport Fund						0					0					0					0					0
	Network Management Improvements						0					0					0					0					0
	Kings Road Link, Newbury	Design, assessment and construction.		1,395,000			1,395,000					0					0					0					0
	A339 LRIE Junction Improvements	S106 Boundary Hall					0					0					0					0					0
	Robinhood Improvements	S106 funded			510,400		510,400					0					0					0					0
	Bear Lane Junction Improvements	S106			792,000		792,000			35,000		35,000					0					0					0
	Burger King Junction Improvements	S106					0			440,000		440,000					0					0					0
	A339 Corridor Improvements	Challenge Funding		1,621,000			1,621,000					0					0					0					0
	Sandleford Access Improvements	LEP & S106 Funded		1,000,000			1,000,000	400,000	1,400,000	1,500,000		3,300,000		500,000			500,000					0				0	
	A4 Calcot Part 1 Claims	DfT Funding		170,000			170,000		50,000			50,000					0					0					0
	Travel Plans						0					0					0					0					0
	Travel Plans (Transport Planning)	Annual programme		10,000	5,000		15,000		10,000	5,000		15,000		10,000			10,000		10,000			10,000		10,000			10,000
	Newbury Car Club	Subject to DfT Grant in 15/16			20,000		20,000					0					0					0					0

Cost Centre	Project Title	Description of Project	2017/18					2018/19					2019/20					2020/21					2021/22				
			Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total
	Assessment and Evaluations						0					0					0					0					0
	Future Project Assessment & Evaluations	Assessment and feasibility of works to support bids for grant, S106, CIL, LDF and LTP3.		30,000			30,000		50,000			50,000		50,000			50,000		50,000			50,000		50,000			50,000
	A339 & Sandieford VISSIM Updates	Subject to successful application for DEFRA Grant funding.		65,000	25,000		90,000					0					0					0					0
	Public Transport						0					0					0					0					0
	Public Transport Infrastructure	RTPI + Infrastructure			70,000		70,000		0	70,000		70,000		0			0		0			0		0			0
	Wharf Bus Station	New bus station linked to the Market Street Development			100,000		100,000					0					0					0					0
	Salaries						0					0					0					0					0
	Highways & Transport	Annual Salaries for Projects Team - part funded by s.106		572,180	207,700		779,880		583,880	207,700		791,580		595,760	207,700		803,460		607,810	207,700		815,510		620,040	207,700		827,740
	Countryside and Open Spaces																										
81220	The Ridgeway National Trail	To maintain the trail at the standard required by Natural England	13,000				13,000	13,000				13,000	13,000				13,000	13,000				13,000	13,000				13,000
81150	Recreational walking routes	To improve selected pedestrian rights of way in order to increase their recreational value	13,980				13,980	13,930				13,930	13,890				13,890	13,890				13,890	13,890				13,890
81241	Rights of way volunteer scheme	To undertake rights of way maintenance work by the use of volunteers	2,500				2,500	2,500				2,500	2,500				2,500	2,500				2,500	2,500				2,500
81242	Improvements to pedestrian routes	Improve the condition of pedestrian routes	13,980	82,000			95,980	13,940				13,940	13,890				13,890	13,890				13,890	13,890				13,890
81243	Disabled access to the countryside	Improve selected rights of way in order to increase their usability and recreational value for less able users.	7,000				7,000	7,000				7,000	7,000				7,000	7,000				7,000	7,000				7,000
81244	Bridleway/cycling improvements	To improve selected rideable and cycleable rights of way in order to increase their recreational and/or utilitarian value	13,990				13,990	13,940				13,940	13,890				13,890	13,890				13,890	13,890				13,890
81246	Recreational cycle routes	To improve selected cycleable rights of way in order to increase their recreational and/or utilitarian value	13,990				13,990	13,940				13,940	13,880				13,880	13,880				13,880	13,880				13,880
81247	Rural signing	Maintenance & improvement of direction signage on rural rights of way	5,270				5,270	5,270				5,270	5,270				5,270	5,270				5,270	5,270				5,270
81249	Countryside Capital salaries	To manage the capital projects the Countryside Service is responsible for under the Local Transport Plan	19,410				19,410	19,600				19,600	19,800				19,800	19,800				19,800	19,800				19,800
85116	Playground Improvement	To refurbish existing children's' play areas that are now reaching the end of their recommended life span to ensure their compliance with relevant modern safety standards	21,990				21,990	21,880				21,880	21,880				21,880	21,880				21,880	21,880				21,880
85153	Henwick Withy Sports Facility	New sports pitch. x 1 possibly 2 pitches if match funding becomes available			135,000		135,000			290,000		290,000					0					0					0
83096	Newbury Public Open Spaces	Improvements to Newbury POS			100,000		100,000																				
85156	Eastern Area	Improvement to Eastern area POS			32,766		32,766																				
	Northcroft/Goldwell Improvements	Improvements at this public park			2,900		2,900																				
	Thatcham Public Open Space	Improvements to Thatcham POS			2,800		2,800																				
			1,354,080	12,347,490	2,475,066	200,000	16,376,636	1,879,970	7,850,760	2,547,700	500,000	12,778,430	1,453,970	4,883,530	207,700	750,000	7,295,200	1,434,970	5,027,300	207,700	750,000	7,419,970	1,419,970	4,982,080	207,700	750,000	7,359,750

Development and Planning

80001	Home Repair and Discretionary Renovation Grants	Grants for emergency home repairs for older/vulnerable people	50,000				50,000	50,000				50,000	50,000				50,000	50,000				50,000	50,000				50,000
80003	Disabled Facilities Grants	Mandatory grant for disabled adaptations, to enable local residents to live independently in their own homes.	474,000	1,010,000			1,484,000	474,000	1,010,000			1,484,000	474,000	1,010,000			1,484,000	474,000	1,010,000			1,484,000	474,000	1,010,000			1,484,000
	Redevelopment of the Four Houses Corner Gypsy and Travellers' Site		1,300,000				1,300,000																				
	Temp Accommodation Housing Purchase		1,881,150				1,881,150																				
86020	Temp Accommodation		17,500				17,500	17,500				17,500	17,500				17,500	17,500				17,500	17,500				17,500
			3,722,650	1,010,000	0	0	4,732,650	541,500	1,010,000	0	0	1,551,500	541,500	1,010,000	0	0	1,551,500	541,500	1,010,000	0	0	1,551,500	541,500	1,010,000	0	0	1,551,500

Chief Executive

87621	The visions	To support the redevelopment of Thatcham	15,000				15,000	15,000				15,000	15,000				15,000	15,000				15,000	15,000				15,000
			15,000	0	0	0	15,000	15,000	0	0	0	15,000	15,000	0	0	0	15,000	15,000	0	0	0	15,000	15,000	0	0	0	15,000

Finance and Property

87103	Planned Maintenance of Corporate Offices	Annual maintenance provision - will be allocated to individual services in year using Condition Survey data.	265,000				265,000	205,000				205,000	150,000				150,000	150,000				150,000	150,000				150,000
	Planned Maintenance of Other Corporate Buildings PMP		60,000				60,000	21,600				21,600	17,800				17,800	25,600				25,600	25,600				25,600
87115	Cap Sal Property	Capitation Costs of Property Project Managers	797,060				797,060	813,001				813,001	829,261				829,261	845,846				845,846	862,763				862,763
87119	Cond/Asb/Meas Surveys		17,000				17,000	12,000				12,000	9,000				9,000	15,000				15,000	15,000				15,000
87126	Access Works/Disabled		4,000				4,000	0				0	4,000				4,000	4,000				4,000	6,000				6,000
87129	Asbestos - PMP		6,000				6,000	18,000				18,000	7,500				7,500	31,000				31,000	31,000				31,000
87190	Fire Risk Remedial Works	Actions required from Fire Risk Assessments	400,000				400,000	296,000				296,000	0				0	0				0	0				0

Cost Centre	Project Title	Description of Project	2017/18					2018/19					2019/20					2020/21					2021/22				
			Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total
87620	Coporate Allocation	Contingency for unforeseen capital budget pressures accross all services - includes allowance for residual costs of Newbury Town Centre development (c. £30k in 17-18) and £10k pa for adaptations for disabilities	65,000				65,000	65,000				65,000	65,000				65,000	65,000				65,000	65,000			65,000	
			1,614,060	0	0	0	1,614,060	1,430,601	0	0	0	1,430,601	1,082,561	0	0	0	1,082,561	1,136,446	0	0	0	1,136,446	1,155,363	0	0	0	1,155,363
Customer Services & ICT																											
87302	Windows Server OS Upgrades	Upgrade Windows Server Operating System to Windows Server 2012(Costs are largely resource to do the work)	0				0	50,000				50,000					0					0	50,000			50,000	
	Capital Salaries	Part of Revenue Saving Plan. Capityalise proportion of ICT Staff salaries for those who work on Capital projects.	0				0	17,000				17,000	26,000				26,000	26,000				26,000	26,000			26,000	
87110	Corporate Replacement Programme (CRP)	Re-provision of WBC ICT systems and equipment on an ongoing basis - spikes to provide major rebuilds of servers etc.	300,000				300,000	200,000				200,000	300,000				300,000	360,000				360,000	360,000			360,000	
	Cash Management System Upgrades	The Current hosted Civica Icon cash managemnt system is reaching end of life. To maintain PCI compliance and to facilitate more online transactions/payment the system requires upgrading with new modules eStore and midcall.	100,000				100,000	0				0	0				0	0				0	0			0	
87282	PSN Accreditation Maintenance	Essential security enhancement to maintain compliance with Government Connect requirements.	12,000				12,000	12,000				12,000	12,000				12,000	12,000				12,000	12,000			12,000	
	Asset Management System	Replacement of current Asset Lifecycle Manager (ALM) system that is due to go end of life.	50,000				50,000	0				0	0				0	0				0	0			0	
87291	Remote Working Infrastructure Maintenance	Maintenance of WBC's remote working infrastructure (Currently Citrix but may change in future)	20,000				20,000	20,000				20,000	40,000				40,000	40,000				40,000	40,000			40,000	
New	Upgrade Backup Infrastructure	Upgrade / Replace Backup facilities before they reach end of life	0				0	50,000				50,000	10,000				10,000					0				0	
New	Perimeter Firewalls	Replacement of current perimeter firewalls which are nearing end of life					0	50,000				50,000					0					0				0	
New	Corporate Storage Area Network (SAN)	Existing Hitachi SAN reaching end of product life.	150,000				150,000	10,000				10,000					0					0				0	
	Telephony Infrastructure (VoIP Corporate Offices)	Migrate telephony from analogue to VoIP	20,000				20,000	25,000				25,000	0				0	0				0	0			0	
	Telephony Infrastructure (Replace Legacy ISDX)	Migrate telephony from analogue to VoIP	40,000				40,000	0				0	0				0	0				0	0			0	
	Telephony Infrastructure (Unified Communications Core Infrastructure)	Replace unified communication hardware/infrastructure as it reaches end of life	40,000				40,000	40,000				40,000	40,000				40,000	0				0	0			0	
11100	Planning Service Upgrades	System upgrades for planning systems	0				0	11,250				11,250	0				0	11,250				11,250	11,250			11,250	
87066	GIS Infrastructure	Funding for the maintenance and development of the Council's GIS infrastructure whern the current balance sheet fund has been depleted.	40,000				40,000	40,000				40,000	40,000				40,000	40,000				40,000	40,000			40,000	
	Email System Upgrades	To maintain Corporate Exchange Email system up to date	15,000				15,000	0				0	0				0	0				0	15,000			15,000	
	Email Archiving System Update	To upgrade Enterprise Vault email archive to latest version	0				0	10,000				10,000	0				0	0				0	10,000			10,000	
	Security (Bluecoat Web Filtering)	Update Bluecoat web filtering software when it goes end of life	5,000				5,000	15,000				15,000	0				0	0				0	0			0	
	Network Infrastructure (Core Switches)	Replace core switches at end of life	0				0	0				0	35,000				35,000	0				0	75,000			75,000	
	Network Infrastructure (WiFi Provision)	Increase capacity coverage of WiFi in WBC offices	0				0	0				0	40,000				40,000	0				0	0			0	
	Network Infrastructure (Dark Fibre Multiplexors)	Upgrade connectivity equipment between Market St and West Street House when end of life	10,000				10,000	0				0	0				0	0				0	0			0	
	Network Infrastructure (IPv6 Gateway)	System to allow WBC's IPV4 network to converse with external IPV6 networks and services	0				0	0				0	8,000				8,000	0				0	0			0	
	IPSEC/ VPN Firewall Replacement						0					0					0					0	50,000			50,000	
	VMware Servers & Hosts	Replace physical servers (hosts) as they reach end of life.	20,000				20,000	20,000				20,000	32,000				32,000	32,000				32,000	32,000			32,000	
	Maintenance of DR Facility	Replace DR equipment at Turnhams Green when it reaches end of life	0				0	0				0	30,000				30,000	0				0	0			0	
	Telephony Infrastructure (Unified Communications Software)	Replace unified communication software as it reaches end of life	0				0	40,000				40,000	20,000				20,000	0				0	0			0	
	Telephony Infrastructure (BES)	Upgrade BlackBerry Enterprise Server to latest version or implement alternative mobile device management (MDM) solution	5,000				5,000	0				0	0				0	5,000				5,000	0			0	
	Telephony Infrastructure (Mobility Solutions)	Funding for staff mobile working enablement	20,000				20,000	20,000				20,000	20,000				20,000	0				0	0			0	

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Cost Centre	Project Title	Description of Project	2017/18					2018/19					2019/20					2020/21					2021/22				
			Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total	Council	Government and other Grants	S106	CIL	Total
	Library Web Filter Replacement	Replace Library web filtering solution when it goes end of life	0				0	0				0	15,000				15,000	0				0	0			0	
	Intrusion Detection / Prevention System & Network Access Control	Extra layer of security to WBC systems, likely to be mandated by PSN rules.	0				0	10,000				10,000	0				0	0				0	0			0	
	Telephony Infrastructure (VoIP Outlying Offices)	Migrate telephony from analogue to VoIP	20,000				20,000	15,000				15,000	0				0	0				0	0			0	
	Telephony Infrastructure (SIP and MPLS)	Strategic deployment of SIP and MPLS to save voice and data costs	0				0	70,000				70,000	70,000				70,000	0				0	0			0	
	HR Payroll System	Replacement of guillotine	47,520				47,520	15,370				15,370					0					0				0	
	Print Room		0				0	0				0	15,000				15,000	0				0	0			0	
	Council Chamber Audio Visual System	To improve audio visual facilities to improve accessibility and to enable meetings to be webcast	65,000				65,000																				
87300	Superfast Berkshire	Infrastructure Building	1,475,000	1,556,250			3,031,250	0	3,798,750			3,798,750					0					0				0	
87289	Superfast Berkshire PM	Project Management	20,000	100,000			120,000	20,000	120,000			140,000	20,000				20,000	0				0	0			0	
			2,474,520	1,656,250	0	0	4,130,770	760,620	3,918,750	0	0	4,679,370	773,000	0	0	0	773,000	526,250	0	0	0	526,250	721,250	0	0	0	721,250
Strategic Support																											
87072	Shop Mobility	Provides electric wheelchairs for use by people with mobility problems visiting Newbury town centre	6,000				6,000	5,000				5,000	5,000				5,000	4,000				4,000	4,000			4,000	
	Community Based Capital Projects	Grants to Parish Councils and other community groups to support community based capital projects. This programme replaces the Parish Planning and Vibrant Villages programmes which had a combined annual budget of £55k up to 2015/16.	30,000				30,000	30,000				30,000	30,000				30,000	30,000				30,000	30,000			30,000	
87610	Member Bids	Matched funding to support local community schemes	80,000				80,000	70,000				70,000	70,000				70,000	70,000				70,000	70,000			70,000	
			116,000	0	0	0	116,000	105,000	0	0	0	105,000	105,000	0	0	0	105,000	104,000	0	0	0	104,000	104,000	0	0	104,000	
Grand Total of All Service Areas			11,898,060	21,915,940	2,750,966	200,000	36,764,966	12,389,431	21,292,970	5,708,010	680,330	40,070,741	5,948,891	11,941,470	4,673,240	4,166,670	26,730,271	5,724,866	12,246,770	4,734,400	1,277,480	23,983,516	5,626,083	12,201,550	7,565,190	750,000	26,142,824

Capital Strategy and Programme 2017/18 to 2021/22

Overview of the Council's Asset Management Strategy

1. Introduction

1.1 The strategic aims for management of the Council's property are:

- To support service delivery
- To provide fit for purpose buildings
- To minimise cost
- To exploit sharing opportunities with other public and voluntary sector organisations
- To consider opportunities for urban or rural regeneration using Council property as a catalyst.

1.2 We aim to implement the strategy by:

- Continuing with condition surveys to monitor the state of the Council's property.
- Promoting and actively seeking opportunities to share buildings and facilities with partner organisations.
- Disposing of surplus properties where appropriate.
- Acquiring properties if the need cannot be met by property already owned.
- Capital investment in buildings to provide fit for purpose buildings where it is cost effective to do so.

1.3 Officers are also in the process of developing a new strand of the Asset Management Strategy which will involve purchasing property with a view to letting it out to commercial tenants in order to generate additional revenue income for the Council. A report will be brought to Executive in spring 2017 which explains the financial business case and risks associated with this strategy prior to the approval and implementation of this new strategy objective.

2. Summary of the Council's Property Portfolio

2.1 The majority of the Council's current property portfolio is used for operational purposes for delivery of key council services. These include:

- Council offices
- schools
- care homes
- temporary accommodation

- libraries
- leisure centres
- parks and open spaces
- car parks.

2.2 The Council also leases a small number of properties which are used for the delivery of services including:

- The Council's contact centre at Calcot
- Merchant House
- The Birchwood Care Home
- The Kennet Centre car park.

2.3 The Council owns a small number of properties which are held for the purposes of income generation and economic regeneration of the district these principally consist of:

- The London Road Industrial Estate
- The Kennet Enterprise Centre
- Clappers and Bloomfield Hatch Farms.

2.4 The Council also owns, or has an interest in a number of properties which are leased to or part owned by other individuals or organisations, for example:

- Community Centres
- Other buildings which are leased on a long term basis to local sporting, community or charitable groups
- Former Council Houses which were bought by their tenants on a shared ownership basis.

2.5 Any properties not included in the categories listed above may be considered as surplus assets and consideration will be given whether they can be used for the delivery of services, used to generate income or disposed of. A list of properties currently earmarked for disposal is given as Appendix 1 of this document.

3. Summary of the Asset Management and Review Process

3.1 All operational properties are managed on a day to day basis by the relevant service. Investment properties and properties held for sale are managed by the Council's Asset Management Team (in Finance).

3.2 Frontline services, the Asset Management Team and Members are all represented on the Asset Management Group. The terms of reference of this group include:

- Consideration of the changing accommodation needs of all services
- Reviewing the justification for the Council holding properties on the basis of strategic importance, suitability, condition and cost
- Consideration of proposals to acquire, lease and dispose of properties
- Prioritising and allocating expenditure on maintenance in accordance with condition survey information plus other criteria to be established.

3.3 The Asset Management Group undertakes a cyclical review of all property owned by the Council . As part of this process, the group aims to classify each property as Red, Amber or Green from the point of view of:

- Strategic Importance – i.e. the extent to which they support the delivery of the Council Strategy
- Operational Efficiency

Each property is the responsibility of a designated a Head of Service.

3.4 The Asset Management Group will review the list of assets periodically by asking the responsible Heads of Service to inform the group of any actual or planned change in use and/or status, i.e. Services will be responsible for reporting when assets become surplus to requirements, but the Asset Management Group will regularly monitor the status of all the Council's assets.

3.5 The Service responsible for any assets designated “Red” in terms of strategic importance should prepare a business case to justify why the asset should be retained by the service if they feel it should not be disposed of, for review by the Asset Management Group.

3.6 If the business case is successful, this should be noted on the asset listing and the status of the asset should be reviewed again within a three year period.

3.7 If the business case is not approved, the Asset Management Group will normally recommend to Corporate Board, Operations Board and the Executive that we should either let out the property on a commercial basis to generate revenue income or sell it to generate a capital receipt, unless a case is made to transfer it to another service or another organisation where it is needed to help deliver one of the Council's key strategic priorities.

4. Principals for Disposal of Properties

4.1 As a general rule assets which are surplus to the Council's operational requirements will be disposed of by letting or selling properties to a third party at the appropriate market price.

4.2 Exceptions will be made to this rule when a business case is made that a property should be transferred to another individual or organisation for below the

market price in order to achieve one of the Councils key policy objectives. One example of this approach might be the provision of land or buildings to facilitate the delivery of affordable or extra care housing.

- 4.3 In some cases a local community or charitable group may make a case for the Council to transfer one of its buildings to enable them to deliver services to local residents. The criteria for considering this type of request is set out in the Community Asset Transfer Policy which forms Appendix 2 of this document.

5. Recent Achievements in Management and Review of Council Properties

- Completion of a development agreement for the London Road Industrial Estate.
- The development of the Market Street continues to progress.
- Former temporary accommodation at Taceham House transferred to social housing provider for social, special needs or affordable housing purposes
- Arrangements is now in place for the joint use of the Riverside and Moorside Community Centres with local community groups.

Appendix 1 –Property Asset Disposal Programme

Site	Comments
Current Disposals	
Pound Lane Depot	Contracts for sale exchanged and planning application for commercial and affordable housing development submitted.
Trinity School playing fields- Love Lane Site	Planning application submitted prior to planned sale.
Land adjacent to the Phoenix Centre, Newbury	A number of attempts to sell this site to a provider of social housing and supported living have so far been unsuccessful. The Housing Team and Asset Management Group are therefore now considering alternative options for the future use of the site
Potential Future Disposals	
Various properties at Market Street, Newbury	Site being taken forward as a regeneration project and the development agreement signed with Grainger Plc.
London Road Industrial Estate	Site being taken forward as a regeneration project and the development agreement signed with St Modwin.

Appendix 2

Community Asset Transfer Policy

1.0 What is Community Asset Transfer?

- 1.1 Community Asset Transfer is the transfer of the Council's land and buildings to community and voluntary organisations at less than best consideration, normally on a leasehold arrangement.
- 1.2 The policy will apply when either:
- A community or other voluntary organisation approaches the Council to request the use of a Council property asset, or
 - The Council identifies an asset as being surplus to its requirements and is considering how best to dispose of it.

2.0 Purpose of the Policy

- 2.1 The Council has a disposal policy which is contained in the Asset Management Plan and the general presumption is that disposals will be on the open market for best price. Reference is made in the Asset Management Plan about disposals to not for profit organisations. This community and asset transfer policy is to give fuller guidance on how to achieve that.
- 2.2 The purpose of the policy is to set out a framework to show how West Berkshire Council will consider requests from the community and voluntary sector to use the Council's

land and buildings. It also sets out the information that is required from the community and voluntary sector and the expectations for the transfer fulfilling the Council's strategic objectives and to empower local communities.

3.0 National Policy Context

- 3.1 National Government has, for some time, encouraged local authorities to involve local people in the direct running of their communities and has produced legislation, such as the Local Government Public Involvement Act 2007 and the Localism Act 2011, to create strong communities and deliver better public services through a rebalancing of the relationship between local people and public bodies.
- 3.2 The Localism Act has introduced the concept of the Community Right to Bid. This process allows relevant bodies (e.g. Parish Councils and Community Groups) to ask for assets of community value to be listed. This effectively means that the asset cannot be sold until the relevant body has been given a chance to confirm that they wish to bid for the asset. If so they must also be given sufficient time to submit their bid. A separate process has been introduced to manage this requirement, although the properties and applicants involved are likely to be similar to those affected by the Community Asset Transfer Policy.
- 3.3 The Quirk Review undertaken in 2007 set out the benefits to local

	groups by the management or ownership of public property assets which, in turn leads to stronger communities. The Quirk review recognised that the voluntary and community groups would need assistance to understand the risks and rewards of community asset transfer.	ongoing revenue costs are not incurred.
4.0	Local Context and Links to Council Strategies	5.2 <i>The Property</i>
4.1	Working in partnership with the local voluntary sector should help the Council to achieve some of its own objectives such as those in the Council Strategy including to reshape the way cultural, countryside and other services are delivered, with significantly greater involvement from local communities, the voluntary sector and parish councils and seek to transfer assets and services where these can clearly be delivered more effectively.	• The property must be owned by the Council, either freehold or leasehold and be legally capable of being transferred. • It must be surplus to operational requirements. • The transfer of the property has been approved by the Asset Management Group. • The transfer will deliver a strategic or operational benefit to the Council.
5.0	Criteria for community asset requests	5.3 <i>The Use</i>
5.1	When considering requests for a community asset transfer the Council must bear in mind the following in relation to the affected property: • The need to raise capital receipts. • The loss of any income or opportunity costs. • Requirements for the property for direct service delivery by the Council. • The benefits to all parties by transferring the property. • That, where the property is needed to deliver a service, additional	• The use will support the Council's strategic priorities set out in the Council Strategy. • The property will be used for the benefit of the local community to enable local people to have access to services or facilities that meet their local needs. • The use will be inclusive of a wide and diverse range of people. • The use will deliver a demonstrable social, economic or environmental benefit to the local community. • The use is not already provided in the locality. • The use to be environmentally sustainable and Disability Discrimination Act compliant.
		5.4 <i>The Applicant</i>
		• Interested organisations must be community led with strong local links. • Be properly constituted and be capable of being a legal entity. • Not for profit. • Be financially viable.

	• Have good governance through open and accountable processes. • Have the skills and capacity to deliver the service and manage the property. • Have a well prepared business case. • Have a track record of delivering similar projects either as an organisation or by way of key individuals within the organisation.		requirements or by a request by a community or voluntary organisation for a particular property. In the latter case the property may be operational so consultation will be required with the service to see if the property could be released from operational use.
5.5	<i>Basis of transfer of property</i>	6.2	Valuation undertaken bearing in mind that the transfer may be at less than best consideration.
	• Transfers will usually be on a leasehold basis. This makes it easier to limit the use for community benefit. • Freehold will be considered if the applicant pays full market value. • The applicant will be responsible for all management of the property including health and safety matters and all required surveys. • The use is to be for community benefit and the organisation is to provide continuing evidence of a community benefit on a periodic basis. • If planning consent is required then the applicant must obtain this. • The applicant will be expected to meet all the running, maintenance and repair costs of the property. • Collaboration and sharing of the property with other community or voluntary groups will be encouraged. • The Council may be prepared to take back the property in cases where the transfer has been unsuccessful.	6.3	Expressions of interest invited from suitable groups.
		6.4	Expressions of interest appraised by Asset Management Group to include the relevant portfolio holder and recommendation to be made to Management Board.
		6.5	Short listed groups requested to submit a business case for the transfer.
		6.6	Business cases appraised by the Asset Management Group and relevant portfolio holder along with the option of an open market disposal. The assessment matrix shown later can be used to assist in the decision making process.
		6.7	Decision recommended to Executive if outside the delegation of the Head of Legal Services.
		6.8	Terms agreed with successful applicant and lease completed.
6.0	The Community Asset Transfer Process	6.9	The timescale for applications will vary depending upon the complexity of the proposal, the number of applicants, the route it needs to take through the Council's governance structure and for the completion of
6.1	A property asset is identified, either by WBC as being surplus to		

the lease. However, applicants should be aware that the process could take 12 months.

7.0 Business Case Requirements

7.1 It is likely that potential applicants for community asset transfer will have limited financial and property management experience so it is important that a robust business case is submitted. The business case can be in any format but should contain the following information and evidence:

- Proposed use and maintenance of the property.
- Details of the local needs that will be met by the proposal and how the benefits will be measured and reported on an annual basis.
- Details of any new jobs that might be created.
- Evidence of local consultation and that there is a demand and local support for the scheme.
- How the scheme fits in with the Council's strategic objectives.
- Evidence of the ability, skills and capacity of the organisation to run the proposed service, including governance details.
- Evidence of the scheme complying with equal opportunity, sustainability and health and safety requirements.
- Financial details of the organisation and how the scheme will be funded, at the outset and going forward.
- Project plan to show likely timescales to set up and fund the scheme.
- A risk assessment and contingency plan in the case that the scheme is not successful.

8.0 Risks in Community Asset Transfer

8.1 There is an element of risk in a community asset transfer and the potential risks are listed below. These will need to be considered in conjunction with any application.

- Organisation does not have the capacity or skills to take over the property and provide the service, or loses these at a later date.
- Reliance on key personnel either within the organisation or at the Council, lack of succession planning.
- Organisation cannot fund the proposed scheme either at the outset or at some time in the future.
- Property is not used for community purposes or taken over by a minority interest.
- Transfer contravenes State Aid or procurement regulations.
- Confusion over roles and responsibilities between the Council and the organisation.
- Objectives of the organisation are unclear and not aligned to Council objectives.
- Scheme is not value for money.
- Potential liability for Council if the scheme fails.

8.2 These risks can be reduced by the provision of clear legal documentation and a summary of expectations by each party at the outset.

Highway Asset Management Plan 2016/17 – 2020/21

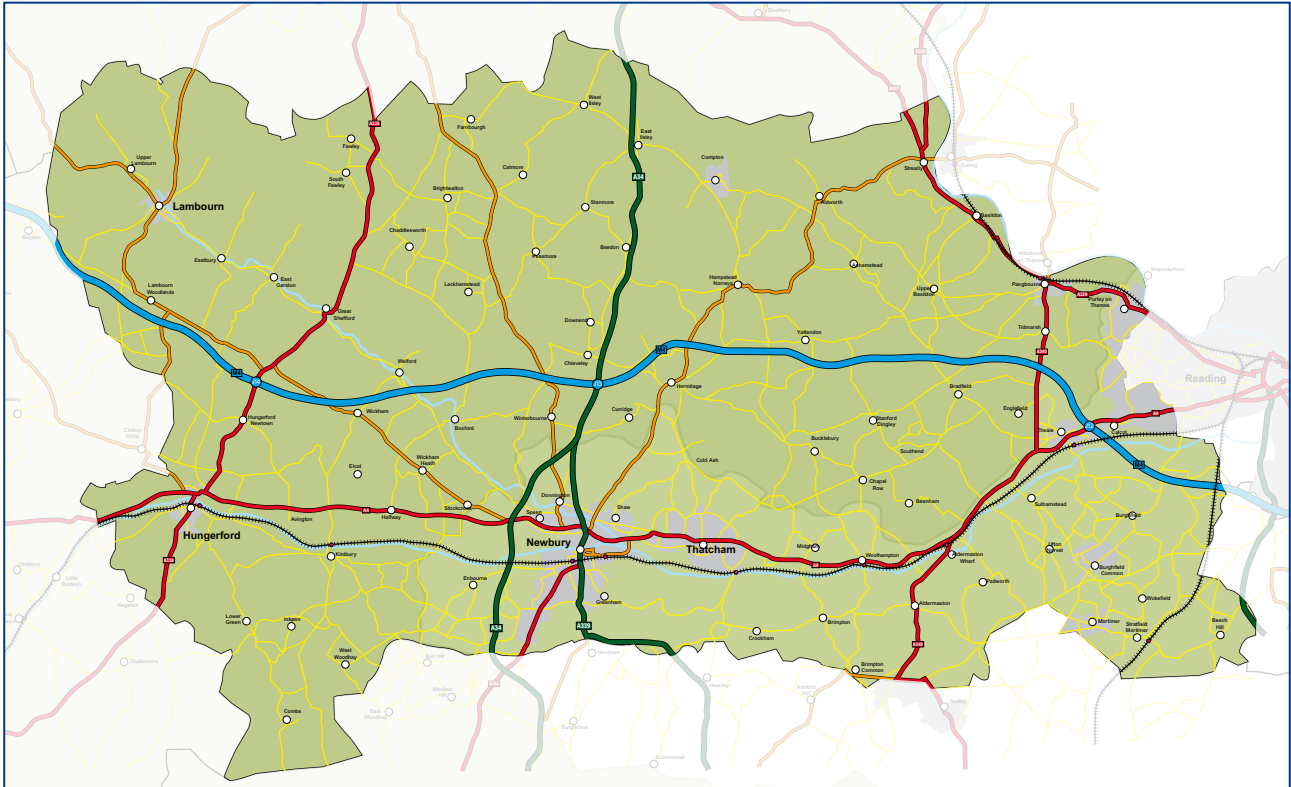
*Fourth Edition –
August 2016*

Highways and Transport Service
West Berkshire Council



WestBerkshire
C O U N C I L

Highway Asset Management Plan



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West Berkshire Council, 100024151, 2015.

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Executive Summary

West Berkshire Council has a statutory duty to maintain and manage its highway network. A well-maintained network is not only a valuable asset to the community but is also fundamental to achieving the strategic objectives of the Council. It is also essential in order to deliver the transport goals of the Local Transport Plan.

Good transport is vital for a thriving economy, providing access to employment and education as well as to the services and supplies that people need. Maintenance of the highway network is essential to enable it to share the burden as a key part of the overall transport network.

This Highway Asset Management Plan (HAMP) details the Council's Highway Asset Management Policy and Strategy and the Plan provide guidance on the delivery of value for money highway maintenance services, consistent with the aims and ambitions of the Council Strategy 2015 - 2019 where 'Focus on carrying out essential highways maintenance' is defined as a key outcome under the 'A stronger local economy' aim. The HAMP seeks to do this by providing a safer highway network, improved travelling conditions for all highway users, and ensuring greater care of the local environment.

A 'sister' document – the Network Management Plan has also been developed to define the strategy for managing use of the road network. In combination with a detailed asset valuation of the road network, this suite of documents forms the Council's Transport Asset Management Plan (TAMP).

The West Berkshire Road network is regularly inspected to assess its safety, serviceability and integrity as well as to ensure that all works are carried out within the prescribed regulatory standards. Dependent upon the degree of deficiency found, defined processes are then followed to provide effective solutions. In the selection of materials and treatments, the HAMP considers the key issues of environment, quality and value. This aims to maximise the contribution made by highway maintenance to sustaining West Berkshire's biodiversity and character.

The HAMP acknowledges that highway maintenance does not operate in isolation and that there are a number of related functions that could affect, and be affected by, highway maintenance activities.

The HAMP's foundation policy and strategy utilises a logical and systematic approach in accordance with 'value for money' and 'asset management principles', and continuous improvement. Essential elements include statutory obligations, responsiveness to needs of the community and maintaining asset value. Regard is given to the relevance of condition standards and the key issues of Safety, Serviceability and Sustainability. HAMP policies, objectives and standards have been formulated for each maintenance activity and will be reviewed on a periodic basis to ensure that they remain compliant with national objectives and respond to changes brought about by new legislation and technology.

The HAMP defines the key elements of the highway asset describing appropriate levels of service depending on the position in the network hierarchy and the understanding and management of the impact of risk. This enables priority for maintenance within the available budget to be established.

The funding of an appropriate highway maintenance service is made possible by the Council's Medium Term Financial Strategy, whilst larger scale highway improvement projects are funded through the Capital Programme. These essential forward planning documents have enabled the Highway and Transport Service to develop a Three Year Highway Improvement Programme which not only enables its proposals for a better road network to be well publicised in advance, thus helping to manage expectations, but which has also resulted in a gradual improvement in road condition across the network.

Regular monitoring will enable the effectiveness of the HAMP to be judged in achieving its stated aims and periodic reviews will be completed. This approach will provide a clear history of the development, evaluation and quality delivered as the Council seeks to provide continuous improvement in the management of the West Berkshire road network for all its users.

The first version of the plan was adopted as Council Policy on 26 March 2012 by Councillor David Betts, Executive Member for Highways, Transport (operational) and ICT, under the Individual Decision process. This plan covers the period 2016/17 – 2020/21.

Mark Edwards
Head of Highways and Transport
West Berkshire Council
Revised February 2016

Highway Asset Management Policy

Purpose

As a Highway Authority, we have a duty to act as stewards and custodians of the highway infrastructure assets. We must ensure they are fit for purpose and maintained with consideration to whole life costs, whilst taking associated risks into account and aligned to our corporate objectives. This policy has been created to give guidance and direction to this process.

1. Policy Statement

What we will do...

- Create, manage and regularly update the following key documents to ensure they align with the Council's corporate objectives, current recommendations from PAS 55 from the Institute of Asset Management, Highway Maintenance Efficiency Programme (HMEP) Infrastructure Asset Management Guidance, the Chartered Institute of Public Finance & Accountancy (CIPFA) Code of Practice on Infrastructure Assets 2013.
 - Highway Asset Management Policy
 - Highway Asset Management Strategy
 - Highway Asset Management Plan
 - Highway Network Management Plan
- Maintain, review and update our asset registers to ensure we hold sufficient up-to-date data on our key assets.
- Carry out asset lifecycle planning of the physical assets to understand the level of funding we actually require to maintain the infrastructure, over the asset's lifespan.
- Monitor annual financial investment and explore alternative funding options to deliver long term sustainable preventative maintenance schemes.
- Use cost effective planned maintenance treatments to preserve our assets. Ensure they are carried out at the optimum time in the assets lifecycle to maximise the life of the asset, whilst delivering value for money.
- Develop a three year rolling highway improvement programme.
- Monitor our progress and performance through Stakeholder groups.
- Monitor our resources to check we have sufficient capabilities to meet our corporate objectives.
- Establish the levels of service we want to achieve, and regularly publish our performance against these targets.
- Keep accurate records of historic projects, so we know when they were repaired, what materials were used and to regularly monitor how the materials used are performing.
- Enhance current methods for prioritising highway maintenance schemes to take account of whole life costs, safety and risk management.
- Benchmark our asset management policy, plans and strategies with other similar authorities and learn from best practice.
- We shall proactively seek continual improvement of our asset management capabilities and activities to ensure value for money for customers and stakeholders.

These targets have been aligned to our Corporate Strategy and are also linked to our Directorate/Service Plan objectives. Taking whole life costs, risk management, safety, analysis, treatment optimisation and performance monitoring into account, we aim to achieve these targets by implementing asset management principles to the highway infrastructure assets. We aim to replace critical assets at their economic optimal period in their life cycle, identify key levels of service and actively seek out opportunities to increase our maintenance allocation and alternative or innovative measures to improve the efficiency of our services.

2. How will we know we have made a difference...?

- By using sustainable cost effective treatments to help maximise the number of assets that we repair on a year by year basis.
- By holding accurate, reliable data that we can use to support our decisions.
- By the results of the NHT (National Highways and Transport) public satisfaction survey.
- By carrying out post completion surveys.
- By meeting our set service levels for road condition as measured by the annual SCANNER and SCRIM surveys.
- Through the creation of service levels which align with our Corporate objectives for each key asset group
- A reduction in the number of third party claims and accidents on the network.

For information relating to how we plan to deliver the above policy, please refer to the Highway Asset Management Strategy in the next section

Highway Asset Management Strategy

1. Introduction

As the Highway Authority, West Berkshire Council is responsible for maintaining all assets associated with the local road network that serves the district of West Berkshire. West Berkshire Council is not responsible for maintaining the motorway and trunk road strategic networks. These are maintained by Highways England on behalf of The Department for Transport.

Throughout this document the term “Highway” refers to all assets within the highway boundary which have been officially adopted by the Council. Assets that have not been adopted, or are located on private roads or streets, are not maintainable at public expense and have not been included within our Highway Asset Management Strategy.

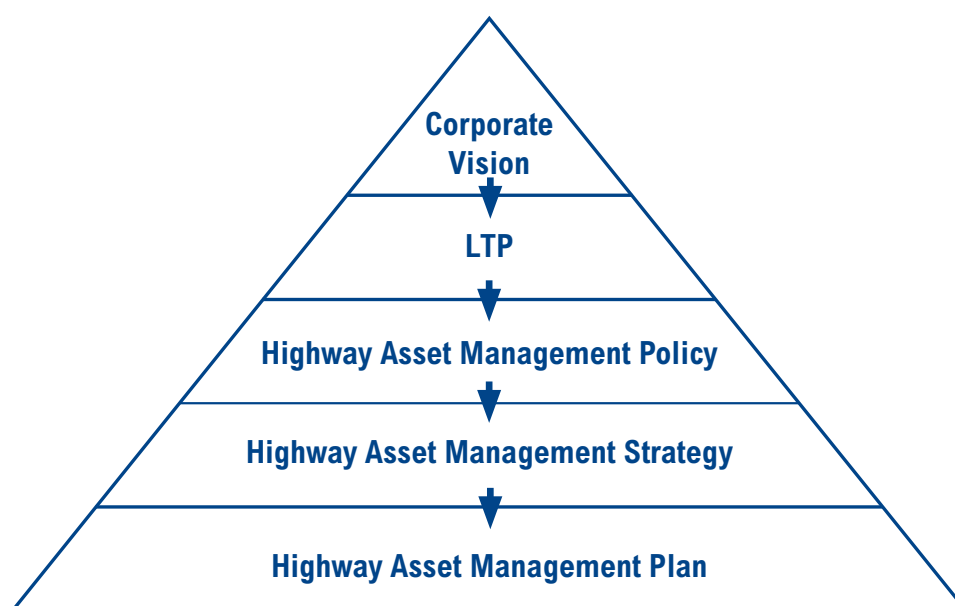
2. Highway Asset Management Strategy (HAMS)

The HAMP is our delivery document containing lifecycle plans, risk assessments, performance information, current and future demands and future funding requirements. This strategy sets out how the objectives in the Council’s HAMP will be achieved and implemented.

2.1 The following strategic documents and important factors have been considered in building our policy, strategy and plan:

- national transport policy, local transport plans, network management plan and legislation
- stakeholders expectations and involvement, public service requests, Councillor requests, performance monitoring, communication, programme delivery, risk management and data management

2.2 The Highway Asset Management Policy, Strategy and Plan are key strategic documents relating to the Council’s highway assets and are aligned to the Council’s objectives and other national and local requirements and guidance.



3. Introduction to Asset Management

- 3.1 Asset Management is about the holistic (whole life) management of assets. This has been further defined by the Institute of Asset Management (IAM) in their publication PAS 55-1. They summarise Asset Management as:

“Systematic and co-ordinated activities and practices through which an organisation optimally and sustainably manages its assets and asset systems, their associated performance, risks and expenditure of their life cycles for the purpose of achieving its organisational strategy plan”

- 3.2 We have been developing our asset management plans for a number of years, and recognise the importance of a strong link between policy, strategy and their alignment to our corporate objectives. Efficient and effectively managed assets play a significant role in achieving corporate goals and meeting stakeholder’s expectations. The sound use of asset management principles offers potential benefits and we are now reviewing and aligning our asset management plan to better reflect this approach.

4. The Council’s Strategy

- 4.1 Within the Council Strategy 2015-2019, the Council’s vision, aims, priorities, actions and measures are defined.

Our vision:

- “Working together to make West Berkshire an even greater place in which to live and learn”

Our strategic aims:

- Aim A - Better educated communities.
- **Aim B - A stronger local economy**
- Aim C - Protect and support those who need it.
- Aim D- Maintain a high quality of life within our communities.

Aim B - Our key objectives:

- Enable the completion of more affordable housing – we are setting an ambitious target of facilitating the completion of 1000 new affordable homes across the district over the coming five years.
- Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy:- In relation to roads, our target is to be in the top 25% of councils nationally by 2019 for the condition of our main roads.
 - For rail, we will lobby for the extension of electrification from Newbury to Bedwyn.
 - We will implement a five year flood prevention programme through local flood forums and with the support of local communities.
 - We will take forward the regeneration of the London Road Industrial Estate, Newbury, Wharf and Market Street sites in Newbury and support the regeneration of Thatcham Town Centre.
 - We will ensure that all of West Berkshire has access to broadband this year with all having access to faster broadband and 95% of households having access to superfast broadband by 2017.

The Key things we will do

- Investigate new ways of delivering affordable housing.
- Invest £17m in our roads.
- Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.
- Keep our Community Infrastructure Levy policy under review.
- Invest £5.2m in flood prevention schemes.
- Support and develop Flood Forums.
- Implement the Superfast Broadband Programme for Berkshire and West Berkshire.
- Lobby the Government for rail electrification to Bedwyn.

How will we know we have succeeded?

- We will publish the number of new affordable homes built on a quarterly basis.
- Benchmarking our highway maintenance performance with others using nationally published indicators will show improved results.
- Our agreed five year plan will have been implemented in accordance with the programme agreed with local flood forums.
- Newbury regeneration projects will have started on site by 2019 with clear plans in place for Thatcham by the same date.
- 95% of households will be able to access superfast broadband by 2017 and 100% will have faster broadband.
- We will have secured rail electrification to Bedwyn as early as possible within Network Rail's future programme.

- 4.2 Management of the highway network and asset management may apply and influence the outcomes of all four of the Council's strategic aims, however, Aim B is where the concept of asset management has been embedded.

5. The Government Position

- 5.1 The Government recognises that long term savings can be made by employing asset management techniques. By carrying out more long term planned works rather than short term reactive repairs we can achieve:
- long term reduction in reactive maintenance costs.
 - clearer decision making with our planned work.
 - improved management of the risks on our critical assets.
 - a reduction in casualty figures.
 - a reduction in third party accident claims, better customer satisfaction and stakeholder involvement.
 - improved journey times and reduced delays.
 - better knowledge of our assets performance / condition and the cost to maintain them.
 - a better customer and stakeholder awareness of the value of our assets.
 - a clearer understanding of future demands and a better managed network.
- 5.2 The Department for Transport has recently changed the way councils will be provided with funding for highway maintenance in the future. The incentive is towards supporting local authorities who are using good asset management principles and who can clearly demonstrate efficiencies.

The Department for Transport has challenged local authorities to implement asset management within their authority and demonstrate efficiencies over the next five years. Any councils that are unable to demonstrate this are likely to lose up to 15.5% of their annual capital allocation for planned work.

- 5.3 The Department for Transport also introduced a challenge fund for councils to bid for funding for major maintenance schemes which are either for small schemes at least £5m or larger schemes of at least £20m where councils would be expected to make a 10% contribution.

Under the challenge initiative, the Council submitted two 'small scheme' bids in early 2015; the resurfacing of the A339 corridor with major junction improvements – Newbury. Project value £10.7m and the replacement of street lighting with LED technology and targeted column replacement. Project value £7.24m. Both bids were fully supported and evidenced in accordance with the principles of asset management and were successful.

6. National Guidance

- 6.1 The following paragraphs extracted from national guidance highlight the importance of asset management and how the process relates to our customers, local residents and anyone who travels into or through West Berkshire to get to their destination using the local highway network.

'The local highway network and other local transport infrastructure assets together represent by far the biggest capital asset that the UK public sector holds. Transport networks are vital to national economic prosperity. The comfort and safety in which people can move from place to place and the appearance of local streets are important contributors to quality of life...

Asset Management could, and should, play a key role in tackling these problems. In other countries and other UK sectors where infrastructure asset management is well established, it has delivered significant value for money savings and service benefits'.

CIPFA Transport Infrastructure Assets Code of Practice, 2013 edition.

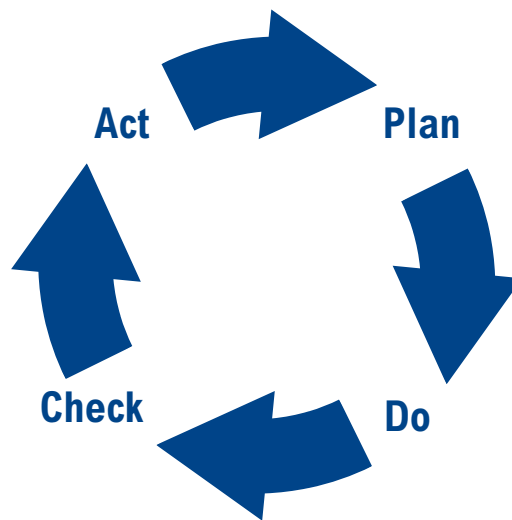
'Asset Management has been widely accepted by central government as a means to deliver more efficient and effective approach to management of the highway infrastructure assets through long term planning, ensuring that standards are defined and achievable for available budgets. It also supports making the case for funding and better communication with stakeholders, facilitating a greater understanding of the contribution highway infrastructure assets make to economic growth and the needs of local communities'

Highway Infrastructure Asset Management guidance, produced by the UK Roads Liaison Group on behalf of the Highway Maintenance Efficiency Programme (HMEP) published May 2013.

7. Plan, Do, Check, Act

The Asset Management process revolves around a consistent plan, do, check and act or review cycle of activities. In other words, we plan the work that is required to manage our critical assets safely, we do the work required, we then check that the work has been carried out to our specifications and act to resolve any issues and record what has been done. We

do this process at every stage in the assets lifecycle, considering the whole life of the assets we maintain from the original design through to disposal.



- 7.2 Asset management has been adopted by West Berkshire Council and has been built into our short term regimes and long term objectives to support good decision making. This helps us minimise risks, improve economy and provide good stewardship of our assets for now, and for the future. We do not wish to leave the burden of poorly maintained assets for future generations to deal with.
- 7.3 A good example of asset management is the wooden window frame analogy, which is commonly referred to by most asset management practitioners:
- Should you sand and paint a wooden window frame on a routine cycle to extend its life or do you leave it without any preservative treatment until it finally decays and needs to be completely replaced?
- 7.4 Experience has shown that by leaving the asset to deteriorate to a very poor condition before it is replaced is by far the most expensive option and is unsustainable over the longer term. Well maintained highway assets add value to properties and business within the area; poorly maintained assets have the opposite effect. The best approach is to aim for a steady state condition (optimal condition), in other words, spending adequate amounts on our critical assets to minimise any risks to users, whilst carrying out sufficient work across all asset types to prevent an increase in deterioration.

8 Stakeholder's Preferences

- 8.1 Results from the recent National Highways and Transportation (NHT) customer satisfaction survey for West Berkshire 2015 show that highway safety (95.8%) is the key item that the residents of West Berkshire considered to be 'most important' to them. This theme was also reflected by the second most important item, highway condition (94.2%). This information is available to the general public via the NHT web site <http://nhtsurvey.econtrack.com>
- 8.2 The opinion and views of our customers are very important to us and allows us to benchmark our own progress against other local authorities. We aim to keep our assets in as safe and serviceable condition as we possibly can, whilst making the most of the limited funding available to us. When building our 3 Year Highway Improvement Programme, we carefully review and consider all customer enquiries we have received for those roads, taking action to resolve any issues where reasonably practical.

9 Strategic Tools

- 9.1 We aim to develop strategic tools to progress, improve, regularly review and provide feedback into our HAMP. Asset information and data strategy, lifecycle plans, risk management strategies, communication plans, levels of service and performance plans are all needed in the development to effectively manage our critical assets. These tools will help determine the spending needs for each asset group, efficiently manage risks and performance, whilst taking the opinion of the stakeholders into account.

10 Our Assets

- 10.1 The size and value of the Council's key highway assets are summarised below and detailed within Appendix A of this Strategy.

Asset type	Quantity	Estimated cost to replace the asset today
Carriageways	1280 km	£1,405m
Structures	570	£140m
Footways & cycle tracks	825 km	£122m
Drainage and Flood Defence	650km**	£65m**
Street Lighting	12,839 Units	£16m
Street Furniture	26,041 Units *	£7m *
Traffic signals and intelligent traffic signs	382	£7m
Total Valuation		£1,762m

* Estimate (Based on Derbyshire Model within WGA)

** Current estimate based on 20% of the network surveyed

11 Carriageways (roads)

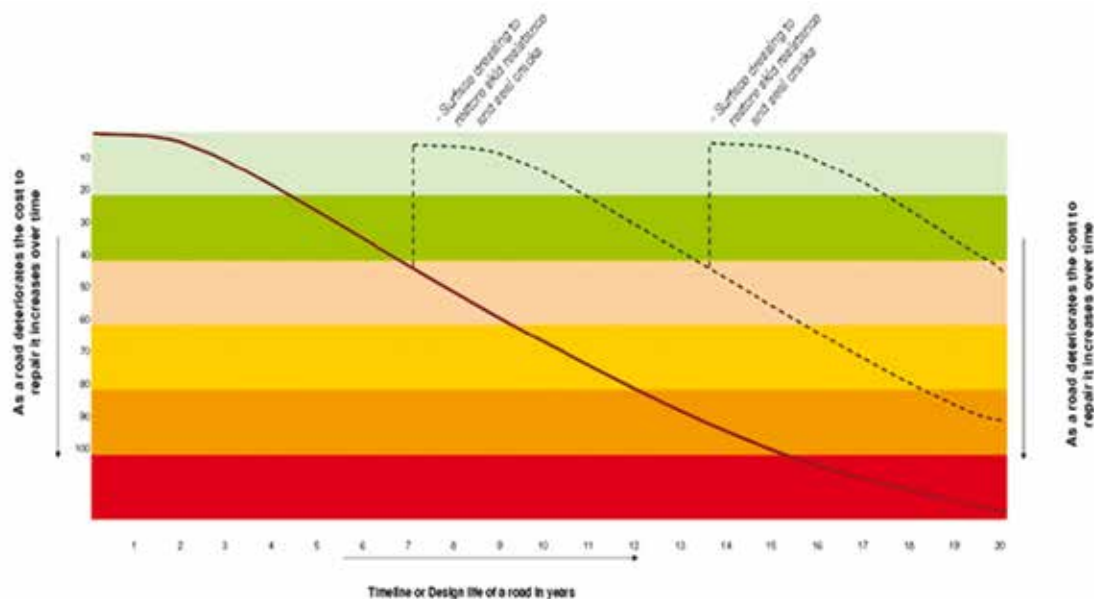
- 11.1 Carriageways (by far the largest of the Council's assets), when constructed from new are normally designed to last approximately 20 years before a replacement is required. One approach for managing the road network is to carry out a repair when the asset is generally in its worst condition and requiring costly reconstruction. However, this approach means every year West Berkshire Council should ideally be replacing 1/20th of the road network.

The length of our road network is currently 1280 km, and therefore the above method of maintenance would require us to reconstruct 64 km of road per year. This 'worst first' approach is unsustainable requiring funding of approximately £32.5m each year, just to maintain the carriageway asset alone. We are currently spending approximately £4m a year. In addition to this, just fixing potholes in isolation does not prevent a road from deteriorating; it just temporarily repairs a problem, making it safe, on a very small part of the carriageway.

West Berkshire has developed life cycle planning tools which use local deterioration rates that demonstrate that the lifespan of the carriageway asset can be substantially increased before it needs replacement by employing cost effective treatments at the right locations and at the right time in the assets lifecycle.

The sigmoid or 'S' shaped curve below illustrates how the condition of a road deteriorates over time as the bitumen naturally oxidizes and becomes brittle. The rate of deterioration depends on the volume and weight of the vehicles using the road, however, it is the process of oxidation that eventually leads to failure through cracking. As cracks develop, water is allowed to permeate into the road structure which results in further damage, especially during winter with the expansion of ice during the freeze / thaw process.

The diagram also demonstrates that early intervention or treatment time reduces long term costs. If we carry out surface treatments when the asset is in a better condition, the cost for the treatment will generally be cheaper. The more we spend on early intervention reduces the need to fully replace more of the asset, which also means a reduction in the use of resources, a decrease in waste and subsequently a decline in the production of CO2 emissions.



Purple solid line: This refers to the age of deterioration of a road

Black dashed line: This refers to early intervention treatments such as surface dressing. This treatment repairs a road to almost as new condition, if carried out at the right time.

The background colour relates to the condition of the road as it progressively ages

Green = Good condition, Amber = fair to poor condition, Red = very poor condition.

11.2 Our objectives:

- We will continue to prepare work programmes in line with asset management principles and undertake major and minor maintenance projects on an annual basis.
- We will continue to develop the PMS module in line with national guidance and recommendations to meet the asset management and Whole Government Accounts (WGA) agendas.
- We aim to use and increase the use of cost effective treatments like surface dressing and micro asphalt to prolong the life of our carriageway assets
- We will only resurface roads where asset management analysis shows this to be the most cost effective treatment.
- We aim to use proprietary joint sealing treatments to restore the integrity of concrete roads and roads displaying longitudinal and transverse cracks.

- We aim to use treatments like retexturing to restore skid resistance in favour of removing existing materials.
- We will only undertake temporary repairs where there is a safety risk to road users. Where there is no risk to safety, a permanent repair will be undertaken in accordance with national guidelines.
- In order to deliver life cycle planning, performance monitoring and Whole Government Accounts reports, we will continue to collect asset condition and inventory data in line with our Highway Asset Management Plan to ensure the information we hold against our key highway assets is accurate and up to date.

11.3 These objectives should help us make a significant improvement to the condition of our roads and are significantly less expensive to achieve than the cost of full reconstruction. We will also continue to seek alternative and innovative treatments to restore and extend the life of the road surfaces.

12 Footways (Pavements)

12.1 Footways have in the past been treated in a similar manner to carriageways, repairing them when they are at their very worst condition. Again this is unsustainable over the long term.

12.2 Our Objectives:

- We will continue to prepare work programmes in line with asset management principles and undertake major and minor maintenance projects on an annual basis.
- We will apply cost effective treatments such as slurry sealing (wherever possible). This treatment seals the footway against the elements extending their lifespan.
- We will develop a footway slurry sealing programme over the next 5 years.
- We aim to replace precast concrete slabs where they pose a hazard to pedestrians and are becoming costly to maintain on a priority/risk basis with flexible (bituminous material) pavement surfaces subject to town centre planning and conservation considerations.
- We will continually seek to find alternative and innovative treatments for footways which provide effective long term treatment and value for money.
- In order to deliver life cycle planning, performance monitoring and Whole Government Accounts reports, we will continue to collect asset condition and inventory data in line with our Highway Asset Management Plan to ensure the information we hold against our key highway assets is accurate and up to date.

13 Structures (Bridges, Retaining Walls, Culverts)

13.1 Structures are an integral part of the highway network, permitting access and the efficient movement of traffic across natural and man-made barriers. We look after approximately 570 structures, including bridges, footbridges, subways, culverts, retaining walls and sign gantries. The total Gross Replacement Cost is approximately £140m.

13.2 Due to the different structure types and design lives and to help ensure that the flow of traffic on the network is not interrupted due to a structures failure, our strategy for managing structures is to have regular early inspections and maintenance work in line with the requirements of the Management of Highways Structures – A Code of Practice- Updated August 2013 and the asset management based approach as outlined in the CIPFA Code of Practice on Transport Infrastructures Assets (2013 Edition).

13.3 Our Objectives:

- We will continue to prepare work programmes in line with asset management principles and undertake major and minor maintenance projects on an annual basis.
- We will continue to develop the WDM SMS module in line with national guidance and recommendations to meet the asset management and Whole Government Accounts agendas.
- We will carry out the following routine inspections on an annual basis:
 - 190 General (visual) Inspections
 - 95 Principal (in- depth) Inspections annually
 - 25 Structural Reviews annually.
- We will continue to collect asset condition and inventory data in line with our Highway Asset Management Plan to ensure the information we hold against our key highway assets is accurate and up to date in order to deliver life cycle planning, performance monitoring and Whole Government Accounts reports.

13.4 These objectives should help us make a significant improvement to the condition of our highway structures and we will also continue to seek alternative and innovative treatments to restore and extend the life of the road surfaces.

14 Land Drainage and Flood Defence

14.1 Due to the age and history of the highway drainage asset, many of the asset related records are no longer available or were not transferred to West Berkshire Council following the abolition of Berkshire County Council in 1998. This is not a unique problem in West Berkshire. Efforts have been made over the last 10 years following the series of flood events to locate and survey the extent of our highway drainage assets with the aim of improving the integrity of our asset condition data.

14.2 Owing to budgetary constraints and the fact that drainage surveys are expensive, the collection of asset data remains a reactive process, however, cyclic cleansing of gullies and annual drainage repair programmes are carried out in accordance with asset management principles targeted at areas most at risk of flooding.

14.3 Highway drainage systems also impact on the condition of road surfaces and the structural integrity of the pavement and sub-grade. This is because where drainage is inadequate or requires maintenance, standing water can cause structural damage to the foundations of a road, especially during heavy rainfall and freezing weather through the winter months. This often results in much more expensive resurfacing and reconstruction works.

14.4 Our objectives

- We aim to cleanse all gullies and kerb weirs on a cyclic basis over a two year period where the frequency of cleanse is determined by the risk of flooding.
- We will continue to collect drainage asset data as part of the ongoing cyclic cleanse programme to maintain an electronic map based inventory of gullies and kerb weirs.
- We will continue to collect system data electronically in conjunction with jetting works to help map our highway drainage systems.
- We will continue to electronically record all new drainage systems.
- We will continue to collect asset condition and inventory data in line with national guidelines and best practice to ensure the information we hold against our key drainage assets is appropriate, accurate and up to date in order to deliver life cycle planning, performance monitoring and Whole Government Accounts reports.

15. Street Lighting, Illuminated Bollards and Signs

- 15.1 In June 2015 following a successful DfT Challenge Fund bid, the Council started to replace 3500 aging columns and 10,000 inefficient non-LED lanterns and introduced our CMS system to the rest of the network. This project is programmed to be completed in the second quarter of 2016 and will bring the following benefits to the Council and users of the local highway network:
- Early replacement of the lantern stock.
 - Energy savings through use of LED and dimming technology.
 - Better and safer environment for the public.
 - Reduced maintenance costs.
 - Prolonged design life (25 years for lanterns, 50 years for columns).
- 15.2 Due to the age of the remaining columns, replacing these columns early (before the end of their respective design lives) went against the key principles of asset management. These remaining columns will therefore be maintained in line with the requirements of 'Well-lit Highways' Code of Practice for Highway Lighting Management - Updated August 2013 and the asset management based approach as outlined in the CIPFA Code of Practice on Transport Infrastructures Assets (2013 Edition).
- 15.3 Our Objectives:
- We will continue to prepare work programmes in line with asset management principles and undertake lighting improvement and maintenance projects on an annual basis.
 - We will continue to develop the WDM LMS module in line with national guidance and recommendations to meet the asset management and Whole Government Accounts agendas.
 - We will carry out the following routine inspections:
 - General (visual) Inspections at every visit.
 - Principal (in- depth) Inspections every 3 years
 - Electrical Test every 6 Years
 - Structural Reviews annually.
 - Structural Testing as per recommended 'next test date' on any previous structural test.
 - We will continue to collect asset condition and inventory data in line with our Highway Asset Management Plan to ensure the information we hold against our key highway assets is accurate and up to date in order to deliver life cycle planning, performance monitoring and Whole Government Accounts reports.
 - We will also continue to seek alternative and innovative apparatus to improve our service.

16. Street Furniture

- 16.1 We are currently collecting locational and descriptive data for the street furniture asset types:
- Safety fences
 - Non-lit signs and bollards
 - Traffic signs
 - Salt bins
 - Bus stops

- 16.2 The data is being collected by digital plotting using WDM PMS video footage recorded as part of the pavement condition surveys and stored as a map based inventory using the Council's Geographical Information System (ArcViewGIS). This data will be used to inform the Whole Government Accounts reporting process.
- 16.3 With street furniture assets it is difficult to prolong their lifespans by using preventative maintenance treatments and there is little to gain by doing so. Therefore these assets will be replaced once they have reached the end of their useful lives. We will develop a plan to determine when this is likely to be for each asset group, so we can aim to replace these assets before they fail.

17. Traffic Signals

- 17.1 Traffic signal equipment is considered obsolete once it is ceased to be supported by the manufacturer which is generally 10 years after the last date of manufacture, so therefore, our policy is to refurbish sites within a 20 year lifetime. While our refurbishment programme aims to tackle the oldest installations or sites of greatest need, we are currently using available funding for preventative maintenance to extend the lifetime of signal installations, for example by replacing corroded signal poles and replacing obsolete controllers where necessary. In this respect, our objective is to refurbish all installations, crossings and junctions, to be extra low voltage installations and equipped with LED vehicle and pedestrian displays. This helps reduce energy bills, carbon footprint and increase safety both for the public and for the signal engineers in the event of equipment damage.
- 17.2 For pedestrian crossings, our objective is to replace all pelican crossings with either puffin or toucan crossings in line with Department for Transport guidance.

18. Data Management and Information Systems

- 18.1 The data we hold on our assets is stored in our asset registers by each asset owner. In order to monitor current condition, demonstrate current/future performance, determine the value of the assets for Whole of Government Accounting purposes and realise the potential benefits that improving these assets could achieve, it is important that each data set is appropriate, consistent, accurate and up to date.
- 18.2 To help maintain our asset inventory, the Council has invested in technology including handheld devices, electronic asset management systems, GIS mapping systems and an asset data management policy relating to how and when we collect, store and use the data. The policy also helps to identify gaps in our data where we need to collect more information. This policy is detailed within the Council's HAMP.

19. Resources

- 19.1 One very important factor is to ensure we have sufficient resources to carry out our asset management activities. This becomes even more important over the next few years with the Council's proposed saving plan and the need to find further substantial savings.
- 19.2 To safeguard this change, we need to ensure that staff are sufficiently trained and skilled to continue to deliver these services. In October 2015, HMEP launched a formal e-learning asset management qualification to help ensure the asset management knowledge base is maintained and developed over future years.
- 19.3 The Council's key asset management staff have received training to understand the requirements of asset management and we will continue to promote the principles of asset management with other stakeholders including Members, the public, internal asset owners, Planning and Finance officers through workshops, meetings and the sharing of documents.

20. Whole of Government Accounting

- 20.1 HM Treasury and the Chartered Institute for Public Finance and Accountancy (CIPFA) will be incorporating our infrastructure asset valuations into our Local Authority Corporate Accounts. The combined figures will be reported and auditable along with the whole of the Council's submission in 2016-17, so accuracy is important. Our annual valuations will be as outlined in the CIPFA Code of Practice on Transport Infrastructures Assets (2013 Edition). We are working jointly with our accountants to take steps to ensure our data is in-line with the recommendations of this code and is robust, reliable and we have sufficient information required to be confident with our valuations.
- 20.2 We have been undertaking dry run exercises over the last 3 years and submitting the results to our accountants. We are continually learning from this process and improving the accuracy of our valuation figures. The 2016-17 valuation will provide central Government with a clearer picture of the size and costs of the whole country's highway infrastructure and will provide a true reflection of each authority's financial position. It is a statutory requirement to provide this information.

21. Benchmarking Our Progress

- 21.1 In order to measure the progress of this strategy, the following performance framework has been established:

External

- Attendance of CIPFA Asset Management Workshops.
- Attendance of technical officer groups across Berkshire to share best practice.
- Formal annual condition surveys to establish the condition of the highway network.
- Participation in the NHT survey to establish local public opinion.
- Member of the NHT CQC (Cost, quality, customer) Efficiency Network.

Internal

- Member seminars.
- Transport Policy Task Group – to discuss transport and planning related issues including highway asset management with a cross party member group and key officers.
- Network Management Board - to discuss network related issues with key officers from relevant service areas across the Council.
- Corporate performance indicators to measure performance against the Council's key objectives.
- Service performance indicators to measure the performance of the term contract/contractor.

- 21.2. We aim to continue to benchmark the progress of our asset management journey with other similar sized authorities and learn from sharing good practices.

Highway Asset Management Plan

1. Introduction

- 1.1 This is West Berkshire Council's third Highway Asset Management Plan, or HAMP. Proper asset management is essential and the Council has been following good practice in managing its transport assets for many years. However, this is the first truly systematic analysis, intended to identify the best maintenance practices to minimise whole-life costs of the assets and at the same time meet as far as is possible, the levels of service demanded by our customers within the funding likely to be available.
- 1.2 The data requirements for the production of the HAMP are complex, particularly gathering together data on the extent and condition of assets. This version therefore details only the four largest asset groups of:
- carriageways
 - footways
 - bridges
 - street-lighting
- 1.3. Later editions of the HAMP will add the Council's other transport assets:
- highway drainage
 - cycleways
 - other highway structures
 - safety fences
 - traffic signals and signs
 - street furniture
 - public rights of way
 - highway verges and areas of soft landscaping
- 1.4 Later editions will also reflect the results of further work to improve the data and analysis set out in this document. Areas where further work is required are detailed in Section 9.
- 1.5 The HAMP is a part of the Council's wider work on asset management and reflects input from many sources, including our own Local Transport Plan, the County Surveyors Society's 'Framework for Highway Asset Management' document, the Code of Practice – Well Maintained Highways and the recent CIPFA Code of Practice on Transport/Infrastructure Assets.

The Wider Context

- 1.6 The HAMP fits into a wider corporate initiative on asset management planning, reflecting the increasing importance given to the effective management of all our assets. A corporate asset management plan for the Council has been produced, detailing the five-year planning cycle, and in its role as local education authority the Council also produces an asset management plan for capital expenditure on school buildings and sites.
- 1.7 Initiatives in asset management planning are themselves part of the wider work of the Council and are intended to help the authority respond effectively to the many service and financial pressures on it and in doing so to deliver:
- continuous performance
 - focused and clearly defined projects
 - reduced bureaucracy and waste
 - maximised economies of scale
 - clear benefits of investment.

The Objectives of the HAMP

- 1.8 The HAMP builds on existing processes and systems, providing a continuous framework of review to help inform decisions on the optimisation of budgets and scheme programmes. The asset management approach is intended to produce:
- reduced whole-life costs, through better planning and review of techniques
 - better customer satisfaction through defining and meeting levels of service
 - better control of risks
 - better informed, and more transparent, investment decision-making
- 1.9 In achieving this, the HAMP should be seen not as a stand-alone document but as a tactical plan which provides the linkage between the strategic goals of the Council and its detailed operational and service plans. For West Berkshire these include other key documents as follows:
- Sustainable Community Strategy
 - Council Strategy 2015 -19
 - Medium Term Financial Strategy, Revenue Budget and Capital Strategy & Programme
 - Local Transport Plan
 - Newbury 2026 – A Vision of Newbury Town Centre
- 1.10 The HAMP objectives relate particularly to the local goals of the Local Transport Plan which are:
- to improve travel choice and encourage sustainable travel
 - to support the economy and quality of life by minimising congestion and improving reliability on West Berkshire's transport networks
 - to maintain, make best use of and improve West Berkshire's transport networks for all modes of travel
 - to improve access to services and facilities
 - to improve and promote opportunities for healthy and safe travel
 - to minimise energy consumption and the impact of all forms of travel on the environment

Stakeholders

- 1.11 Stakeholders include:
- all road users, motorised and non motorised
 - organisations representing different users, for example the West Berkshire cycle forum, Newbury Town Centre Partnership, Chambers of Commerce, Sovereign Housing.
 - public transport operators
 - road haulage companies
 - Members of the Council and Parish and Town Councils
 - local residents

Layout of the Document

- 1.12 Sections 2 to 4 act as an introduction to the core part of the document and the lifecycle plans for individual asset groups. Section 2 introduces the concept of levels of service to determine the required 'output' from the asset. Section 3 describes the funding available for asset maintenance and Section 4 examines how our assets are valued, with the initial asset valuation detailed in Appendix E. Section 5 introduces the lifecycle plans which are set out for the four asset groups covered in this first version of the HAMP in Appendices A to D.
- 1.13 The lifecycle plans describe the asset, assess the required levels of service, and analyse best practice maintenance techniques. They then define options for future investment to meet HAMP objectives, depending on future funding levels and taking note of predicted future changes affecting the quantity of the asset or the demand on it. Total funding must be balanced between the asset groups to ensure that overall performance across all assets is optimised.
- 1.14 Section 3 summarises the expenditure and expected outcomes for the four largest asset groups. Any changes to approaches or techniques revealed through the lifecycle plans are also summarised and together this forms the Asset Management Strategy. Section 7 summarises the risk analysis for the plan, which is set out initially in the lifecycle plans, and Section 8 describes the performance management regime put in place to ensure the implementation of the HAMP can be properly monitored. Section 9 details the improvement work which will be carried out to develop further editions of the HAMP.

2. Levels of Service

- 2.1 Levels of service describe both what the customer wants from the asset and what is necessary to ensure that a proper maintenance regime is in place. A clear understanding of customer views is therefore fundamental in defining them, as is a comprehensively planned maintenance regime. Both aspects will be influenced further by legislative requirements, the Council's objectives and policies, national best practice and more critically, funding.
- 2.2 Within this HAMP, the following four dimensions are used to define levels of service, where the first three dimensions reflect the requirements of the customer.
- safety
 - availability
 - serviceability
 - condition
- 2.3 **Safety** describes the risk to the customer in using the asset and will in all cases be required to meet high standards. Road safety on the other hand depends substantially on the behaviour of road users, and in the wider context is not therefore covered by this dimension.
- 2.4 **Availability** is largely self-explanatory and will vary according to the asset and location. For example, a single street light not working is clearly unavailable, however, the fact that it is unavailable is only likely to cause a minor nuisance to road users and residents. Conversely, a shut bridge on an 'A' road closed due to structural weakness will result in major issues on the network.
- 2.5 **Serviceability** describes whether the asset actually delivers what service users and the Council require of it. For example, a road surface may be perfectly safe, available for use at all times and in good condition, but the fact that it is of concrete construction could be causing significant noise nuisance to people living nearby. The serviceability dimension also has the potential to bring into play much wider attributes of the asset, for example is the road congested, is the footway surface appropriate for the local environment, is the street lighting provided to adequate standards for local needs?
- 2.6 **Condition** is judged relative to minimising the long-term cost of maintaining the asset and not relative to customer requirements. For example, a rusting steel lamp column may be safe, working and acceptable in appearance to customers. The fact that it is in rusty condition is, in these circumstances, only of concern if the optimum maintenance regime to minimise whole-life costs would have had it repainted before rust appeared. Such an optimum maintenance regime will, for many assets, include periodic preventative maintenance before more extensive maintenance, or full replacement, is undertaken. A maintenance regime which involves little investment over many years followed by major renewals may be more expensive overall than a 'little and often' regime which applies regular preventative maintenance; hence the emphasis given to minimising whole-life cost.
- 2.7 Environmental sustainability is growing rapidly in importance and the Council already takes many steps to minimise the environmental impact caused by its management of highway assets. It is likely that this will be added as a specific additional dimension of levels of service in future editions of the HAMP.
- 2.8 All aspects of level of service include elements of risk. As examples, the collapse of a bridge immediately makes the service unavailable; inadequate monitoring of skid resistance may increase the risk of road accidents. The analysis of levels of service needs to take such risks into consideration.

3. Asset Management Finance

- 3.1 Funds for maintaining our assets are allocated from both the Local Transport Plan capital allocation and from the Council's revenue budget. The Council also receives external funding through targeted bids for additional Government grants, infrastructure development, sponsorship and fees and charges. Further information regarding funding and allocation may be found within the Council's Medium Term Financial Strategy, Revenue Budget and Capital Strategy & Programme and Local Transport Plan.

Local Transport Plan Capital Funding

- 3.2 Local Transport Plan capital funding is used for:
- carriageway renewal and preventative maintenance schemes:
 - reconstruction
 - resurfacing
 - surface dressing
 - machine patching
 - footway renewal schemes
 - reconstruction
 - resurfacing
 - block/slab replacement.
 - bridge renewal and upgrading works
 - concrete repairs
 - waterproofing
 - deck replacement
 - street lighting
 - column replacement
 - LED replacement
 - Implementation of energy efficient technology

Revenue Funding

- 3.3 The Medium Term Financial Strategy (MTFS) sets out the Council's approach to managing its revenue budget. The MTFS is set in the context of the Government's Spending Review and its resulting implication for local government.
- 3.4 The aim of the MTFS is to:
- summarise the financial context within which the Council is working;
 - provide a stable financial framework for the Council over the period of the Plan, taking into account the need to address new statutory requirements, known financial pressures, and new Government initiatives;
 - within that framework, ensure through a variety of means, that financial resources are made available to deliver the Council's Strategic aims as set out in the Council's Strategy 2015 – 19.

Funding Allocation

- 3.5 The allocation of budgets to different activities has been carried out on the basis of supporting the overall lifecycle planning described in the lifecycle plans and the need to undertake programmed maintenance repairs and is detailed in the Council's annual budget report. For the 2015/16 financial year, the following budget allocations have been made.

Table 1 Maintenance Revenue Funding 2015/16

	£'s
Drainage	442,580
Reactive Maintenance	164,150
Bridge Maintenance	295,810
Hand Patching	498,140
Gully Emptying	198,440
Signs and Road Markings	147,480
Emergencies	623,380
Street Lighting Maintenance and Energy	1,212,910
Total	3,582,890

Table 2 Capital Funding 2015/16

	£'s
Highway Reconditioning	2,727,463
Carriageway Patching	400,000
Footway Patching	50,000
Challenge Funding LED Replacement	4,300,000
Challenge Funding A339 Corridor Improvements	2,050,000
Total	9,527,463

External Funding and Other Savings

3.6 The pressure on council budgets underlines the importance of exploring external funding and savings. Examples include:

- Scheme specific bids for DfT funding
- invest to save
- developer 'commuted sum' contributions to cover the extra future maintenance costs of unusual surfacing, SUDS, lighting or other features of new development which will be adopted by the Council.
- engagement with the Council's Term Maintenance Contractor to minimise whole life costs through early and effective management of risk, methods, materials and programme (early contractor involvement).
- the use of alternative cost effective materials, for example, upvc drainage systems and recycled materials.
- The use of SUDS to manage drainage

The Role of the HAMP in Determining Future Funding Levels

- 3.7 Future total funding seems likely still to be heavily constrained, both for the highways service and for the Council as a whole. Within that constraint, the HAMP has two specific functions:
- to provide evidence based information to help inform decisions on the allocation of funds to the Highway and Transport Service.
 - to provide evidence based information to help allocate budgets which align with the set levels of service.

4. Asset Valuation

- 4.1 Valuing roads, bridges and other transport assets is to some extent a theoretical exercise, given the nature of the assets, but it is an essential part of the management process and will be required under 'whole -life government accounting' rules. In terms of the HAMP, the asset valuation process can be used to measure the impact of alternative maintenance scenarios in terms of depreciated value and asset condition, allowing better informed decisions to be made on funding and allocations.
- 4.2 Calculating asset values can be a complex exercise. An initial 'gross replacement cost' approach has been calculated using the model detailed in the Code of Practice on Transport and Infrastructure Assets, where the gross replacement cost is the cost to provide a modern equivalent of the asset if it did not exist. The valuation framework will continue to be developed in line with national guidance and good practice.
- 4.3 The amount of service life of an asset that has been consumed is the depreciation and can be evaluated financially. This figure will be the expenditure required to return an asset to "as new" condition, if it can be repaired. Alternatively, it is the sum that should be set aside for the replacement of any asset that cannot be repaired. The current or net value of an asset is its gross replacement cost minus the financial depreciation.
- 4.4 Further details of the analytical method used are given in Appendix F. The value of the highway asset is summarised in Table 3 below.

Table 3 Asset Valuation (April 2014)

	Carriageways £000	Footways £000	Bridges £000	Street Lighting £000
Gross Replacement Cost	1,152,082	115,114	75,351	15,936
Depreciation	4,796	Not Available	Not Required	399
Net Value	1,147,286	-	-	15,537

5. Asset Management Approach

- 5.1 Our techniques for managing assets are long-established and continue to be developed to align with national guidelines and current best practice through contact with organisations including CIPFA, HMEP and the South East Counties Service Improvements Group (SECSIG).
- 5.2 The asset management strategy draws on the analysis set out in the lifecycle plans to show:
- the way we will budget expenditure to provide the best overall maintenance of all assets, judged against desirable levels of service; and
 - the techniques we use to ensure that we manage the different assets in the most cost-effective way, and how we will improve those.
- 5.3 The strategy covers two main areas:
- The optimum allocation of the capital budgets available between the asset categories. This is intended to provide the background for decisions on future spending.
 - The main areas for further investigation and analysis in taking forward our techniques for managing the individual assets.

Strategy to Improve Asset Management Performance.

- 5.4 In developing our techniques for managing assets, over the period of this plan, we will continue to focus on the technical elements of asset management including:
- improving asset data.
 - refining deterioration rates within our pavement condition assessment analysis.
 - further investigation of service lives for different treatments.
 - further investigation into new street lighting technology to reduce maintenance and energy costs.
 - the inclusion of other key asset groups not currently covered by this HAMP that will provide a financial benefit to the Council with the introduction of an asset management approach.

6. Lifecycle Plans

- 6.1 The lifecycle plans for the four main asset groups are set out in Appendices A to D. Each details initially:
- the levels of service we wish the asset to meet
 - the evidence on the extent of the asset and its characteristics
 - the evidence on its present condition, and how that is measured
 - the present valuation of the asset
 - an assessment of future changes in demand for the asset
 - the options available for treatment of the asset
- 6.2 These plans provide the basis for the analysis which follows in the remaining sections of each appendix:
- analysis of the best management strategy for minimising the whole-life cost of the asset whilst meeting service level aspirations
 - identifying options within this strategy which deliver different levels of service, with different targets, depending on budget availability
 - setting out the action plan necessary to ensure the effective delivery of the lifecycle plan
 - identifying the specific risks which may affect the successful implementation of the lifecycle plan

7. Risk Management

- 7.1 The Council has a corporate risk policy designed to manage risks in a structured manner. All change processes are risk assessed, and action plans prepared for risks of relatively high likelihood and high impact. Similar analysis is carried out for risks associated with continuing service delivery. The main processes for transport/highway asset management are therefore already covered by risk analyses, documented in the Highways & Transport Risk Register and Action Plan.

8. Performance Monitoring

- 8.1 The Council has in place a comprehensive performance monitoring system that provides high level performance related information in order to monitor the objectives/ commitments detailed within the Service plans and the national single list data set on which the Council is measured. This framework operates at all levels within the organisation.
- 8.2 The Local Transport Plan sets out specific indicators relating to transport and highway services and includes indicators associated with the condition of the highway/transport asset. These are also detailed in the lifecycle plans and cover not only carriageways and footways but also bridge condition and street lighting.
- 8.3 The performance of the Council's Term Maintenance Contractor, Volker Highways, is measured and reported monthly and quarterly and reviewed annually to ensure that they align with the Council's objectives. A partnership arrangement is in place to help deliver 'value for money' high quality services and continuous service improvement. A Strategic Management board comprising senior representatives from both organisations ensures the cost-effectiveness and delivery performance of the partnership.

9. Development and Updating the HAMP

Development

- 9.1 There are a number of other areas of work to complete before the HAMP can be considered a fully comprehensive document and these will continue to be developed over the course of this HAMP. Beyond this there will be further developments in analytical techniques in future years, as well as inevitable changes in the availability of funding. These will require further editions of the HAMP to be produced in later years.
- 9.2 The responsibility for co-ordinating this work will initially lie with the Council's Highways Manager.
- 9.3 Future Development

Work Area	For later HAMPs
Complete asset inventory collection and lifecycle planning for remaining assets.	Y
Continue to refine approach to asset valuation.	Y
More quantified analysis of customer views on serviceability for each asset category, based on specific customer surveys and NHT survey.	Y
More detailed examination of asset management strategies, including: • use of condition data • deterioration modelling • use of alternative materials/treatments/treatment options	Y

Updating

- 9.4 The arrangements for updating the HAMP will be decided by the Highway Manager.

10. Glossary of Terms and Abbreviations

ADEPT	Association of Directors of Environment, Economy, Planning & Transport
BVPI	Best Value Performance Indicator
CIPFA	The Chartered Institute of Public Finance & Accountancy
CSS	County Surveyors Society (now ADEPT)
CVI	Coarse Visual Inspection
DfT	Department for Transport
DVI	Detailed Visual Inspection
ELM	Enquiry Logging Manager (WBC)
FNS	Footway Network Survey
GIS	Geographical Information System
HMEP	Highway Maintenance Efficiency Programme
LTP	Local Transport Plan
NHT	National Transport Survey
NMP	Network Management Plan
NI	National Indicator
PI	Performance Indicators
SCANNER	Surface Condition Assessment of the National Network of Roads
SCRIM	Sideway-force Coefficient Routine Investigation Machine
HAMP	Highways Asset Management Plan
TAMP	Transport Asset Management Plan
UKPMS	United Kingdom Pavement Management System
WDM	Electronic Highways Management System
WGA	Whole Government Accounts

11. References

Well Maintained Highways – Code of Practice for Highways Maintenance Management – UK Road Liaison Group (UKRLG)

Management of Highway Structures – Code of Practice UKRLG

Well-lit Highways – Code of Practice for Road Lighting Management UKRLG

Management of Electronic Traffic Equipment – Code of Practice UKRLG

Asset Management Guidance – UKRLG/Highway Maintenance Efficiency Programme (HMEP)

Lifecycle Planning – UKRLG/HMEP

Transport Infrastructure Asset – Code of Practice - Chartered Institute of Public Finance and Accountancy (CIPFA)

Publicly Available Specification – PAS55 parts 1&2 The Institute of Asset Management (The IAM)

Asset Management - An Anatomy of Asset Management – The Institute of Asset Management

West Berkshire Council Strategy 2015 - 2019

West Berkshire Council Highway Network Management Plan

Appendix A

Carriageway Lifecycle Plan

Introduction

1. The background to lifecycle plans and the format of each are described in Section 5 of the HAMP. This appendix provides the lifecycle plan for carriageways.
2. For management purposes, the Council's highway network has been split into discrete maintenance categories based on the recommendations given within the national Code of Practice for "Well Maintained Highways". These categories reflect the type and use of different carriageways and are summarised in Table 1 below.

Table 1

Cat.	Hierarchy	Type of Road	Detailed Description
1	Motorway*	Limited access motorway regulations apply.	Routes for fast moving long distance traffic. Fully grade separated and restrictions on use
2	Strategic* Routes	Trunk and some Principal A roads between Primary Destinations.	Routes for fast moving long distance traffic with little frontage access or pedestrian traffic. Speed limits are usually in excess of 40mph and there are few junctions. Pedestrian crossings are either segregated or controlled and parked vehicles are generally prohibited.
3a	Main Distributor	Non Principal A Roads.	Routes between strategic routes and linking urban centres to the strategic network.
3b	Secondary Distributor	Classified Roads (B and C Class) and Unclassified urban bus routes.	In rural areas, these roads link larger villages to strategic/main distributor network. In urban areas these roads usually have a 30 mph speed limit and high levels of pedestrian usage.
4a	Link Roads	Unclassified Roads linking into the main/secondary distributor network with greater local significance in rural areas.	In rural areas provide inter-village links and connect to distributor network. In urban areas residential or industrial interconnecting roads.
4b	Local Access Roads	Unclassified urban cul-de-sacs and rural, lightly trafficked roads serving small settlements and single lane roads.	In rural areas these roads serve smaller villages and provide access to individual properties and land. In urban areas they are predominately residential.

* Motorways (Category 1) and Trunk Roads (Category 2) are the responsibility of the Highways Agency.

Levels of Service

3. Since 2002, the Highways and Transport service has been carrying out a comprehensive programme of annual testing to determine the condition of the highway network and establish the Government's defined datasets for the condition of the Principal Classified, Non-Principal Classified and Unclassified Road networks and skid resistance. The current national datasets are defined as follows:
 - 130 – 01 Condition of Principal Roads
 - 130 – 02 Condition of Non Principal Roads
 - 130 – 03 SCRIM (Sideway-force Coefficient Routine Investigation Machine) – classified network
 - 130 – 04 Carriageway work completed.
4. The desirable levels of service for this asset category are set out in Table 2 below. By adopting a budget optimisation and depreciation modelling approach, using the historical condition data/deterioration rates, the Council has been able to set condition based service levels for different budget scenarios.

Table 2

Attribute	Desired Standard	Performance Measure
Safety	Maintain the following level of skid resistance*: 130 – 03 to remain at 90% +/- 3%	SCRIM survey results.
Availability	All roads available for use at all times excluding periods of essential road works and street works.	Journey times. Complaints. ELM Reports.
Serviceability	Appropriate standard of ride, signing and lining.	SCANNER survey. Complaints. NHT Survey. Council surveys. ELM Reports.
Condition	Maintain the following levels of condition**: 130 - 01 (formerly NI168): 6% +/- 1% 130 - 02 (formerly NI169): 9% +/- 1% LI224b (formerly BV224b): 13% +/- 2%	Single list national dataset*** Local Indicators (LI's).

* The percentage above the required investigatory level.

** The percentages represent the length of network that is in need of urgent maintenance (Condition Red).

*** Whilst targeting red SCANNER sites should improve the national dataset, it does not necessarily promote good asset management. To maintain the asset, it is essential to target the high ambers and prevent these sites from deteriorating into the red. In providing a % range for the length requiring urgent maintenance, there should be sufficient flexibility to achieve both outcomes.

**** ELM – West Berkshire Council's Enquiry Logging Manager system for recording enquiries and service requests.

5. Failure to respond adequately to any of these four attributes of level of service could produce risk to the authority. Table 3 below, which details the main risks, underlines the importance of responding properly to each.

Table 3

Risk Type	Description Example
Physical	Accidents caused by asset defects.
Corporate	Legal proceedings for failure in duty of care.
Financial	Reduction in the value of the asset because of poor maintenance practice, reduced budgets and increased compensation payments following legal action.
Public Relations	Poor road condition reflects on the overall image of the Council.
Environmental	The use of premium aggregates, natural materials/resources, inappropriate materials/specifications, short lived resurfacing/overlay materials and high consumption of energy per kilometre of treated network.
Network	Disruption to road users as a result of poor coordination and unplanned maintenance following poor maintenance practice and/or reduced budget.

Asset Base and Characteristics

6. Using the national standard of road classification and maintenance category, the Council's highway network may be summarised as follows:

Table 4 - Road Class

	A Roads Lane1 kms	B Roads Lane1 kms	C Roads Lane1 kms	U Roads Lane1 kms	Total Lane 1 kms
Urban	46.7	22.3	112.5	559.5	741.0
Rural	158.9	125.6	731.0	740.7	1756.2
Total	205.6	147.9	843.5	1300.2	2497.2

Table 5 - Maintenance Category

Category	2	3a	3b	4a	4b	Total Lane 1 kms
Lane1 kms	104.2	101.4	1075.6	378	838	2497.2

* Lane 1 – length of the network based on inside lane length.

Asset Condition and Assessment

7. The condition of the road network is assessed annually by SCANNER surveys. Although no longer a national indicator, 100% of the unclassified network is assessed annually to establish a local indicator (LI224b). Skid resistance is measured annually on the A, B and C roads using SCRIM. Digital video imagery is captured as part of the SCANNER surveys and is used to check condition, accessibility, serviceability and for asset inventory collection. The annual condition survey regime for West Berkshire is summarised in Table 6 overleaf.

Table 6

	A Roads	B Roads	C Roads	U Roads
SCANNER	50% in both directions (national) Data set:130-01	100% in one direction (national) Data set:130-02	50% in one direction (national) Data set: 130-02	100% in one direction (local) LI224b
SCRIM	100% in both directions	100% in both directions	100% in one direction	Not surveyed
Digital Video Imagery	As part of SCANNER survey	As part of SCANNER survey	As part of SCANNER survey	As part of the SCANNER survey

8. In addition to condition surveys, the Council also carries out routine highway safety inspections where the frequency of inspection is based on the type of road and the amount and type of traffic using it. Adopting the guidelines given within the national Code of Practice for Maintenance Management “Well Maintained Highways” (July 2005), the standards for the frequency of safety inspections are summarised in Table 7 below.

Table 7

WBC Maintenance Group	Code of Practice Category and Description	Road Class	Frequency	Maximum Interval Between Inspections
Group 1	2, 3a and 3b	A, B and C roads. Urban bus routes on Unclassified roads	1 month (Driven)	6 weeks
Group 2	4a	U roads	3 months (Urban – Walked) (Rural – Driven)	16 weeks
Group 3	4b	U roads	12 months (Urban – Walked) (Rural – Driven)	56 weeks

9. There are national datasets for the classified road network. 130-01 and 130-02 are a direct application of the Road Condition Index (RCI) from the current UKPMS default rule set. For unclassified roads there is no longer a national indicator (previously BV224b), however the Council continues to provide a local indicator (LI224b) for these roads using the RCI methodology. A summary of road condition performance for the period 2005 to 2012 is shown in Table 8 below.

Table 8

Indicator/ Year	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
A Roads	NI 168 5%	NI 168 6%	NI 168 5%	NI 168 5%	130-01 5%	130-01 4%	130-01 3%	130-01 3%
B & C Roads	NI 169 7%	NI 169 9%	NI 169 9%	NI 169 9%	130-02 9%	130-02 6%	130-2 7%	130-2 6%
U Roads	LI224b 14%	LI224b 21% *	LI224b 12% *	LI224b 11% *	LI224b 12% *	LI224b 3% **	LI224b 8%	LI224b 3%

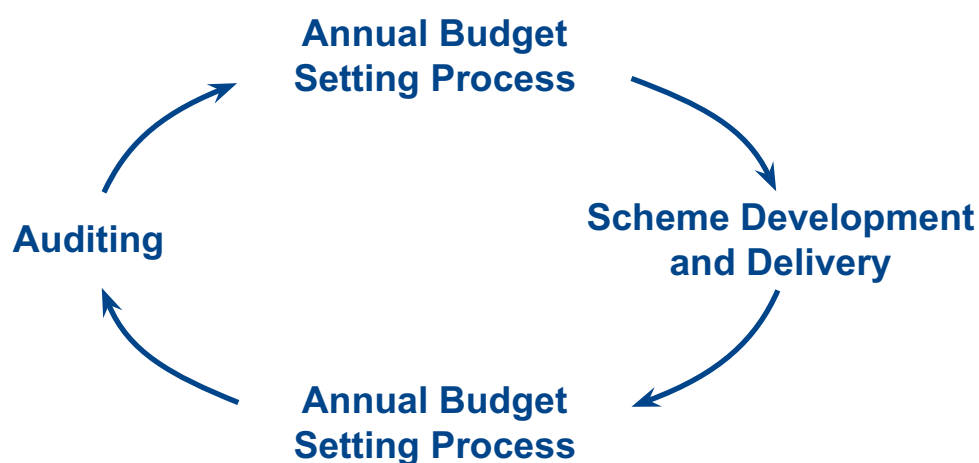
* Based on 100% network coverage.

** 50% of the U roads were not surveyed due to adverse snow (mainly rural roads) and as a result, not included as part of this calculation.

Financial Management, Investment and Programming.

- The Council's constitution provides a flexible mechanism for ensuring effective and fully accountable financial management of the Council's transport budgets, both capital and revenue.

The framework within which operational budgets are managed is as follows:



- Day to day budget control is the responsibility of the budget manager, a senior officer reporting directly to the Head of Service. The Head of Service has overall responsibility for the department's financial situation, working very closely with the Directorate Group Accountant, who is a key member of the Directorate Management Team. Service budgets are monitored at Directorate Management Team level and a formal budget report presented monthly to Corporate Board.
- To ensure compliance with the constitution, regular independent audits are undertaken particularly in areas of high cash turnover such as car parks and concessionary fares.
- The process for managing capital expenditure is very similar but the Council's Capital Strategy Group plays a key role in monitoring scheme progress and cost. Whilst an overview is taken by the Directorate Management Team, the details are closely monitored by Capital Strategy Group using detailed monthly reports. This group is a good example of

cross service corporate working as it comprises representatives of all Council Services with a capital expenditure programme. A holistic view of the Council's overall position regarding capital can therefore be taken.

14. To ensure that value for money is being achieved across the entire range of transport related budgets, the Council undertook a Comprehensive Review in October and November 2005. In 2014, a Zero Based Budget (ZBB) approach was adopted within the Highways and Transport service to ensure that the Council's resources are used to the best effect by directing funds to the most needed areas.

Budget Optimisation and Depreciation Modelling

15. To carry out budget optimisation and depreciation modelling on the classified network, the Council applies a financial model that is able to predict the level of investment required to deliver any predefined level of service as measured by road condition surveys. The model is also used to assess the effect of treatments and budget strategies on the 130-01 and 130-02 data sets and the Depreciated Asset Value over selected time periods.
16. For the unclassified road network, a separate model was used to predict budgets required to achieve selected LV224b values using the results from past CVI surveys. However, in 2011, the mini-SCANNER was introduced to assess the unclassified network and this data has now been combined as part of the classified road network model.
17. The model is populated using the latest SCANNER and SCRIM survey data from the Principal, Non Principal Classified and the Unclassified road networks and a treatment decision matrix that links the individual condition parameters (rutting, longitudinal profile, cracking and texture etc) to specific maintenance treatments (reconstruction, resurfacing, surface dressing etc) is used to formalise treatments.
18. The model uses a deterioration rate to predict the future condition. The SCANNER road condition indicator (RCI) has been linked to a residual life which enables the life of the road to be determined from the condition data.
19. Using the financial model a number of scenarios can be run to enable West Berkshire Council to evaluate the effect of different budget allocations on the network condition and the resulting effect on the value of the asset.
20. The Council has developed a financial model that uses the latest road condition data and a deterioration model to help predict budget requirements to achieve target condition service levels over different timescales and future condition of the road network should investment levels change.
21. The financial model has also been used to target budget allocations to specific road hierarchies. Based on current model simulations using condition data and deterioration parameters, Table 9 below shows the average cost to achieve a "steady state" scenario, namely, the budget amounts required to deliver the set service levels over the next 25 years:

Table 9

Road Class	Average Annual Cost (25 Years)	Total Network Cost	% of the Total Cost
A Classified Rural	£389,759	£9,743,982	11%
A Classified Urban	£141,918	£3,547,950	4%
B Classified Rural	£227,180	£5,679,505	6%
B Classified Urban	£54,423	£1,360,571	1%
C Classified Rural	£1,060,637	£26,515,933	29%
C Classified Urban	£229,979	£5,749,471	6%
U Unclassified	£1,546,038	£38,650,961	43%
Urban and Rural			
TOTAL	£3,649,934	£91,248,373	100%

The above figures are based on the condition data and unit costs up to and including 2010

22. The above table has also been used to establish a budget allocation between the classified (60% of the budget) and non-classified networks (40% of the budget), enabling a more targeted maintenance regime based on existing network condition.

Condition Threshold Values and Availability of Condition Data

23. Condition threshold values represent the condition beyond which the road would be classified as in need of investigation and possible treatment. The condition is defined from SCANNER surveys, which now provide very high levels of network coverage.
24. Threshold levels from SCANNER surveys are defined in terms of a Road Condition Indicator (RCI), which combines defects together into a composite measure for every 10 metre subsection of road, and can range from 0 to 315 for the classified network and from 0 to 246 for the unclassified network. An RCI ≥ 100 indicates the section is in 'need of maintenance' and is classified as red for national indicator reporting. Amber is used to describe roads with an RCI > 40 and < 100 .
25. However, in order to manage a network not only are the lengths of road with an RCI ≥ 100 considered for treatment but some of the roads with RCI values of between 80 and 100 are also considered because these are approaching a critical condition and early treatment is more cost effective as it is usually less extensive at this stage in the life cycle. The model therefore takes into account treatments that have been applied to the road in a "high" amber and red condition.
26. Tables 10, 11, 12 and 13 below highlight the parameters, thresholds, weightings and the subsequent "points" score used to calculate the RCI for A, B, C and U roads using condition data collected from SCANNER surveys. Each 10-metre section of surveyed road is allocated a condition ranking shown as green, amber, high amber or red depending on the value of the "points" scored. The total length of the red sections is reported as a percentage of the total network coverage to establish the national datasets 130-01 and 130-02 and the local indicator LI224b.

Table 10

Condition of Principal Roads (A Roads: Data set 130 - 01)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm ²	4	10	0.8	80*
10m profile Variance (LV10)	mm ²	21	56	0.6	60*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.6	60
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.5	50
Texture depth (Rural roads) (LLTX)	mm	0.7	0.4	0.75	75
Maximum Scores (RCI)			Urban Roads	290	
			Rural Roads	315	

* Only the higher score from the two measures of longitudinal profile (3m and 10m profile variance) is counted in the overall score

Glossary of Terms

LLRT Left wheel path rut depth
 LRRT Right wheel path rut depth
 LV3 3m moving average longitudinal profile variance
 LV10 10m moving average longitudinal profile variance
 LTRC Whole carriageway cracking
 LLTX Left wheel path average texture depth

Table 11

Condition of Classified Roads (B Roads: Data set 130 - 02)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm ²	5	13	0.8	80*
10m profile Variance (LV10)	mm ²	27	71	0.6	60*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.6	60
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.5	50
Texture depth (Rural roads) (LLTX)	mm	0.6	0.3	0.75	75
Maximum Scores (RCI)				Urban Roads	290
				Rural Roads	315

* Only the higher score from the two measures of longitudinal profile (3m and 10m profile variance) is counted in the overall score

Table 12

Condition of Classified Roads (C Roads: Data set 130 - 02)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm ²	7	17	0.8	80*
10m profile Variance (LV10)	mm ²	35	93	0.6	60*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.6	60
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.3	30
Texture depth (Rural roads) (LLTX)	mm	0.6	0.3	0.5	50
Maximum Scores (RCI)				Urban Roads	270
				Rural Roads	290

* Only the higher score from the two measures of longitudinal profile (3m and 10m profile variance) is counted in the overall score

Table 13

Condition of Classified Roads (U Roads: Data set 130 - 02)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm ²	10	20	0.6	60*
10m profile Variance (LV10)	mm ²	50	95	0.5	50*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.36	36
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.3	30
Texture depth (Rural roads) (LLTX)	mm	0.6	0.3	0.5	50
Maximum Scores (RCI)			Urban Roads	226	
			Rural Roads	246	

* Only the higher score from the two measures of longitudinal profile (3m and 10m profile variance) is counted in the overall score

27. The total number of points attributed to each 10 metre section of road is calculated based on the above tables. The Road Condition Indicator (RCI) is assigned a “condition” colour based on the RCI value as detailed in Table 14 below.

Table 14

RCI Range	Condition Colour
0 to 39	Green
40 to 79	Amber
80 to 99 (locally created range)	High Amber
greater than or equal to 100	Red

28. The nationally recognised definitions for the colour groupings shown above are as follows:
- GREEN – Lengths where the carriageway is generally in a good state of repair.
 - AMBER – Lengths where some deterioration is apparent which should be investigated to determine the optimum time for planned maintenance treatment.
 - HIGH AMBER – (Locally created range) Lengths where the carriageway is in need of planned maintenance as soon as possible to justify carrying out a lesser maintenance treatment rather than a more extensive treatment later, in order to minimise whole life costs.
 - RED – Lengths in poor overall condition which are likely to require planned maintenance soon (i.e. within a year or so) on a “worst first” basis. (Although there may be justification for postponing major repairs, and only carrying out minor repairs to keep the road safe and serviceable, in order to minimise whole life costs i.e. “economic prioritisation”).

Maintenance Treatments

29. Road surfaces can be renewed, repaired, protected or retextured.
- Renewal involves replacing some or all of the structural layers and in some cases the sub-base layer in order to restore strength and life expectancy.
 - Repairs include patching, permanent pothole repairs, crack sealing and resetting of ironwork.
 - Protection treatments restore the skid resistance and seal the surface of the road which prevents moisture and water ingress getting into the surface and oxidation of the binder. Treatments include surface dressing, micro-asphalts and slurry seals.
 - Retexturing increases the serviceable life of the surface course by removing excess binder and “roughing up” the polished aggregate, improving both macro and micro texture to increase skidding resistance in wet conditions and reduce aqua-planing.
30. A set of maintenance treatments for various defect conditions have been established along with unit costs and typical design lives for each road class. For the classified and unclassified networks, the treatment cost/life expectancy matrix is detailed in Table 15 below.

Table 15

Treatment	Design Life (Years)	Unit Cost (£/m2)			
		A Roads	B Roads	C Roads	D & U Roads
Reconstruction (450-525mm)	50	70.00	67.00	50.00	50.00
Thick Overlay (150mm)	50	32.00	32.00	30.00	30.00
Moderate Overlay (100mm)	40	26.00	25.00	24.00	24.00
Thin Overlay (40- 60mm)	20	20.00	20.00	19.00	19.00
Thin Inlay (40mm)	15	21.00	21.00	20.00	20.00
Moderate Inlay (90-110mm)	20	28.00	27.00	26.00	26.00
Surface Dress/ Micro (10-25mm)	10	7.00	6.00	6.00	6.00
Retexturing	5	3.00	3.00	3.00	3.00

Linking Condition with Treatment

31. Using the latest national rules and parameters (RP 10.01), the parameters and thresholds tabulated in Section 26 are used to calculate national datasets 130-01 and 130-02. For local indicator (LI224b), local parameters have been established for the unclassified network based on engineering judgement, knowledge of network performance and the locally set thresholds as detailed in Table 13 of this appendix.
32. The four main defect mechanisms used to identify treatments are rut depth, texture depth, whole carriageway cracking and variance (ride quality). These are all recorded by the SCANNER surveys and are also used to establish the RCI and national datasets. There is a fifth defect mechanism which is the skidding resistance of the road surface as measured by SCRIM. Within the analysis, this data is combined with wet injury accidents and given the highest weighting when compared against the other four defect mechanisms.
33. When a road has been identified as in need of maintenance, the five defects will be analysed on an individual basis to establish the main defect mechanism causing the deterioration and the most suitable and cost effective treatment will be recommended. For example, a scheme that has a deep wheel track rutting problem would most likely require an inlay or thicker overlay of new material to remove the rutting. Surface dressing or a thin inlay/overlay would not eradicate the problem. If a road is deficient in texture depth and areas of cracking are evident, a surface dressing maybe the most cost effective treatment to improve texture, skidding resistance and seal the cracks to prevent water ingress.

Effectiveness of Treatment

34. By the very nature of the work, maintenance schemes will contain 'non-defective' sections and therefore treatments will be applied where they do not produce the full benefit of the treatment. The amount of non effective maintenance is defined as the effectiveness factor for the treatment and is a variable within the model. The distribution of RCI on the length where 'non-effective' maintenance is applied is based on the network distribution as a best estimate for forward projection of condition. An effectiveness factor of 50% has been assumed within the financial model.

Timing of Treatment

35. If defects are treated before they reach an RCI of 100, the cost of repair will tend to be less expensive than if they are left untreated and allowed to deteriorate into the "red", resulting in the reduction of the whole life cost of the pavement. It is often not possible to treat all defects as they occur and, therefore, it is necessary to allow for the additional cost of repairs. Factors can be applied to increase treatment unit costs as the RCI increases beyond 100.

Scheme Identification and Prioritisation Framework

36. Schemes are identified in a number of ways and originate from a number of sources. Once a road has been identified as having a possible maintenance need, it is then analysed along with all the other schemes to establish a priority.
37. Initial scheme identification will normally come from one or more of the following sources:

Objective sources:

- SCANNER data – identified from sections with a high concentration of “Red” or “High Amber” RCI values.
- SCRIM data – sections of carriageway which are both deficient in skidding resistance and have had an occurrence of wet injury accidents.

Subjective sources:

- Visual condition reports in addition to the routine safety inspections from the Council’s inspectors who are on the network daily.
- Members of the public/Council Members/Parish Councils – Concern raised regarding poor condition of surfaces.
- Safety Inspections – Analysis of surface defect repairs where clusters and/or repeat reactive maintenance is occurring.

38. For each identified scheme, the available machine based condition data is analysed to establish its priority rating using the following criteria:

- Skidding Resistance and Wet Accidents
- Road Condition
- Deterioration Trends
- Road Classification

39. Table 16 shows how the points are allocated across each defect type. For any particular defect, the maximum possible priority rating is 650. This table is based on the format for RCI calculations shown in Tables 10, 11, 12 and 13.

Table 16

Defect Type	Units	Lower Threshold	Upper Threshold	Weighting (Importance / Reliability)	Max Score (Points)
Wet Injury Accidents in the past 3 years	Number	1	3	3.0	300
SCRIM (Worst 100m Average)	I.L minus MSSC	0	0.2	1.0	100
SCANNER RCI	Factor of RCI%	50	300	1.0	100
Deterioration Trending	Increase above expected RCI norm over 4 year period (High Amb. & Red only)	0	10	0.6	60
Road Classification	Class	D&U	A	0.4	40
Visual Condition	Recommended Year of treatment	3	1	0.5	50
Maximum Score					650

Glossary of Terms:

I.L Investigatory Level
MSSC Mean Summer SCRIM Coefficient
RCI Road Condition Index

Wet Injury Accidents

40. Wet accident score is only triggered if SCRIM shows the surface to be deficient. If the skidding resistance of the road surface is above the recommended investigatory level for that particular site, then no points for wet accidents will be added. Skidding resistance is combined with wet injury accidents to assign points based on the level of deficiency and the number of accidents which have occurred in the past 3 years. Points are allocated based on a sliding scale of skid deficiency i.e. the greater the deficiency the more the points gained, up to a maximum of 100. For each wet injury accident where the road surface has been identified as deficient within a scheme, 100 points are awarded up to a maximum of 3 wet accidents. This gives a possible maximum score of 300.

SCRIM

41. A SCRIM score is calculated using the Mean Summer SCRIM Coefficient (MSSC) and the Investigatory Level (IL). For any given scheme, the worst 100 metre section is taken and a value of deficiency is calculated by subtracting the MSSC from the IL. If the result is equal to or above zero, the surface is not deficient in skid resistance and as a consequence no points are added to the overall score. If the result is equal to or less than zero, points are added depending on the degree of deficiency.

Example:

42. A 100 metre length of A Class road has a MSSC of 0.27 and an investigatory level of 0.4, the value of deficiency would be -0.13. Applying this value to Table 17 below, the point score for the scheme would be 65.

Deficiency	0 to -0.1	-0.11	-0.12	-0.13	-0.14	-0.15	-0.16	-0.17	-0.18	-0.19	>=0.20
Point Score	50	55	60	65	70	75	80	85	90	95	100

Table 17

- 43 The above calculation is added to the scores from wet injury accidents, SCANNER, trend analysis, road classification and visual condition to determine the overall score for the scheme. With this overall score, it is possible to compare schemes and set priorities in an objective manner.

SCANNER

44. A SCANNER RCI score is calculated based on the percentage of green, amber, high amber and red values there are for each individual scheme. These percentages are multiplied by the factors detailed in Table 18 to establish an overall rating where the weighting is biased towards high amber and red.

Condition Colour	Multiplier	
Green	0	This rating, between 50 and 300 is then converted into a points score up to a maximum score of 100.
Amber	1	
High Amber	6	
Red	5	

Table 18

Example

A section of urban A class road has the following condition data over a 10 metre section:

Defect Type	Units	Condition Data	RCI Score *
Rut Depth	mm	20	100
Profile variance**	mm2	10	80
Cracking	% area	0.175	30***
Texture Depth	mm	0.8	0
Total RCI Score			210

* The RCI scores have been calculated using the figures in Table 10

** The profile variance is the average of the 3m and 10m profile variance results

*** Calculated on a pro-rata basis using the figures in Table 10

From Table 14, a score of 210 will place this 10 metre section into category RED as it is greater than 100. This calculation is then repeated for the whole length of the proposed scheme giving a consolidated set of results as tabled below.

Table 19

	% RCI GREEN	% RCI AMBER	% RCI HIGH AMBER	% RCI RED	
Consolidated RCI score % for scheme	14	42	18	26	
Multiplier*	0	1	6	5	
Overall Rating	0	42	108	130	Total 280

Using the overall rating total above and Table 20 below, the points score for the scheme is 95.

Table 20

Rating	<=50	51-75	76-100	101-125	126-150	151-175	176-200	201-225	226-250	251-275	276-300	>300
Point Score	0	50	55	60	65	70	75	80	85	90	95	100

Trending Analysis

45. Trending analysis is also carried out to establish how the road pavement within an identified scheme has performed over a period of time. Deterioration modelling can be unpredictable due to the high number of variables that have an effect on a road pavements residual life,

for example, extreme weather, traffic levels, drainage, location etc. However, analysis of past RCI values and the changes that may have occurred over time, can give a good indication of the rapid onset of failure. It can also identify road pavements that may have reached the high end of their RCI value (high amber), and have stabilised, indicating a slowing down of deterioration. This may offer the opportunity to delay maintenance for a year or two, enabling resources to be redirected to other schemes.

46. Deterioration trending analysis is carried out on each scheme by comparing the latest RCI SCANNER data for both high amber and red values with that of the previous 4 year's data. Average deterioration rates for each classification and environment have been calculated on specific sites where no maintenance improvements have been made in the past 10 years. These average/expected rates are then used to calculate the change in RCI when compared with the observed RCI over the 4 year period for each scheme. If there is an increase in the deterioration rate above the expected "average", points will be assigned linearly up to a maximum value of 60, similar to using the calculation method described above for SCRIM and SCANNER.

Road Classification

47. The final item contributing towards the priority points total is the road classification. A small number of points are awarded based on the usage of the road and environment it is situated in. Table 21 below highlights the allocation of points.

Road Classification	Environment	
	Urban Points	Rural Points
Principal Roads (A Road)	40	30
Classified Roads (B Road)	30	25
Classified Roads (C Road)	20	15
Unclassified Roads (U Road)	10	0

Table 21

Scheme Prioritisation

48. By adding the point scores for each of the defect types shown above for each scheme, it is possible to compare schemes and set priorities in an objective manner. From this analysis, the Council is able to prepare it's budget based Three Year Highway Improvement Programme.

Risks

49. The risks involved in implementing this lifecycle action plan have been assessed against the Council's standard grid of likelihood versus impact and are detailed in Tables 22 and 23 below, with an outline of the mitigation to be planned. The 'red' risks from each lifecycle plan are documented in the Highways and Transport Service Plan and Risk Register

Table 22

Impact	Extreme Impact Rarely 4	Extreme Impact Moderate 8	Extreme Impact Likely 12	Extreme Impact Almost certain 16
	High Impact Rarely 3	High Impact Moderate 6	High Impact Likely 9	High Impact Almost certain 12
	Medium Impact Rarely 2	Medium Impact Moderate 4	Medium Impact Likely 6	Medium Impact Almost certain 8
	Low Impact Rarely 1	Low Impact Moderate 2	Low Impact Likely 3	Low Impact Almost certain 4
Likelihood				

Table 23

Risk	Level	Mitigation	Responsible
1. Insufficient staff resources.	6	Highlight in Service Plan and Risk Register. Present Business Case for additional support	Head of Highways and Transport Highways Manager
2. High materials/ labour/ plant/ staff costs	6	Ensure value for money is being achieved through market testing and targeted procurement.	Project Managers Contractors
3. Reduced capital funding	12	Prioritise key assets to minimise overall deterioration whilst maintaining safety	Head of Highways and Transport Highways Manager
4. Reduced revenue funding	12	Prioritise key assets to minimise overall deterioration whilst maintaining safety	Head of Highways and Transport Highways Manager

Appendix B

Footway, Footpath, Cycleway and Cycletrack Lifecycle Plan (Metalled)

Introduction

1. The background to lifecycle plans, and the format of each, are described in Section 5 of the HAMP. This appendix provides the lifecycle plan for footways, footpaths, cycleways and cycletracks that have hard surfaces (metalled). At this stage of development of the HAMP, footways are taken to exclude non-metalled public rights of way.
2. The condition of footways will be determined using Footway Network Surveys (FNS). These surveys are nationally recognised and will provide information for asset management and valuation purposes. A full survey was undertaken in 2012 across West Berkshire.

Footways are defined in categories 1 to 4 as detailed in Table 1 below.

Table 1

Category	Category Name	Description
1	Primary Walking Route	Major town and village centres with +30 number shops.
2	Secondary Walking Route	Small retail shopping outlets +8 shops, large schools and industrial outlets +500 pupils or equivalent pedestrian movements.
3	Link Footways	Urban access, busy rural, all other schools.
4	Local Access Footways (metalled)	Rural footways, non-feeder footway in housing estates.

Notes:

Cycleways (those that form shared cycle/pedestrian thoroughfares on either the carriageway or footway) will be included as part of the carriageway/footway as detailed in Appendix A and B respectively.

Cycletrack (those that are remote from the carriageway/footway) will be treated as their own asset group.

Metalled Footpaths (those that are remote from the carriageway) will be treated as a Local Access Footway

Levels of Service

3. The desirable level of service for this asset category is set out in Table 2 overleaf.

Table 2

Attribute	Desired Standard		Performance Measure
Safety	Surface and profile should be safe for all users and free from obstruction.		Number of R1e and R1 defects. Accident record. Routine safety inspections.
Availability	90% of footways available for use at all times.		User Surveys. ELM Reports.
Serviceability	Category 1 and 2 footways to be clearly recognisable and signed as appropriate.		ELM Reports. Correspondence. Consultation.
Condition	Primary Walking Route	5% in need of intervention *	Number of recorded defects. Footway Network Survey (FNS) Data. Accident record. ELM Reports.
	Secondary Walking Route	9% in need of intervention *	
	Link Footways	12% in need of intervention *	
	Local Access Footways (metalled)	15% in need of intervention *	

Notes.

* The set Service levels are initial estimates that will be refined over the course of this HAMP with the collection of FNS survey data.

4. Failure to respond adequately to any of these four dimensions of level of service will produce risk to the authority. Table 3 below details the main risks and underlines the importance of responding properly to each.

Table 3

Risk Type	Description
Physical	Accidents caused by asset defects
Business	Legal proceedings for failure in duty of care
Financial	Reduction in asset value as a result of deteriorating condition; increase in settled claims and associated legal costs
Corporate Image	Poor condition of footways reflect on the overall image of the Council.
Network	Unnecessary disruption to users as a result of inadequate and unplanned maintenance.

Asset Base and Characteristics

5. A breakdown of the footway asset is shown in Table 4 below. The areas and types of construction are currently estimates, however, these will be refined using FNS data. All asset data will be stored and managed within the Council's WDM UKPMS system.

Table 4

Description	km	Bituminous		Flags		Blocks		Concrete/ Unbound	
		km	m2	km	m2	km	m2	km	m2
Primary Walking Route	7.46	2.86	5205	2.29	4383	2.31	4153	0	0
Secondary Walking Route	19.58	17.51	33094	1.26	2394	0.56	991	0.25	375
Link Footways	252.1	247.63	445729	1.22	2196	1.82	3167	1.43	2324
Local Access Footways	546.57	540.19	950734	0.79	1414	2.01	3538	3.58	6122
Remote Metalled Cycletracks	2.29	2.29	4603	0	0	0	0	0	0

Notes - * The area is based on an assumed footway width of 1.8m. No footway width information is available at the time of publication.

6. Following the full survey in 2012, FNS surveys are carried out on a sample basis on each footway class to facilitate asset management, programming and valuation. The sample coverage is detailed in Table 5 below.

Table 5

Description	Survey %
Primary Walking Route	20
Secondary Walking Route	20
Link Footways	10
Local Access Footways	10
Remote Metalled Cycletracks	10

Asset Condition and Assessment

7. To assess the extent to which the desirable levels of service are met requires measurements and for safety and condition, this is achieved through routine walked safety inspections and an annual footway network condition survey. Measures for availability and serviceability will be developed over later editions of the HAMP.
8. The Council's standards for the frequency of footway inspections take into account national guidelines as detailed in the national Code of Practice for Maintenance Management "Well Maintained Highways" (July 2005) as detailed in Table 6 below.

Table 6

Category	Description	Frequency of Inspection
1	Primary walking route	Monthly
2	Secondary walking route	Every 3 months
3	Link footways	Every 6 months
4	All other metalled footways	Every 12 months

Asset Valuation

9. Currently the preset values as provided by HAMFIG have been used to calculate the value of the footway asset. The areas and unit rates will be developed and refined over the course of the HAMP as more detailed data is collected using FNS. Appendix E details the valuation and the initial gross replacement cost has been calculated to be £115 million.

Future Changes in Demand

10. A significant level of new development is planned in the District over the next ten years and this expansion will inevitably increase the length of the current carriageway and footway assets. This increase will, in the long term, present a maintenance expenditure pressure, however, in the short term, the rate of deterioration as a result of this increase in use is likely to be marginal.

Treatment Options and Costs

11. The limited number of types of footway construction, and ways in which they deteriorate, lead to a relatively short list of maintenance treatments. The frequency and use of these treatments are dictated by the category of the footway in question. In most instances category 1 and 2 footways require a higher level of maintenance to maintain the standards set out in the levels of service. Table 7 below summarises the list of maintenance treatments for footways.

Table 7

Treatment	Design Life (Years)	Unit Cost (£/m2)
Reactive Maintenance		
Bituminous (Patching etc)	5 -10	13.00
Blocked	10 *	25.00
Paved	10 *	20.00
Preventative Maintenance		
Bituminous (Slurry sealing)	8	1.40
Blocked	N/A	-
Paved	N/A	-
Renewal		
Bituminous(Resurfacing)	25	23.00
Blocked	30+	20.00
Paved	30+	17.00

* Maintenance requirement in many locations is likely to be negligible, but where the underlying construction is damaged by heavy vehicle overrun, utility works etc., relaying may be required.

Linking Condition with Treatment, Scheme Identification and Prioritisation

12. On completion of the Footway Network Surveys, the data and the defined rules and parameters will be used to form a treatment matrix that will link condition with treatment. With this matrix, it will be possible to identify and prioritise treatments to ensure that the asset is maintained at minimum cost using the appropriate treatment. At present, footway condition is assessed using safety inspection and visual inspection data.

Lifecycle Action Plan

13. Please refer to Section 5 of the Highway Asset Management Plan.

Risks

14. The risks involved in implementing the lifecycle action plan have been assessed against the Council's standard grid of likelihood versus impact and are detailed in Tables 8 and 9 overleaf, with an outline of the mitigation to be planned. The 'red' risks from each lifecycle plan are documented in the Highways and Transport Service Plan.

Table 8

Impact	Extreme Impact Rarely 4	Extreme Impact Moderate 8	Extreme Impact Likely 12	Extreme Impact Almost certain 16
	High Impact Rarely 3	High Impact Moderate 6	High Impact Likely 9	High Impact Almost certain 12
	Medium Impact Rarely 2	Medium Impact Moderate 4	Medium Impact Likely 6	Medium Impact Almost certain 8
	Low Impact Rarely 1	Low Impact Moderate 2	Low Impact Likely 3	Low Impact Almost certain 4
Likelihood				

Table 9

Risk	Level	Mitigation	Responsible
1. Insufficient staff resources.	6	Highlight in Service Plan Present Business Case for additional support	Head of Highways and Transport Service Managers
2 High materials/ labour/ plant/ staff costs	6	Ensure value for money is being achieved through market testing and targeted procurement.	Project Managers, Contractors
3. Reduced capital funding	6	Prioritise key assets to minimise overall deterioration whilst maintaining safety	Head of Highways and Transport Service Managers
4. Reduced revenue funding	12	Prioritise key assets to minimise overall deterioration whilst maintaining safety	Head of Highways and Transport Service Managers

Appendix C

Structures Lifecycle Plan

Introduction

1. The background to lifecycle plans, and the format of each, is described in Section 5 of the HAMP. This lifecycle plan covers highway structures owned and maintained by the Council.
2. The highway structures covered under this appendix are bridges, culverts, retaining walls, sign gantries and subways.
3. A significant number of bridges on the highway network are the responsibility of other owners, such as the Highways Agency and Network Rail, and so are not included in this plan.

Levels of Service

4. The desirable levels of service for this asset category are set out in Table 1 below and Table 2 overleaf.

Table 1

Attribute	Service Level	Measure
Safety	Provide adequate containment for vehicles, pedestrians and livestock.	Principal (alternates with General Inspections) Inspections – every 6 years. General and superficial inspections – every 2 years. Special/safety – as required.
Availability	Provide adequate load-carrying capacity (which may include weight limits in lieu of strengthening at appropriate locations), width and headroom.	All bridges will be capable of carrying European standard 40/44T vehicles (except where weight limits have been imposed).
Serviceability	Maintain appropriate appearance, including removal of:- • offensive graffiti • debris in watercourse beneath bridges	Complaints. NHT Survey. Council surveys. ELM Reports.
Condition	At a level consistent with achieving minimum whole-life cost, that is SCICRIT for all bridges to be above 75.	Bridge Condition Indices (SCICRIT and SSCICRIT) monitored on an annual basis. (See Table 2)

Table 2 - Condition Related Service Levels

Service Level	Condition Index	Service Level
Target 1	SCICRIT	No bridge spans will have a SCICRIT value below 75
Target 2	SSCICRIT	The bridge stock will have a minimum SSCICRIT value of 86
Target 3	Strength Assessment	All bridges will be capable of carrying European standard 40/44T vehicles (except where weight limits have been imposed)
Target 4	Bridge Inspections	All bridges will be inspected on a 2-year cycle

5. Later sections of this life cycle plan show how different levels of available funding will influence the extent to which the desirable levels of service can be achieved.
6. Failure to respond adequately to any of these four levels of service will produce risk to the authority. Table 3 below, which details the main risks, underlines the importance of responding properly to each:-

Table 3

Risk Type	Description
Physical	Accidents caused by asset defects
Business	Legal proceedings for failure in duty of care
Financial	Reduction in the net book value of the asset and increase in eventual maintenance costs arising from lack of timely repairs
Corporate Image	Poor condition reflects on the overall image of the Council.
Environmental	Increased risk of flooding if watercourses beneath structures are not properly maintained.
Network	Increased disruption to highway users caused by emergency unplanned maintenance arising from suboptimal maintenance

Asset Base and Characteristics

7. The highway bridge stock comprises many different types of structures including masonry arches, concrete, and steel. They carry a wide range of highways from A Roads to Public Footpaths. The council holds information and data about the highway bridges and other highway structures on the WDM computerised structures asset management system. The WDM system is also able to interrogate the data held.

Highway Structures Inventory.

8. The Council's structures inventory is summarised in Table 4 below.

Table 4

Structure Type	Number of Structures
Bridges	224
Footbridges	232
Culverts	99
Subways	11
Retaining Walls	4

Asset Condition and Assessment

9. To assess the extent to which the desirable levels of service are met requires measurements covering the four dimensions of safety, availability, serviceability and condition.
10. Highway structures are subject to periodic inspection to determine their condition and to record any defects present. The regime is shown in Table 5 below.

Table 5

Type	Frequency	Assets Inspected
General Inspections	2 years	All bridges
Principal Inspections	6 years	All bridges except minor footbridges
Diving Inspections	Ad hoc	Bridges which have substructures in deep, often fast-flowing, watercourses
Special Inspections	Ad hoc	All structures as necessary
Superficial Inspections	2 years	Privately owned bridges

- 11 A Structure Condition Index (SCI) is determined for each individual structure, based on its condition at the time of the inspection. The SCI system is a nationally developed method, endorsed by ADEPT, with two SCI values calculated for each bridge:-

SCICRIT	the value when only the critical load-carrying elements are considered
SCIIV	the value when every element of the bridge is considered

12. How the SCI value relates to condition is shown in Table 6 below.

Table 6

SCI Range	Condition
100 – 95	Very Good condition
94 – 85	Good condition
84 – 65	Fair condition
64 – 40	Poor condition
39 – 0	Very Poor condition

13. An average value for the whole bridge stock, known as the Structure Stock Condition Index (SSCICRIT), is also calculated based on the individual SCICRIT values, and is weighted by area.
14. Bridge condition deteriorates at different rates according to the construction type, exposure conditions, traffic flows and maintenance regime adopted. It is a complex interaction of variables which makes forecasting trends very difficult.
15. Condition values monitored over time are shown in Table 7 below.

Table 7

Date	SSCIAV	SSCICRIT	% below SCICRIT 75
2009	93.79	90.75	12.80
2010	93.01	87.92	17.55
2011	92.77	87.79	16.81
2012	92.70	87.80	17.19
2013	92.99	87.87	5.5

16. In addition highway bridges are assessed to establish their ability to carry the loads which are imposed upon them. The assessment provides valuable information for managing the safety and serviceability of highway bridges.
17. In accordance with current guidance bridge assessments will be reviewed at the following intervals:-
- a minimum of 12 years, to coincide with principal inspections;
 - whenever there is a significant change in the bridge condition.

Asset Valuation

18. The background to Asset Valuation is described in Section 4 and Appendix E. The interim value of the highway bridge stock, based on the Gross Replacement Cost (GRC), is estimated to be approximately £ 137,537,159.
19. This valuation has been developed using the CIPFA Structures Asset Management Toolkit. This is a more advanced method of calculation than the unrefined method previously used which accounts for the considerable increase in GRC over previous calculations.

Treatment Options and Costs

20. Treatment options and costs are summaries in Table 8 below.

Table 8

	Maintenance Activity	Treatment Option
Reactive	Emergency and non-programmed essential maintenance.	Ad-hoc emergency repairs. Graffiti removal.
Regular	Routine and cyclic maintenance.	Vegetation removal. Re-pointing of brickwork. Re-painting of metalwork. Drainage cleansing.
	Management of sub-standard structures.	Weight restriction.
Programmed	Preventative maintenance.	Concrete repairs. Re-painting of metalwork.
	Component renewal/upgrading.	Waterproofing. Parapets Joints. Bearings.
	Replacement.	Replacement of Structure Replacement of deck Replacement of brick arches with precast concrete box culverts.

21. Table 9 overleaf shows the expected service life for the different bridge types and treatments with their respective estimated replacement costs.

Table 9

Structure	Work	Interval	Cost (£000s)
Masonry arch (span range 1.5m – 12.0m, average span – 4.6m, average area – 131m ²)			
	Brickwork repairs	10 years	15
	Complete replacement(with modern equivalent)	120 years	249
Concrete bridge (span range 1.5m – 33.5m, average span – 5.0m, average area – 103m ²)			
	Drainage/bearing shelf cleaning	5 years	0.5
	Parapet painting	15 years	7.5
	Deck re-waterproofing	20 years	25
	Expansion joint renewal	20 years	15
	Concrete repairs	30 years	15
	Bearing renewal	30 years	60
	Complete replacement	120 years	196
Steel bridge (span range 3.0m – 39.0m, average span – 8.6m, average area – 265m ²)			
	Drainage/bearing shelf cleaning	5 years	0.5
	Structural metalwork painting	12 years	10
	Parapet painting	15 years	7.5
	Deck re-waterproofing	20 years	30
	Expansion joint renewal	20 years	15
	Bearing renewal	30 years	60
	Complete replacement	120 years	665

22. It should be noted that not all bridges will require each of the treatments shown.

Management Strategy for Minimising Whole-Life Costs

23. When considering whole life costs, account needs to be taken of the direct and indirect costs associated with the asset group, including works, design and supervision, and inspection. With bridges, which have a long life but are very expensive to replace at the end of that life, it is essential to plan preventative maintenance works in a timely manner, since delays will increase the whole life cost of the structure.
24. Currently, our work programme is determined using the data in the bridge management system, and priority is given to the following:
- structures with low SCICRIT values, i.e. those with structural defects which have a direct impact on their load-carrying capacity;
 - structures with safety-related defects;
 - structures with defects which, if not remedied, are likely to lead to more serious problems, for example failed waterproofing systems which will permit water ingress into decks, leading to corrosion of steel reinforcement.

25. The available funding is allocated to each of the above work-types on an annual basis to suit the importance or criticality of the works identified. This strategy is intended to deliver the identified levels of service.
26. Precedence is given to bridges on higher category roads and on roads carrying higher volumes of traffic.
27. Currently, maintenance works are identified in an annual programme, although major schemes are planned up to two years ahead.

Options and Targets within the Management Strategy

28. The analysis which follows looks at levels of maintenance spending against predicted outcomes for structures condition. The impact of spending on condition and service levels will continue to be developed over the course of this HAMP.

Maintenance Budgets

29. The bridge maintenance budget is funded from Capital and Revenue budgets. Table 10 below shows the total level of funding over the last 5 years and how this funding has affected the condition of the bridge stock and service levels respectively.

Table 10 - Funding

Date	Total Funding (Capital and Revenue)	SSCIAV	SSCICRIT	% below SCICRIT 75
2009	£862,790	93.79	90.75	12.80
2010	£938,000	93.01	87.92	17.55
2011	£708,000	92.77	87.79	16.81
2012	£756,737	92.70	87.80	17.19
2013	£740,000	92.99	87.87	5.5

30. From the data collected to date, it has been established that the maintenance funding over the last five years has kept the condition of the bridge stock more or less stable. However, with reference to the set condition based service levels, Service Level 1 has not been met. Further development will take place over the course of this HAMP to refine the budget/ service level relationship to enable us to set appropriate service levels for different budget allocations.
31. The Service Level Targets 2, 3 and 4 are all currently being achieved and there is a reasonable level of confidence that, with the same level of future funding, these service level will continue to be maintained.
32. Based on evidence currently available, minimum whole life cost is obtained if individual bridges have a SCICRIT value of 75 or above, i.e. in the 'fair condition' range. Reduced performance, that is lower SCICRIT values, will therefore lead to increased costs in the longer term. To achieve a level of condition which reflects minimum whole-life cost we need to reach a point where 100% of bridges meet this criteria. To achieve this may require some increased spending, though this can not be confirmed until more data is available to identify the correlation between maintenance spending and bridge condition.

Risks

33. The risks involved in implementing the lifecycle plan have been assessed against a standard grid of likelihood versus impact as shown in Tables 10 and 11 below, with an outline of the mitigation to be planned. The 'red' risks from each lifecycle plan are documented in the Highways and Transport Service Plan.

Table 10

Impact	Extreme Impact Rarely 4	Extreme Impact Moderate 8	Extreme Impact Likely 12	Extreme Impact Almost certain 16
	High Impact Rarely 3	High Impact Moderate 6	High Impact Likely 9	High Impact Almost certain 12
	Medium Impact Rarely 2	Medium Impact Moderate 4	Medium Impact Likely 6	Medium Impact Almost certain 8
	Low Impact Rarely 1	Low Impact Moderate 2	Low Impact Likely 3	Low Impact Almost certain 4
Likelihood				

Table 11

Risk	Level	Mitigation	Responsible
1. Insufficient staff resources.	6	Highlight in Service Plan Present Business Case for additional support	Head of Highways and Transport Highways Manager
2. High materials/ labour/ plant/ staff costs	6	Ensure value for money is being achieved through market testing and targeted procurement.	Project Managers Contractors
3. Reduced capital funding	12	Prioritise key assets to minimise overall deterioration whilst maintaining safety	Head of Highways and Transport Highways Manager
4. Reduced revenue funding	12	Prioritise key assets to minimise overall deterioration whilst maintaining safety	Head of Highways and Transport Highways Manager

Appendix D

Street Lighting Lifecycle Plan

Introduction

1. The background to lifecycle plans, and the format of each, are described in Section 5 of the HAMP. This appendix provides the lifecycle plan for street lighting. At this stage of development of the HAMP, feeder pillars, cabling etc have not been included in the life cycle plan.
2. Street lighting is divided into various categories for asset management purposes. The three main components of column, lantern and lamp have different requirements. The main consideration in terms of capital investment is column type. The following asset categories have been adopted:

Table 1

Category	Description
Aluminium (Cast)	Refers to columns with cast aluminium base/root section.
Aluminium (Extruded)	Refers to columns manufactured from a single piece extrusion.
Aluminium (Sheet)	Refers to columns which have been fabricated from sheet aluminium.
Cast Iron	Refers to cast iron columns.
Concrete	Refers to cast concrete columns.
Galvanised steel	Refers to galvanised/galvanised and painted columns.
Painted steel	Steel columns which are painted (may be zinc/aluminium sprayed)
Pole Bracket	Fixed to third party wooden distribution poles
Subway lighting	Fixed within pedestrian subways
Wall Brackets	Fixed to buildings

Levels of Service

3. In accordance with national guidelines, West Berkshire Council carries out a comprehensive programme of visual inspections and electrical testing. In addition to these inspections, the Council formally adopted a system of structural testing on steel columns in 2008.
4. Historically, condition/asset related data was collected and used to calculate national performance indicators, however, this has developed over the last two years and the data is now used to set budgets and priorities in accordance with the principles of asset management. Over the course of this HAMP, the management of the street lighting asset will continue to be developed in line with the recommendations given within the Institution of Lighting Engineers Technical Report 22 – Managing a Vital Asset; Lighting Supports and Well-lit Highways - Code of Practice for Highway Lighting Management 2004.

5. The desirable levels of service for this asset category are set out in Table 2 below.

Table 2

Attribute	Desired Standard	Performance measures
Safety	Road and footways lit to the recommended standards, to reduce accidents, crime and the fear of crime Installations physically and electrically safe.	Structural test results Electrical test results ELM reports* Term Contract performance indicators.
Availability	98% of all lights working 7 day average repair time.	LI98 LI215a
Serviceability	Minimise light pollution. Good visual appearance in high amenity areas.	ELM reports* Customer surveys**
Condition	Consistent with achieving minimum whole-life cost, in terms of preventative maintenance and column replacement.	Condition data.

* ELM – West Berkshire Council's enquiry logging manager.

** National Highway and Transport (IHT) survey 2009, 2010 and Council surveys

6. Failure to respond adequately to any of these four attributes will produce risk to the authority. Table 3 below details the key risks and underlines the importance of responding properly to each risk.

Table 3

Risk type	Description example
Physical	Accidents caused by structural defects or failure to maintain adequate structure. Electrical risk to the public. Injury to an operative working in the highway due to incomplete records, particularly underground cable records.
Business/ Financial risk	Legal proceedings for failing in duty of care. Increase in compensation payouts due to a rising number of accidents and third party claims. Fines imposed on the authority as a result of legal proceedings. Reduction in the value of the asset. Higher un-metered energy charges
Corporate Image	Ineffective or defective lighting reflecting on the overall image of the Council.
Environmental	Higher energy use and light spillage from old equipment.

Asset Base and Characteristics

7. The street lighting asset group comprises street lighting, feeder pillars and cabling that is owned and maintained by West Berkshire Council. A summary of the street lighting asset is summarised in Tables 4, 5, 6 and 7 below.

Table 4 - Column Type

Column Material	Number
Aluminium (Cast)	1693
Aluminium (Extruded)	4464
Aluminium (Sheet)	122
Cast Iron	7
Concrete	722
Galvanised Steel	1461
Painted Steel	4033
Pole Bracket	96
Subway Lighting	171
Wall Brackets	70
Total	12839

Table 5 - Lamps

Lamp Description	Lamp Reference	Wattage	Number
Ceramic metal halide discharge lamp	CDO	50	6
		70	91
		100	37
		150	34
		250	2
Compact Fluorescent	PL	40	84
		55	4
Ceramic metal halide discharge lamp	Cosmopolis	45	26
		60	21
		90	2
		140	39
Fluorescent		40	1
		70	96

continued overleaf

Table 5
Lamps continued

Lamp Description	Lamp Reference	Wattage	Number
Light emitting diode	LED	13	10
		21	554
		28	16
		29	375
		31	7
		37	94
		42	35
		61	18
		65	6
		107	6
		133	27
		143	66
		170	7
		194	21
		226	20
Mercury Vapour	MBFU	80	4
High pressure sodium	SON	50	544
		70	1192
		100	1129
		150	105
		250	428
		400	1
Low pressure sodium	SOX	35	5454
		55	256
		90	392
		135	235
		180	30
Total			12973

Table 6 - Controls

Control Type	Number
Time switch – all night	51
Time switch – part night	12
Photo cell – all night	12580
Photo cell – part night	201
24 hour operation	129
Dimmed equipment	0
Total	12973

Table 7 - Column Age

Column Material	Age (Years)	Number of Columns by Mounting Height						
		< 5m	5m	6m	8m	10m	12m	Total
Aluminium (Cast)	0 – 20		9					9
	21 - 30		825					825
	31 – 40		833	3				836
	Over 40		23					23
	Total		1690	3				1693
Aluminium (Extruded)	0 – 20	2	1533	495	584	649	169	3432
	21 - 30		993					993
	31 – 40		38					38
	Over 40		1					1
	Total	2	2379	432	416	497	102	4464
Aluminium (Sheet)	0 – 20							
	21 - 30					37	35	72
	31 – 40					50		50
	Over 40							
	Total					87	35	122
Cast iron	0 – 20							
	21 - 30							
	31 – 40							
	Over 40	2	5					7
	Total	2	5					7
Concrete	0 – 20							
	21 – 30		20					20
	31 – 40		299					299
	Over 40		403					403
	Total		818					722
Galvanised Steel	0 – 20	21	365	5	145	55	9	600
	21 – 30		205	12	122	57	6	402
	31 – 40		210	20	42	121	31	424
	Over 40		15		8		12	35
	Total	21	795	37	317	233	58	1461

Table 7 - Column Age (continued)

Column Material	Age (Years)	Number of Columns by Mounting Height						
		< 5m	5m	6m	8m	10m	12m	Total
Painted Steel	0 – 20	5	733	177	511	296	41	1763
	21 – 30	2	139	154	313	82	35	725
	31 – 40		169	40	168	147	23	547
	Over 40		731		46	220	1	998
	Total	7	1772	371	1038	745	100	4033
Pole Bracket	0 – 20		8					9
	21 - 30		1					1
	31 – 40		1					1
	Over 40		80	6				86
	Total		90	6				96
Subway lighting	0 – 20	147						147
	21 - 30							
	31 – 40	10						10
	Over 40							
	Total	157						157
Wall Brackets	0 – 20	6	3	7	8	13		21
	21 – 30		2	1	2	1		6
	31 – 40	1	6	2	5			14
	Over 40		8	3	3			14
	Total	8	21	8	18	12		67
	Total	211	7685	924	1957	1727	362	12839

Asset Condition and Assessment

- To deliver the desirable service level as detailed in Table 2 above, the following routine inspections and tests detailed in Table 8 below are carried out. Whilst there are no current measures for serviceability, every opportunity is taken to improve serviceability when new developments and highway improvements are delivered.

Table 8

Inspection/Test	Frequency
Clean, inspect and change lamp	2 & 4 years dependant on lamp type
Structural test	6 years or recommended next test date if sooner.
Electrical test	6 years
Visual condition inspection	Every visit (No greater than 2 years)
Scouting to check light operational	28 day cycle October - March

9. All street lighting columns receive a routine/cyclic visual inspection. A visual assessment of the structural condition of each lighting column is carried out on every visit. Lighting columns thought to be structurally unsound are further assessed and may be subject to an emergency “make safe” or are replaced. The visual inspection process will continue to be developed in accordance with recommendations given within TR22 Managing a Vital Asset: Lighting Supports over the course of this HAMP.
10. Steel street lighting columns over 12 years of age are structurally tested at least every 6 years. Eddy current material thickness testing is used along with ultra sonic testing for the swage joint. Visual inspections of all columns are carried out at least every 2 years, as are brackets mounted on electricity company wooden poles, bridges and other buildings and structures not owned by the Council. Maintenance of the structure itself is the responsibility of others.
11. Electrical testing of each lighting column, feeder pillar and council-owned cable network is carried out every six years in accordance with the IEE regulations. By applying the red/amber/green condition methodology, the test results are prioritised in order of importance and programmed accordingly subject to the nature and severity of the defect and the inherent level of risk
12. It has been established that concrete lighting columns vary in structural condition according to manufacturer and this is taken into account when the routine visual inspections are carried out. Because of the destructive and disruptive nature of the standard load test, visual inspections are the preferred method of identifying column condition using the green/amber/red condition criteria.
13. Aluminium columns also vary in structural condition according to the type of construction, for example, columns with a cast aluminium base suffer from corrosion of the underground base section and cracking of the casting. Columns of a fabricated sheet construction suffer from corrosion of the underground base section and columns of an extruded construction have to date shown no significant structural defects. With this knowledge, visual inspections are the preferred method of identifying column condition using the green/amber/red condition criteria.

Management of the Asset

14. In adopting the principles of asset management, the Council is able to assess and monitor the condition and the rate of degradation and to apply colour based condition indicators to highlight the level of risk. Using a simple Red, Amber and Green traffic light system it is possible to identify priorities and deliver timely and cost effective treatments. It can also be used to allocate budgets.

This procedure is summarised in tables 11 and 12 overleaf.

Table 11 - Prioritisation of Steel Lighting Columns

Colour Code	Loss of Thickness	Visual inspection	Outcome
Red	> 50 %	Defects found that are a danger and/or affect structural integrity.	Immediate replacement of column.
High Amber	11 – 50 %	Defects found that affect structural integrity.	Next test/inspection set for 3 years.
Low Amber	0 – 10%	Aesthetic defects which do not affect structural integrity.	Next test/inspection set for 6 years.
Green	0 – 10 %	No Defects	Next test/inspection set for 6 years.

* As per Electrical Testing Ltd 'Dipstick' (eddy current) test results.

Table 12 - Prioritisation of all other types of Lighting Column

Colour Code	Column Condition	Visual inspection (Score in area A, B or C of column*)	Visual inspection	Outcome
Red	Bad	4	Defects found that are a danger and/or affect structural integrity.	Immediate replacement of column.
High Amber	Poor	3	Defects found that show signs of deterioration.	Next visual inspection set for 2 years or next visit (whichever is sooner).
Low Amber	Fair	2	Aesthetic defects which do not affect structural integrity.	Next visual inspection set for 2 years or next visit (whichever is sooner).
Green	Good	1	No Defects	Next visual inspection set for 2 years or next visit (whichever is sooner).

* As per ILP TR22 Appendix B where Area A relates to column base, Area B relates to column shaft and area C relates to Column Bracket.

15. Initial consideration is normally given to the high ambers in order to prevent these assets from deteriorating further and becoming red. However, because of the high safety risk associated with column failure, it is the Council's current policy to tackle the reds before the high ambers and budgets are set accordingly.
16. At the start of each financial year, all steel columns which will reach their recommended next structural test date are programmed for retesting. From the available asset data, it has been established that steel columns have the highest percentage failure rate where the primary cause of failure is through a loss of wall thickness to the root section up to ground level as a result of corrosion.

Strategy for Minimising Whole Life Cost

17. An asset's whole life cost includes the direct costs of works, design, supervision, testing and inspections. The main factors which affect the whole life cost of an individual installation are:
 - Specification and quality of materials and equipment.
 - Degree and type of damage and degradation.
 - Age of components.
 - Speed and quality of response to damage and degradation.
 - Timing of intervention and quality of medium and long term treatments.
18. Based on these factors, the Council has adopted the following strategy in order to maintain the value of the asset over its lifecycle at minimum cost:
 - To deliver a high standard of initial installation.
 - To specify high quality materials and equipment.
 - To carry out routine electrical and structural testing.
 - To inspect lighting systems on a regular basis such that defects are identified within a reasonable period.
 - To 'scout' for out of service lighting.
 - To undertake reactive maintenance works expeditiously to prevent short term deterioration and keep in a safe condition.
 - To maintain an up-to-date inventory of lighting stock to facilitate asset management and enable competitive purchase of energy.
 - To bulk-change lamps to maintain light output at satisfactory levels.
 - To replace end of service life columns.

The above strategy is based on good practice and will continue to be developed over the course of this HAMP in accordance with national guidelines. .

19. To reduce the Council's carbon footprint and reduce energy and maintenance costs over the life cycle of the asset, consideration is also given to the replacement of aged and inefficient lanterns, lamps and control gear. Inefficient lanterns are being replaced with energy efficient LED lanterns on existing columns where the residual service life of the column allows. LED luminaires provide improved quality 'white' light which supports serviceability, and have an expected useful life of 25 years and so reducing our overall maintenance liability.
20. From time to time, additional budget is made available for the conversion to LED lanterns for energy saving reasons. This is considered to be outside the scope of this HAMP, however it does have a positive impact on the condition of the asset.

Budgets

21. The street lighting service is delivered using capital and revenue funding where capital is used to replace lanterns with low maintenance energy efficient LED types in an effort to reduce the Council's energy spend, carbon footprint and revenue maintenance costs and deliver street lighting improvements. In terms of revenue budget, approximately 50% of the budget is spent on routine maintenance functions (fault repairs/lamp changes/ inspections/ knock down columns etc) and the remaining 50% targeting those columns identified by routine inspections and structural testing as in need of replacement.

Table 13 – Treatment options/costs

Asset Type	Material	Treatment Type	Service Life Years	Height m	Unit Cost £
Columns	Steel**	Painting	7	All	50
		Replacement	40	5.0	750*
				6.0	800*
				8.0	1050*
				10.0	1350*
				12.0	1450*
	Concrete**	Replacement	40	5.0	750*
	Aluminium**	Replacement	40 +	5.0	750*
				6.0	800*
				8.0	1050*
				10.0	1350*
				12.0	1450*
Lamps****	SOX	Replacement	4		18.99
	SON	Replacement	4		6.83
	CDO	Replacement	3		27.60
	COSMO	Replacement	3		22.62
	Fluorescent	Replacement	2		1.55
Lanterns***	LED	Replacement	25		400.00
	SOX	Replacement	25		250.00
	SON	Replacement	25		250.00
	CDO	Replacement	25		250.00
	COSMO	Replacement	25		250.00
Electrical components	Under the present contract, electrical components are replaced as part of an annual maintenance lump sum. In addition, the lanterns include for all the main components apart from the isolator and photocell. Compared to the key assets, their replacement cost is small and therefore have been included within the replacement cost of a column.				

* Excluding DNO service transfer cost

** Concrete and Steel columns are replaced with extruded aluminium where design parameters allow.

*** Lanterns are replaced with LED equivalents where designs parameter allow. Where it is not possible to fit an LED equivalent, the lantern will be replaced on a like for like basis. All replacement lanterns include lamps.

**** To cover the various wattages, an average cost of a lamp has been calculated for valuation/assessment purposes.

Maintenance Options

22. TR22 recommends that columns that have been identified as 'Threat 3' (Priority score of > 15, refer to table 16), should be programmed for replacement condition, however, local knowledge has shown that column age and type are not the only factors which dictate the life cycle of a column. In order to validate the TR22 deterioration predictions and target replacement with greater accuracy, structural testing is carried on all steel columns over 12 years old. In addition, full visual inspections in compliance with TR22 are carried out to all columns at least every two years.
23. The limited number of types of lighting installation and ways in which they deteriorate, lead to a relatively short list of maintenance treatments. The key assets are summarised in Table 13 overleaf. Short-term treatments are dictated by safety and serviceability requirements. Decisions on when to intervene with medium and long-term treatments are determined in accordance with the asset management strategy.

Column Painting

24. In 2002, the Council introduced a standard where extruded aluminium columns would be used for new installations and to replace existing columns. The benefits of using aluminium columns are:
 - To reduce routine maintenance costs
 - To reduce the whole life cost of the asset
 - To improve passive safety
25. Over time, aluminium columns will replace the current stock of steel columns, however, in managing the current stocks, unless painting is required for aesthetic reasons, the Council has adopted a non painting policy for the following reason. Whilst painting will arrest external corrosion, most corrosion occurs at or below ground level or internally and therefore painting of the exterior will not guarantee an extension to the service life of a column.

Lamp Replacement

26. Most non LED lamp types have an expected service life between 2 and 4 years. In order to meet the set service levels, it is deemed more economical to replace lamps at the recommended intervals in order to minimise expensive reactive replacements, for example, control gear and lamp failure.

Performance

27. Whilst there are no current national indicators for street lighting, the following national indicators have been retained as local indicators for reporting performance and for setting service levels:
 - BVPI 215a: Average number of days to repair a street light under the control of the Local Authority.
 - BVPI 98: The percentage of street lights not working as planned under the control of the Local Authority.

A summary of results for the period 2009 to 2013 is shown in Table 9 below.

Table 9

	2009/10	2010/11	2011/12	2012/13	2013/14
LI 215a (formally BV 215a)	3.75	6.22	6.09	4.67	3.05
LI 98 (formally BV 98)	1.04	1.17	1.09	0.94	0.65

Risks

28. The risks involved in implementing the lifecycle action plan have been assessed against the Council's standard grid of likelihood versus impact and are detailed in Tables 14 and 15 below, with an outline of the mitigation to be planned. The 'red' risks from each lifecycle plan are documented in the Highways and Transport Service Plan.

Table 14

Impact	Extreme Impact Rarely 4	Extreme Impact Moderate 8	Extreme Impact Likely 12	Extreme Impact Almost certain 16
	High Impact Rarely 3	High Impact Moderate 6	High Impact Likely 9	High Impact Almost certain 12
	Medium Impact Rarely 2	Medium Impact Moderate 4	Medium Impact Likely 6	Medium Impact Almost certain 8
	Low Impact Rarely 1	Low Impact Moderate 2	Low Impact Likely 3	Low Impact Almost certain 4
Likelihood				

Table 15

Risk	Level	Mitigation	Responsible
1. Insufficient staff resources.	6	Highlight in Service Plan Present Business Case for additional support	Head of Service Service Managers
2. High Materials/ labour/ plant/ staff costs	6	Ensure value for money is being achieved through market testing and targeted procurement	Project Managers Contractors
3. Reduced capital funding	12	Prioritise key assets to maximise energy savings.	Head of Highways and Transport Highways Manager
4. Reduced revenue funding	12	Prioritise key assets through inspection and testing to minimise overall deterioration whilst maintaining safety Use of energy efficient components.	Head of Highways and Transport Highways Manager

Appendix E

Skid policy

Introduction

- 1.1 The purpose of West Berkshire Council's Skid Resistance Policy is to manage and maintain an appropriate level of skidding resistance on the carriageway, with the overall aim of reducing the frequency of skid related accidents in wet conditions.
- 1.2 West Berkshire carries out skid resistance surveys on its classified road network, referred to as the "critical network". A and B class roads are surveyed in both directions annually and C class roads are surveyed in one direction one year and in the opposite direction the following year. For survey coverage please refer to Annex D.
- 1.3 Whilst a high skid resistance does not prevent the emergency braking situation from arising or improve driver judgment, it can help alleviate the effects of driver error and reduce the risk of an accident occurring/the severity of a collision. In addition, the implementation of a robust skid resistance policy can also provide cost savings to the community as well as a defense against litigation.
- 1.4 By providing appropriate procedures and guidance, the aim of this policy is to enable the Council to measure skid resistance consistently and prioritise remedial works to help maintain an appropriate level of skidding resistance on the highway network.
- 1.5 Highways England has produced a standard for skid resistance referred to as HD28/15, which forms part of the Design Manual for Roads and Bridges (DMRB). This standard describes how the provision of appropriate levels of skid resistance for the UK's strategic road network will be managed.
- 1.6 The Skid Resistance policy for West Berkshire Council is based on Highways England standard HD28/15 (Section 3 of Volume 7 of the Design Manual for Roads and Bridges (DMRB)). It should be noted, however, that HD28/15 is specifically for the management of skid resistance for motorways and trunk roads. As a consequence, in developing this policy, the following key documents for managing skid resistance on the local road network have also been considered:
 - County Surveyors Society (CSS) Guidance Note on Skidding Resistance
 - Horses and Highway Surfacing ENG 03/05
 - Code of Practice for Highway Maintenance Management
 - Interim Advice Note IAN 49/03
 - Skid resistance studies on local roads in the UK carried out by WDM
- 1.7 As previously stated, this policy applies to the critical network (A, B and C class roads). Whilst there is no formal skid testing carried out on the unclassified network, where sites are identified with an accident history, a targeted investigation is undertaken. This will include a Griptester survey and a detailed investigation (see paragraph 4.7) to determine an appropriate remedy.

2. Skid Resistance Testing

- 2.1 The term 'skid resistance' refers to the frictional properties of the road surface, measured using an approved testing device, under controlled conditions. In West Berkshire, the Sideway-force Coefficient Routine Investigation Machine (SCRIM) is used to measure skid resistance. It records skid resistance by measuring the force between a rubber tyre against

a wet road surface. The resulting value, referred to as the Sideway-force Coefficient (SFC), relates to the coefficient of friction and provides an indication of the polished state of the road surface.

- 2.2 West Berkshire Council undertakes a single annual survey of the network to determine a 'Characteristic SCRIM Coefficient' (CSC). This method uses measurements from the preceding 3 years to characterise the long-term skid resistance of the network, with testing carried out over successive years in either early, middle or late season. Further information regarding this survey and the processing requirements for determining a CSC value based on a single annual survey approach is detailed in Annex 2 of HD28/15.
- 2.3 Measurements obtained from skid resistance testing in conjunction with individual site characteristics and accident statistics are used to assess the need for maintenance.

3. Site Categories

- 3.1 To accommodate the variable nature of the network, specific sites with different characteristics have been identified and categorised with set intervention levels (IL). The site categories and associated investigatory levels that have been assigned to the critical network have been derived from HD28/15 and in conjunction with WDM, adjusted to reflect lower levels of traffic and the more diverse nature of roads within West Berkshire. These are summarised in Table 1 overleaf.
- 3.2 A survey is carried out every three years to establish the category most appropriate to the layout of each site from the table above. If more than one site category applies then the highest IL is assigned.

Table 1 - Site Categories and Investigatory Levels

Site Category and Definition		Investigatory Level at 50 km/h for CSC data							
		0.30	0.35	0.40	0.45	0.50	0.55	0.60	0.65
B	Dual Carriageway non-event		I						
C	Single Carriageway non-event			I					
Q1	Approaches to and across minor and major junctions				I				
Q2	Approaches to roundabouts					I			
K	Crossings and other high risk situations						I		
R	Roundabout				I				
G1	Gradient 5-10% longer than 50m				I				
G2	Gradient >=10% longer than 50m					I			
S1	Bend radius <=500m – dual carriageway				I				
S2<100	Bend radius <=100m – single carriageway					I			
S2>100	Bend radius > 100m and <=250m – single carriageway (>=50mph Only)				I				
S2>250	Bend radius >250m and <500m – single carriageway (>=50mph Only)				I				

Notes:

- Investigatory levels are for the mean CSC calculated for the appropriate averaging length.
- The averaging length is normally 100m or the length of a feature if it is shorter, except for roundabouts (R), where the averaging length is 10m.
- Investigatory levels for site categories Q1, Q2 and K are based on the 50m approach to the feature, but shall be extended when justified by local site characteristics.

4. Site Identification

- 4.1 To identify and prioritise skid related remedial repairs, the following two stage investigation is undertaken.
- an initial investigation to analyse the SCRIM and accident data and assess the need for a detailed investigation.
 - a detailed investigation to establish justification for remedial works and to prioritise based on the risk.

Initial Investigation

- 4.2 On receipt of the annual SCRIM survey data, the data is recorded, processed, and analysed to identify those sites which are at or below the designated IL for that particular site based on average lengths in Table 1.
- 4.3 Injury accident data is collated for each site with an IL at or below the required level. A list of sites and a SCRIM survey deficiency map is then developed for detailed investigation where there is both a deficiency and a history of injury accidents over the past 3 years.
- 4.4 Sites identified as having a skid resistance well below the required IL (typically -0.2 or less) are included as part of the detailed investigation, irrespective of any occurrence of injury accidents.
- 4.5 Sites identified for reasons other than a deficiency in skid resistance are investigated separately by the Road Safety Team at West Berkshire Council.
- 4.6 If no action is taken because deficient sites have no accident history (and are not well below the required IL – see 4.4), sites will automatically be reviewed again following the next SCRIM survey if they remain at or below the IL.

Detailed Investigation

- 4.7 Following the initial investigation, for each identified site, a detailed investigation is carried out to collate and assess the information in order to establish the best course of action.
- 4.8 Following an on-site investigation, a Site Investigation Report (SP2 Form) is completed for each site. Along with other detail, a priority score and recommended remedial treatment, if any, is recorded on the form. For further information regarding the detail collected, please refer to Annex A – Form SP2.
- 4.9 Remedial treatment to restore skidding resistance, usually in the form of surface dressing, re-texturing or resurfacing will be recommended, if one or both of the following are encountered for the site:
- The CSC within the site is at or below the IL and there is a history (last 3 years) of wet injury accidents.
 - The CSC within the site for the appropriate averaging length is -0.2 or less than the required IL.
- 4.10 If the on-site investigation identifies any characteristic of the site or road users' behavior that suggests other road safety engineering measures may be appropriate, these are included as part of the remedial treatment where appropriate following consultation with the Council's Traffic Management and Road Safety teams.

5 Prioritisation

- 5.1 Funding levels currently allow the Council to treat all deficient sites requiring remedial treatment the financial year following the investigation as part of the annual highway improvement programme. In the event where there is insufficient funding to complete all the identified schemes, the remedial treatment programme is developed and prioritised using the score given on SP2 form.

6 Use of Warning Signs

- 6.1 The erection and removal of slippery road warning signs provides a targeted use of signs. The policy has been designed to avoid a proliferation of this type of sign which otherwise could undermine their effectiveness and would not make the best use of limited resources.
- 6.2 Slippery road signs are erected to warn road users where:
- Remedial works to improve skidding resistance have been identified as part of the detailed investigation and work cannot start within a reasonable period of time.
 - the CSC within the site for the appropriate averaging length is -0.2 or less than the required IL.
- 6.3 Following the detailed investigation warning signs are erected as soon as is practical and the SP2 Form is updated. For each site requiring warning signs, details including the "Date of Erection" and "Date of Positional Check" are recorded on Form SP3 (please refer to Annex B).
- 6.4 Once a site has been treated and the latest SCRIM survey has confirmed the skidding resistance is adequate, the warning signs are removed as soon as is practical and the SP3 Form is updated documenting their removal.
- 6.5 Where a site has warning signs but has not been treated due to budget constraints/ timescale and wet injury accidents have decreased to zero for the preceding 3 year period, the signs are removed as soon as is practical.

7 Early Life Skidding Resistance

- 7.1 To address early life skidding resistance on new stone mastic asphalt (SMA) surfaces slippery road warning signs are erected with an under plate stating 'New Surfacing' on all approaches to newly laid SMA surfaces for a period of 12 months at the following locations:
- areas where there is a speed limit of 40mph or greater.
 - high risk sites (an IL of 0.50 or above - see Table 3.1) where there is a speed limit of 30mph.
- 7.2 Further advice on early life skidding resistance is available from Highways England, Interim Advise IAN 49/03 and County Surveyors' Society Guidelines.

8 Horses on the Highway

- 8.1 The Council follows the advice outlined in the CSS/British Horse Society (ENG 03/05) guidance document which highlights the responsibilities of both the Local Authority and the horse rider.
- 8.2 In areas where horses are known to travel, grit is applied to newly laid SMA surfaces to increase grip in accordance with this guidance. Slippery road warning signs are also be erected as soon as is practical on completion of the works.

- 8.3 If a report of a horse slipping is received, the complainant completes an Incident Report Form, designed by the CSS in conjunction with the BHS. A copy of the form (SP4) has been included in Annex C and is available on the Council's website at www.westberks.gov.uk. A similar form is also available on the BHS website at www.BHS.org.uk.
- 8.4 On receipt of the incident report form, an investigation is carried out to establish whether the road surface in question contributed towards the slip and where appropriate, details of the horse including the condition of its shoes at the time of the incident. On completion of the investigation, any remedial measures are included in the following year's highway annual improvement programme.
- 8.5 Equestrian users are expected to follow the British Horse Society's (BHS) advice, namely, all riders using the highway in any context must exercise their duty of care as a road user'. This duty of care includes regular appointments at their farrier for foot trimming or shoeing and to check the level of wear on the shoe. It is the responsibility of the horse rider/owner to ensure the horse is not taken on the public highway if the shoes are shiny and/or thin.

9 Delegation of Authorised Officers

- 9.1 This implementation of this policy is the responsibility of the Highways Manager.
- 9.2 The day to day overseeing and management of this policy including the analysis of the SCRIM data, site investigations, recommended treatments, and prioritisation is the responsibility of the Principal Engineer (Asset Management) or his/her delegated responsible officer.
- 9.3 With the exception of SMA sites, setting the location and erection of warning signs is the responsibility of the Principal Traffic and Road Safety Engineer or his/her delegated responsible officer. For SMA sites, the erection of signs is the responsibility of the appointed Project Engineer for the resurfacing works.
- 9.4 Gritting of newly laid SMA where horses are known to frequently use the highway is the responsibility of the appointed Project Engineer for the resurfacing works.

ANNEX A - Site Investigation Form**Form SP2**

Road Number

Road Name

From Desc.

To Desc.

C'Way/Lane

Speed Limit

Site Investigation Ref No.

Investigating Officer

Date of Investigation

Length Of Site

Site Details

Reason for Site Investigation

Current Visual Condition

Current Site Category

Current I.L.

Has there been any substantial change to the site since the last Site Cat. Survey

Type of Surface

Date of Last Surface Treatment

Accident History (Summary)

Number of Accidents in the Last 3 Years

Number of WET Accidents in same Period

Pavement Condition Data

Latest CSC Value (Lowest)

Date of Latest CSC Survey

What are the variations in CSC Value over the site

Is the lowest CSC located where road users have a specific need to stop or manoeuvre

Does the site contain a sharp lefthand bend in combination with traffic braking or accelerating e.g Rbt approach

Pavement Condition Data (Continued)

What is the texture depth
e.g. Low, Med or High
(SCANNER or Visual)

Do areas of low texture coincide with
areas of low CSC values

Visual Assessment

Current Surface Type
(HRA, SD, SMA etc)

Is the Inspection of the surface
condition consistent with Mechanical
survey data such as SCANNER

Is there evidence of
mud/surface water etc
contaminating the c'way

Are there any blocked gullies, outlets,
grips or any other evidence of poor
drainage

Are there any deep ruts or
longitudinal profile variance
that may affect drainage or
vehicle handling

Is the pavement free of defects e.g.
Potholes

Road Users

What is the observed traffic
volume and type (Heavy,
Med, Light - HGV route)

What and how heavy is the site for
Vulnerable users (Peds/Children,
Cyclists, M/C, Wheelchairers, Horses)

If there is major variation in
traffic volume, type or
speed during the day, does
this affect the likelihood of
accidents at different times

Is there any evidence that road users
regularly fail to negotiate the site
successfully e.g. tyre tracks into verge
or broken fencing etc.

Road Layout

Are there features that
could require users to stop
suddenly or manoeuvre to
avoid an accident e.g.
junction, layby, bends,
gradients

Is the carriageway particularly narrow

Could there be queuing
traffic during peak times

Are the ends of likely vehicle queues
visible to approaching motorists

Results & Actions

Is Surface Treatment Recommended

If Yes, then what (Resurface, Overlay, SD, High Friction, Hydro-Texture) Incl. Patching etc.

If No, Why not? E.g. no evidence of skid related accidents, low traffic speeds etc.

Should consideration be given to changing the I.L.

Any other actions recommended e.g. sweeping / Signage / Road Markings

Are Erection of Warning Signs required? Include Reasons for erecting signs

Scores for Priority of Treatment (HD28/15)

Crash History	No of wet crashes	0	1	2	+3
	Score	0	4	8	12
Likely Impact of a Crash	Likely Injury	Slight	Slight/Serious	Serious/Fatal	
	Score	1	3	5	
CSC Difference from IL	Deficiency (How much below IL)	0 to-0.049	-0.05 to-0.09	-0.1 to-0.149	<=-0.15
	Score	1	3	6	12
Texture (Speed limit <=40mph - LT 0.6mm UT 0.3mm) (Speed limit >=50mph - LT 0.7mm UT 0.4mm)	Texture Depths (Sourced from SCANNER	>LT	>UT and > LT		<UT
	Score	0	3	5	
For sites with speed limit >40mph, has site got Skid Deficiency and poor texture at same location	Roads > 40mph ONLY	NO		YES	
	Score	0		5	
Site Features	From Site Inspection	Investigators Assessment			
	Score	0	3	5	
TOTAL PRIORITY SCORE					

Name of Investigating Officer

Date of Site Investigation

Approved By

Date of Approval

Notes

ANNEX B - Slippery Road Warning Sign Form**Form SP3**

Road Number

Road Name

Start Location

End Location

C'Way/Lane

Site Investigation Ref. No.

Investigating Officer

Date

Approved By

Date

Site Description

Length Of Site

Map of Site Attached

Current Site Category

Current I.L.

Latest CSC Value

Date of Survey

Last 3 yr Injury Accidents

No. of WET accidents in same period

Range of CSC Below I.L.

0 - 0.1

0.1 - 0.2

>=0.2

Texture Depth (SCANNER)

Priority Score from
Form SP2

Estimated Year of Treatment

Reason for Sign
Erection (SCRIM
Deficient / Early Life
Skid Resist.Request for Sign
Erection Sent to

Date Sent

Date Signs Were
Erected

Date Erection was Checked On-Site

Reason for Removal of
SignsDate of Removal of
Signs

ANNEX C - Horse Incident Report Form**Form SP4****Rider Details**

Full Name of Rider

Address

Telephone No.

Riding School Name (If appl.)

Address

Telephone No.

Incident Details

Date of Incident

Road Condition
(Dry/Damp/Wet/Ice)

Details of the Incident

Location of Incident
(As detailed as possible)Did the road have a
verge?Did the incident occur on a
Gradient?

Time of Incident?

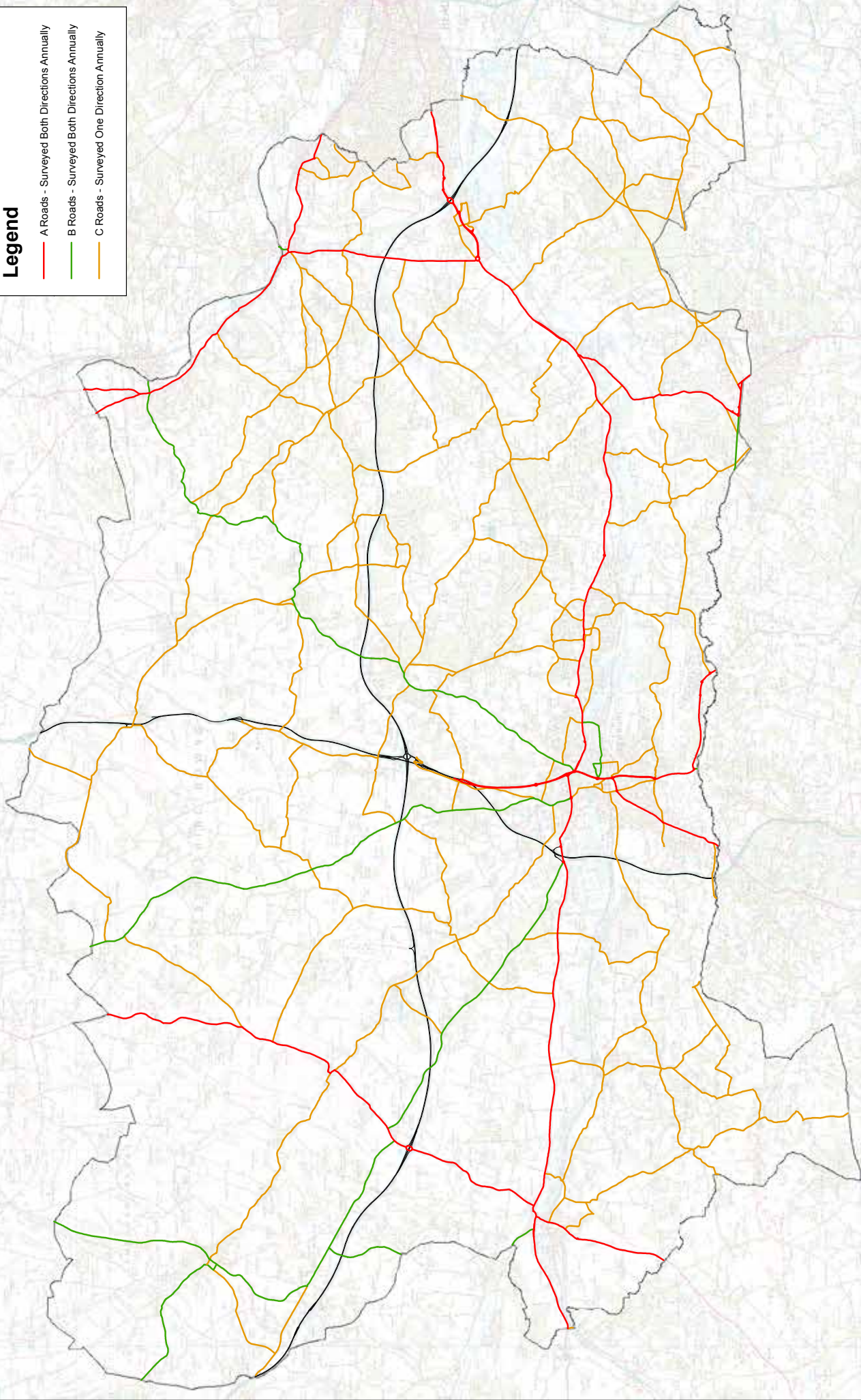
Any other vehicles/people
involved?Were you riding the
normal line or was
there a reason to be
elsewhere in the
road?Was normal control maintained
or had the horse been disturbed
by other factors?How long have you
been riding a horse on
the highway?Have you had BHS training for
riding a horse on the highway? (If
YES, please give details)Did you suffer any
injuries? (If YES,
please give details)Did the horse you were riding
suffer any injuries? (If YES,
please give details)Did the horse have
shoes fitted at the
time of the incident?Was the horse using road studs?
(If YES, what type - removable,
nails etc.)Have you been in
contact with this
Highways Authority
before regarding a
horse incident on this
particular road? (If
YES, please specify
who, where and what
was reported)Any further details you
may feel relevant

Signature

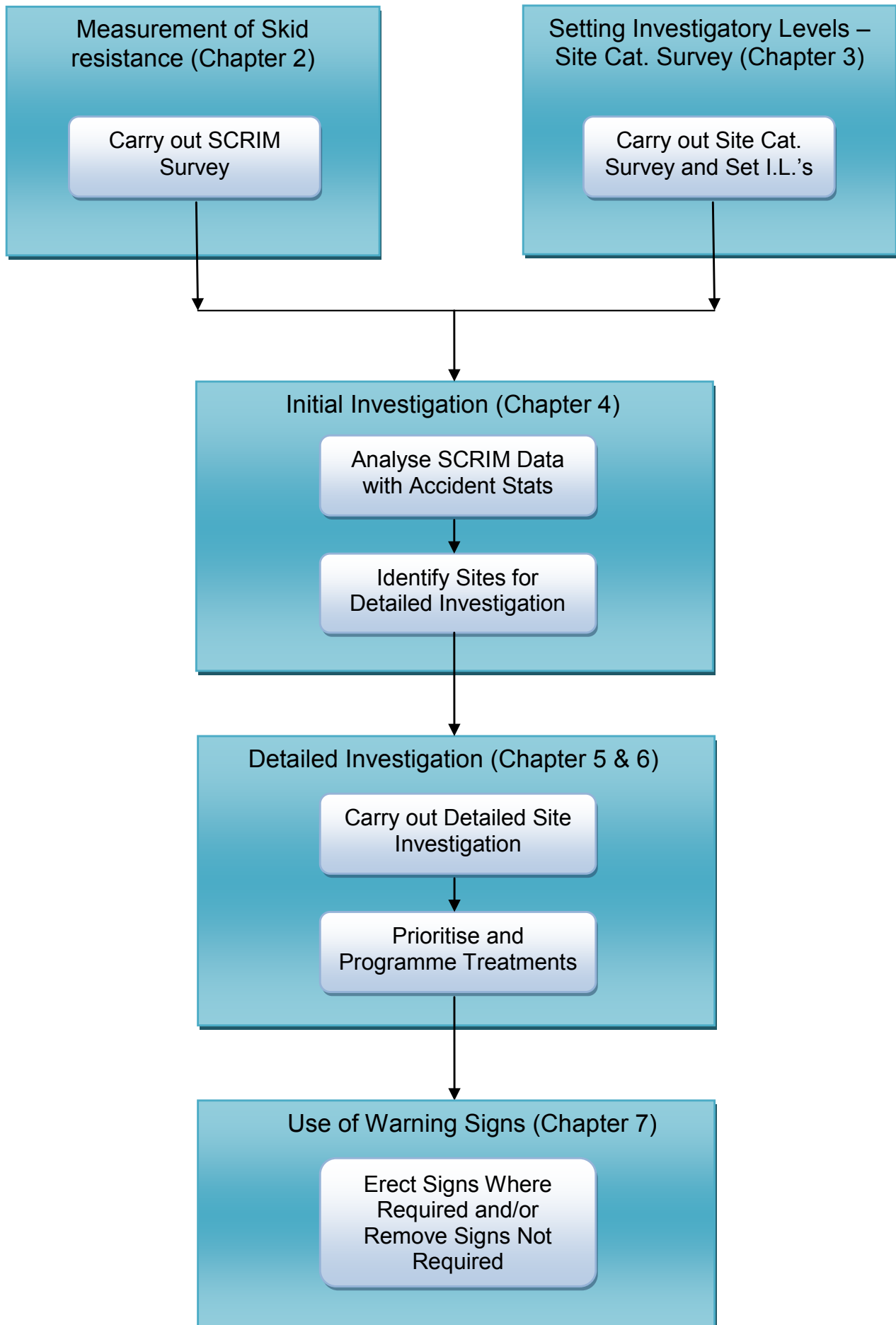
Date

Legend

- A Roads - Surveyed Both Directions Annually
- B Roads - Surveyed Both Directions Annually
- C Roads - Surveyed One Direction Annually



Overview of Workflow Process



Appendix F

Initial Asset Valuation for West Berkshire

1. Introduction

- 1.1 In 2010, CIPFA published the Code of Practice on Transport and Infrastructure Assets. This code provides guidance on the development and use of financial information to support asset management, financial management and reporting of local transport infrastructure assets.
- 1.2 The Code has been developed in collaboration with the Highways Asset Management Information Group (HAMFIG), whose work is supported by a number of government funded research projects.
- 1.3 This appendix describes the analysis carried out to produce the first valuation for our highways assets in accordance with the CIPFA guidance. The most detailed work has been carried out on carriageways and street lighting but simplified estimates have been made for footways, structures, traffic management and street furniture as detailed in the Gross Replacement Cost return on page F-4. The second version of the HAMP will include a more detailed analysis for these assets.

2. Carriageways, Footways and Cycletracks

- 2.1 The road lengths and categories are taken from R199B, an annual return of network length. The categories are A, B, C and unclassified roads, split between urban and rural, where rural is defined as roads with a speed limit of over 40 mph.
- 2.2 For each road class, the average carriageway width has been calculated using measurements from Ordnance Survey MasterMap data and the Council's United Kingdom Pavement Management System (UKPMS) as supplied by WDM Ltd.
- 2.3 The UKPMS specification provides a national standard for management systems for the assessment of local road network condition and for the planning of investment and maintenance on paved areas of roads, kerbs, footways and cycletracks on local roads within the UK.
- 2.4 The estimated Gross Replacement Cost (GRC) has been calculated using the Carriageway and Footway Gross Replacement Cost Calculator as published by CIPFA. This calculator uses default unit construction rates for all classes of road as developed by the Highways Asset Management Financial Information Group (HAMFIG).
- 2.5 Adopting the Code of Practice - Well Maintained Highways classifications and the urban/rural split in accordance with the CIPFA recommendations, the annual depreciation has been calculated for each asset group using UKPMS and combined to produce a gross depreciation value for the network.

Depreciation and Net Value of Carriageways

- 2.6 For all classes of road, the condition of the road network is determined using SCANNER surveys and the results are reported annually through national indicators. The condition indicators refer to the percentage of the road category that is exhibiting sufficient defects to merit repair. This is sometimes referred to as the "red" portion. The next level down is referred to as the "amber" portion, which suggests that it is acceptable at present, but will require attention in the future.

- 2.7 Depreciation parameters, including default renewal unit rates, total useful life and deterioration models for each road class are used to establish the Depreciated Replacement Cost (DRC). The calculation is carried out using the United Kingdom Pavement Management System (UKPMS) in accordance with the guidance given in the Code of Practice on Transport/ and Infrastructure Assets 2010 and UKPMS Technical Note TN46 Part 1 June 2010.
- 2.8 The net value of the carriageway asset can then be determined by deducting from the Gross Replacement Cost (GRC) the DRC, where the GRC is the total cost of renewing the asset.
- 2.9 A summary report detailing the current GRC and DRC is included within this appendix

Depreciation and Net Value of Footways

- 2.10 In 2008/9, BV187 was formally removed by the Government as a national indicator. This indicator was calculated in UKPMS using condition data collected from annual detailed visual inspection (DVI) surveys on the Category 1 and 2 footway networks.
- 2.11 Following this change and with the knowledge that the routine safety inspection process would continue to identify any defects on the footway network in its entirety, the asset inventory and machine based condition surveys on the carriageway became the main focus point.
- 2.12 Using the estimated areas of each footway category, it has been possible to calculate the GRC for the footway network. However, in order to calculate the DRC, a detailed survey of the footway network is required in order to determine the necessary asset data. To achieve this, the Council has embarked on a full Footway Network Survey (FNS) and the depreciation modelling will be developed over the life of the HAMP using the collected condition data.
- 2.13 A summary report detailing the current GRC and DRC is included within this appendix

3. Bridges

- 3.1 Although it was not a requirement to produce a valuation for bridges in 2010/11, the Council has estimated the GRC and DRC using the Roads Liaison Group's Guidance Document for Highway Infrastructure Asset Valuation 2005 Edition. The methodology has been subsequently updated following the publication of CIPFA guidance in 2012.
- 3.2 This Asset Valuation includes all the following Asset Groups.
- bridges
 - culverts
 - subways
 - footbridges
- 3.3 In West Berkshire, footbridges on surfaced and un-surfaced public rights of way are maintained as part of the highway infrastructure asset and so have been included in this valuation.
- 3.4 A summary report detailing the current GRC and DRC is included within this appendix.

4. Street Lights

- 4.1 This asset valuation includes all the following asset groups.
- columns
 - bollards
 - illuminated signs
- 4.2 A summary report detailing the current GRC and DRC is included at the back of this appendix.

5. Other Highway Assets including Land

- 5.1 In accordance with the CIPFA Code of Practice, the recommendation is for authorities to use rates broadly comparable to the two types of measures used in the Code until national rates have been published. Rural land will, therefore, be valued using the rates for mixed agricultural use and urban land at residential land values, which are at the upper end of the developed land values. These two measures are used because they are believed to provide good representative values for urban and rural land as a whole.
- 5.2 The urban/rural split has been determined using the standard local road urban/rural classification which is based on speed limits. This provides a good indicator of the nature of the adjacent land and it is one that can be applied readily and consistently.

We are committed to being accessible to everyone. If you require this document in an alternative format or translation, please call Melvyn May on Telephone 01635 519873.

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Revenue Budget 2017-18

Committee considering report:	Council
Date of Committee:	2 March 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	8 February 2017
Report Author:	Andy Walker
Forward Plan Ref:	C3121

1. Purpose of the Report

- 1.1 To consider and recommend to Council the 2017-18 Revenue Budget, which proposes a Council Tax requirement of £88.4m requiring a Council Tax increase of 1.99% in 2017-18 with a 3% precept ring-fenced for adult social care. The Council Tax increase and adult social care precept will raise £4.2m, leaving a gap of £4.7m to be met from savings and income in 2017-18.
- 1.2 This report also proposes the Fees and Charges for 2017-18 as set out in Appendix H and the Parish Special Expenses as set out in Appendix I and recommends the level of General Reserves as set out in Appendix F and Appendix G.

2. Recommendations

- 2.1 The Council is recommended to resolve as follows:
 - (1) That Council approves the 2017-18 Council Tax requirement of £88.4 million requiring a Council Tax increase of 1.99% with a 3% precept ring-fenced for adult social care.
 - (2) That the Fees and Charges are approved as set out in Appendix H and the appropriate statutory notices be placed where required.
 - (3) That the Parish Special Expenses are approved as set out in Appendix I.
 - (4) That the responses received to each of the public facing savings proposals in the public consultation exercise undertaken on the 2017-18 budget be acknowledged and noted, and that the Transition Grant of £1.37m be allocated as follows:
 - (a) £140k to Short Breaks
 - (b) £30k to Citizens Advice Bureau
 - (c) £200k to Libraries
 - (d) £1m to be put into a Transformation Fund, to assist West Berkshire Council to transform and improve the way it delivers its services.

- (5) That the following amounts be noted for the year 2017-18 in accordance with regulations made under Section 31B of the Local Government Finance Act 1992, as amended (by the Localism Act 2011):-
- (a) 64,084.15 being the amount calculated by the Council, (Item T) in accordance with regulation 31B of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended by the Localism Act 2011), as its council tax base for the year.
 - (b) Part of the Council's area as per Appendix M being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amounts of its council tax base for the year for dwellings in those parts of its area to which a Parish precept relates.
- (6) Calculate that the Council Tax requirement for the Council's own purposes for 2017-18 (excluding Parish precepts) is £88,366,272.
- (7) That the following amounts be now calculated by the Council for the year 2017-18 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992, amended by the Localism Act 2011:-
- (a) £280,592,545 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2), (a) to (f) of the Act taking into account all precepts issued to it by Parish councils.
 - (b) £188,154,769 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3), (a) to (d) of the Act.
 - (c) £92,437,776 being the amount by which the aggregate at 7(a) above, exceeds the aggregate at 7(b) above, calculated by the Council, in accordance with the Section 31A(4) of the Act, as its Council Tax requirement for the year (Item R).
 - (d) £1442.44 being the amount at 7(c) above (Item R), all divided by 5(a) above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the 'basic amount of its Council Tax for the year (including Parish precepts).
 - (e) £4,071,504 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per Appendix M).
 - (f) £1378.91 being the amount at 7(d) above less the result given by dividing the amount at 7(e) above by the amount at 5(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relates.
- (8) That it be noted that for the year 2017-18, Police and Crime Commissioner for Thames Valley & The Royal Berkshire Fire and Rescue Service have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Councils area as indicated in Appendix M.

- (9) That the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix M as the amounts of Council Tax for 2017-18 for each part of its area and for each of the categories of dwellings.

3. Implications

- 3.1 **Financial:** These are contained in further detail within the report. The key implication is the proposed 1.99% Council Tax increase with a 3% precept ring-fenced for adult social care, which leads to a savings programme of £4.7m in 2017-18. The Council has a good track record of delivering past savings programmes and monitors and reports on progress on a monthly basis.
- 3.2 **Policy:** None.
- 3.3 **Personnel:** There will be significant implications for staff which are detailed in a separate report. The trade unions have been consulted and the reductions in staffing will be handled in accordance with the Organisational Change Procedure.
- 3.4 **Legal:** Requirement to produce a Revenue Budget under the various Local Government Finance Acts. The savings proposals have been out to public consultation in order to meet the Council's Public Sector Equality Duty and responses considered in setting the budget. Challenges may be made to certain proposals by means of judicial review as well as under employment legislation in respect of staffing reductions. All cases have been assessed in order to reduce risk of challenge regarding the lawfulness of proposals.
- The Public Sector Equality Duty (149 (1) requires a Local Authority in exercise of its functions to have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- The essential duty is that decision makers must keep the welfare of service users at the forefront of their mind, but also families, and especially their families who are most

disadvantaged.

- 3.5 **Risk Management:** As part of the 2017-18 financial monitoring, savings proposals will be kept under monthly review to ensure they are deliverable. Appendices F and G set out how the impact of increased volatility in Local Government finance will be managed and considers the impact on levels of reserves.
- 3.6 **Property:** The full property implications will need to be determined and a strategy developed for dealing with the impact where the Council retracts from the whole or part of a property. There could be a number of options to be investigated when the decision on the revenue budget has been agreed from; sale of the site, re-development, shared use, and/or change of use or re-letting for another purpose.
- 3.7 **Other:** In the light of the scale of the funding reductions required for 2017-18 the options available to the Council for making savings were very limited and it is acknowledged that in some cases the Council will be providing the minimum level of service for some of its Statutory Services.

4. Other options considered

- 4.1 We are proposing to increase Council Tax by 1.99% with a 3% precept ring-fenced for adult social care. If these options were not taken, the savings requirement would be £4.2m higher. We have considered all options available to us in order to keep the savings requirement to the level it is.

5. Executive Summary

- 5.1 The 2016-17 budget was built with the largest savings programme we have ever faced at £13.9m. Transitional grant funding has helped services transition to a new model of operation, but despite this, at Quarter Three of 2016-17, we are forecasting an over spend of £765k. The over spend has arisen in part due to savings programmes taking longer than anticipated to realise the savings. Other factors affecting the over spend are largely in the Communities Directorate. Adult Social Care is seeing increased complexity of client needs and upward cost pressures in commissioning services for nursing and residential care. The Education Service is facing pressures on Home to School Transport budgets and the Disabled Children's placement budget. During 2016-17, usable reserves are expected to reduce by £2.75m as a result of the forecast revenue over spend, funding exit costs arising from savings plans and facilitating the transfer of John O'Gaunt School to an Academy.
- 5.2 In October 2016, West Berkshire Council accepted a four year financial settlement offered by Government. Whilst this settlement commits the Council to a continued reduction in Government funding, it provides financial stability from 2016-17 to 2019-20 on which the Council can plan ahead and build other sources of income. The provisional settlement figures were issued in December 2016, but the final settlement has yet to be announced.
- 5.3 Councils receive a Revenue Support Grant (RSG) from Government to support the services provided. West Berkshire Council will receive RSG of £3.7m in 2017-18, which is a reduction of 61% or £5.8m reduction from 2016-17
- 5.4 Councils keep a proportion of the income they receive from business rates raised in their area. Of the £85m collected locally the vast majority is paid over to central government leaving the Council with £19.4m. The Government intends to move to local authority retention of 100% of business rates by 2020, but it is not yet clear how this will benefit local authorities.
- 5.5 The New Homes Bonus (NHB) funding for 2017-18 is £330k below previous expectations, as the number of years for which payments are made has been reduced from six years to five years in 2017-18, and then to four years from 2018-19. This NHB reset will be redirected into an Adult Social Care Support Grant of which West Berkshire will receive £503k one off funding.
- 5.6 The Education Services Grant (ESG) is being withdrawn and it is estimated that there will be a negative impact on our revenue budget in 2017-18 in the region of £373k. Schools can choose to buy back the services that were previously funded from this grant from the local authority or to buy from private providers, but they will not receive additional funding to do so. The transfer of Education Support Grant functions to schools and to the DSG was agreed at the Schools Forum meeting of 23rd January 2017.
- 5.7 West Berkshire Council's main source of funding is from Council Tax. The recommendation included within this report is a Council Tax increase of 1.99% for 2017-18 with a 3% precept ring-fenced for adult social care. This will raise a total of £4.2m, of which £2.5m will be ring-fenced for adult social care. Adult social care makes up over a third of the Council's net revenue budget. Whilst efficiencies are being made in the way the Council operates this Service, the precept will go

towards funding the mounting pressures faced in the areas of learning disability, demographic increases, increased costs, additional staffing requirements.

- 5.8 In order to set the budget for 2017-18, £4.7m of savings and income proposals have been recommended, including reductions in highways and drainage maintenance and road safety, restructure of youth support, family resource, help for families and young carers service and increasing highways fees and charges including parking. In 2017-18, West Berkshire Council will receive transitional grant funding of £1.37m and after considering the responses to the consultation on savings, the Executive recommends to Council the allocation of funding as outlined in the recommendations.
- 5.9 The Council has made provision in the 2017-18 budget to put £1.98m back into reserves. £0.98m will go into the Adult Social Care Risk Fund to mitigate against risks in this area and if the Executive are minded to approve the use of Transition Grant after considering the consultation responses, then £1m will be allocated to a Transformation Fund, in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation.

6. Conclusion

- 6.1 The Council is forecasting an over spend in 2016-17 which will reduce our level of reserves. The ongoing effect of these budget pressures and the impact on reserves has been factored into the 2017-18 budget, and together with the reductions in government funding, we have had to close a funding gap of £8.9m. This has been achieved by £4.7m of savings proposals and increased income and a Council Tax increase of 1.99% raising £1.7m, and a 3% precept ring-fenced for adult social care raising £2.5m. The precept will help to fund the increased demand, complexity of care and cost pressures we are facing in this area.
- 6.2 West Berkshire Council has an excellent track record of delivering on its savings proposals and of reacting to ongoing pressures in order to minimise the budgetary impact.

7. Appendices

Appendix A - Supporting Information
Appendix B – Equalities Impact Assessment
Appendix C – Contract inflation
Appendix D – Service pressures
Appendix E – Savings proposals 2017-18
Appendix F – Reserves statements
Appendix G – Adequacy of reserves and robustness of budget estimates
Appendix H – Fees and Charges
Appendix I – Special Expenses
Appendix J – Council Tax Collection Fund
Appendix K – Unison comments – to be tabled
Appendix L – Minutes of the Business Panel information meeting held on 15th February 2017
Appendix M – Council Tax Resolution
Appendix N – Consultation Papers

Revenue Budget 2017-18 – Supporting Information

1. Introduction

- 1.1 The purpose of this paper is to consider and recommend to Council the 2017-18 Revenue Budget, which proposes a Council Tax requirement of £88.4m requiring a Council Tax increase of 1.99% in 2017-18 with a 3% precept ring-fenced for adult social care. The Council Tax increase will raise £4.2m, of which £2.5m will be ring-fenced for adult social care.
- 1.2 In order to arrive at a balanced budget for 2017-18, £4.7m of savings and income proposals have been recommended, including reductions in highways and drainage maintenance and road safety, restructure of youth support, family resource, help for families and young carers service, increasing highways fees and charges including parking and many others. A public consultation exercise was undertaken on each of the public facing proposals and detail on the responses is included in Appendix N . The proposed savings will have significant implications for staff which are detailed in a separate report. In 2017-18, West Berkshire Council will receive transitional grant funding of £1.37m and after considering the responses to the consultation on savings it is proposed that Council allocate the funding as follows:
- (a) £140k to Short Breaks
 - (b) £30k to Citizens Advice Bureau
 - (c) £200k to Libraries
 - (d) £1m to be put into a Transformation Fund, to assist West Berkshire Council to transform and improve the way it delivers its services.
- 1.3 During 2016-17, usable reserves are expected to reduce by £2.75m to fund the forecast revenue over spend, fund exit costs arising from savings plans and to facilitate the transfer of John O'Gaunt School to an Academy. The Council has made provision in the 2017-18 budget to put £1.98m back into reserves. £0.98m will be put into the Adult Social Care Risk Fund to mitigate against risks in this area and if the Executive are minded to approve the use of Transition Grant after considering the consultation responses, then £1m will be allocated to a Transformation Fund, in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation.
- 1.4 This report also proposes the Fees and Charges for 2017-18 as set out in Appendix H and the Special Expenses as set out in Appendix I and recommends the level of General Reserves as set out in Appendix F and Appendix G.

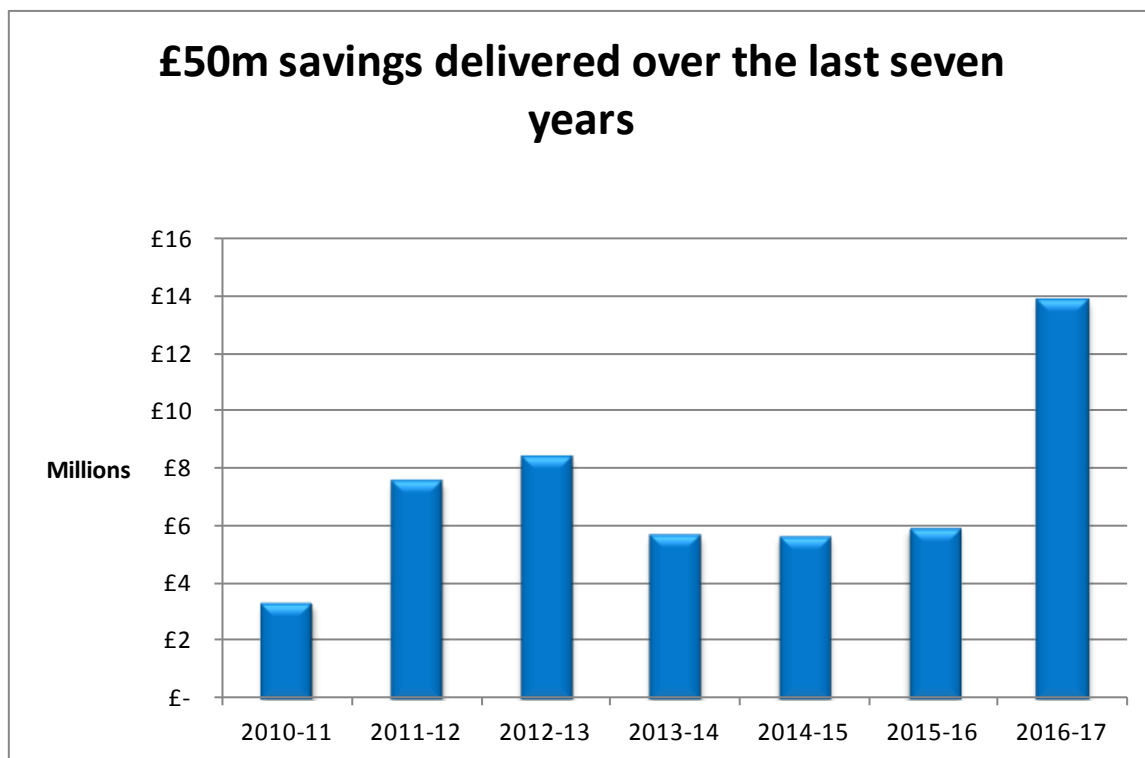
2. Background

- 2.1 Over the previous seven years, West Berkshire Council has had to find over £50m of revenue savings, which has been achieved through finding efficiencies, staff

reductions and transforming services. This level of savings was required as a result of a number of factors:

- (1) Since 2010, Council funding from Central Government has significantly reduced as part of the deficit reduction programme.
- (2) Since 2013-14, the Council has been exposed to the volatility of our local business rate generation. This represents both an opportunity to benefit from growth, but also a risk. Since the introduction of local business rate retention, growth has stagnated and a number of large appeals from business to the Valuation Office have reduced the Council's income. We have faced the following losses as a result:
 - (a) nearly £3m from backdated appeals
 - (b) an ongoing loss of circa £850k per year.
- (3) The Care Act 2014 came into force in April 2015, introducing the most significant changes to social care legislation for 60 years. Despite the Government stating they would meet the costs of the Care Act in full, the Council has been left to cover an annual funding gap of £3m.
- (4) The Council's costs rise by about 2% each year to perform exactly the same functions with no new demands. There have also been new cost pressures such as increased demands on children's placements, social worker recruitment, demand for social care and demand for services such as waste management.

2.2 During this period, we have put in place a programme to remain within our budget which has delivered savings of over £50m as shown in the following chart:

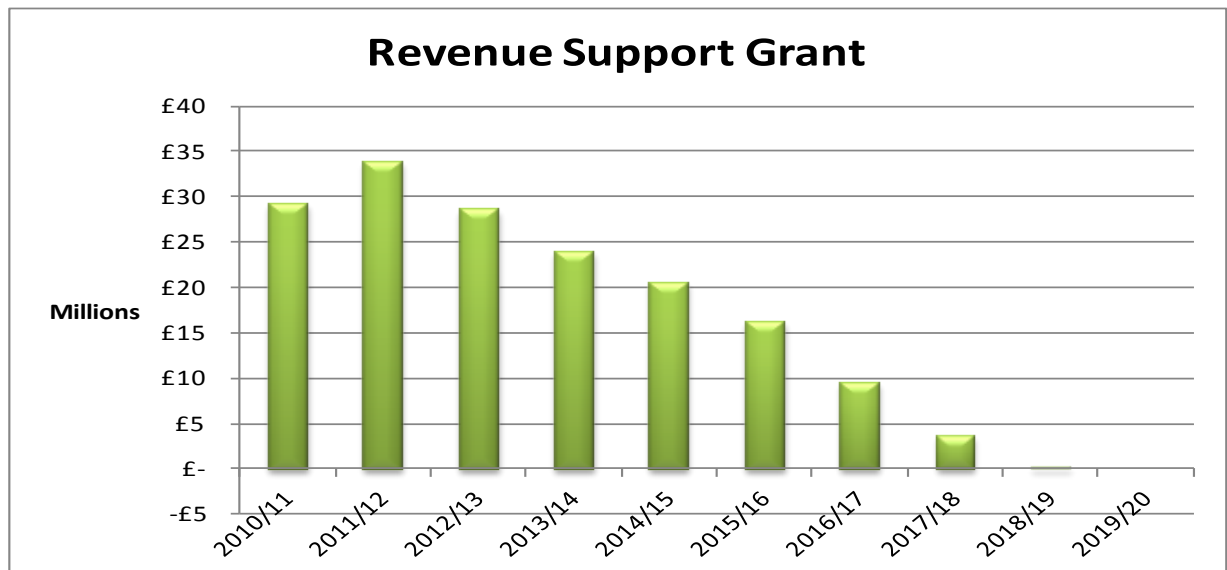


- 2.3 The 2016-17 budget was built with the largest savings programme we have ever faced. Additional savings were required as a result of the December 2015 financial settlement and had to be identified and put in place by March 2016. As a result, achieving the savings programme of £13.9m has been challenging. Transitional grant funding has been used to help services transition to a new model of operation, but despite this, at Quarter Three of 2016-17, we are forecasting an over spend of £765k. The over spend has arisen in part due to savings programmes taking longer than anticipated to realise the savings, and whilst plans are expected to achieve the full savings in 2017-18, there is pressure on the 2016-17 budget. Other factors affecting the over spend are largely in the Communities Directorate, where the forecast over spend is £1m. Adult Social Care is seeing increased complexity of client needs and upward cost pressures in commissioning services for nursing and residential care. Overall client numbers have not increased significantly which is in part attributable to the success of our preventative and demand management strategies. However, this is not enough to offset the complexity and cost pressures and the delayed realisation of savings plans. The Education Service is forecasting a £234k over spend, generated from pressure on Home to School Transport budgets and the Disabled Children's placement budget and the service has been unable to realise the full extent of the 2016-17 savings in year. Other services across the Council have been able to generate under spends in order to bring down the overall level of over spend.
- 2.4 Any 2016-17 over spend will have a negative impact on our reserves. We have made budget provision for the ongoing pressures that have arisen during 2016-17 and will continue to grow. Pressures continue in the area of learning disability where new clients require support and when children move to adult support packages, with these increases amounting to an extra £1.4m budget requirement in 2017-18. There are a further £1m of pressures in adult social care due to rising demand, price increases, additional staffing requirements and new responsibilities such as the National Living Wage and Deprivation of Liberty Safeguarding.

3. Local Government Settlement

- 3.1 In December 2015, the Secretary of State for Communities and Local Government, Greg Clark MP, announced that he would be giving councils the opportunity to achieve greater certainty and confidence from a four year financial settlement. In March 2016, the Government made a clear commitment to provide minimum allocations for each year of the Spending Review period, and that should councils choose to accept the offer they must have published an efficiency plan on the Council's website by 14 October 2016.
- 3.2 In October 2016, West Berkshire Council accepted the Government's offer of a four year funding settlement from 2016-17 to 2019-20. Whilst this settlement commits the Council to a continued reduction in the Revenue Support Grant (RSG), it provides financial stability on which the Council can plan ahead and build other sources of income. This Efficiency Plan is published on our website and summarises previously published elements of the Council Strategy, Medium Term Financial Strategy and Efficiency Strategy for the use of Capital Receipts.
- 3.3 The provisional settlement was issued in December 2016, but the final settlement has yet to be announced.

- 3.4 The scale of RSG cuts are shown in the following graph. In 2017-18 we will receive 61% less in Revenue Support Grant (RSG) than in 2016-17, equating to a loss of £5.8m.

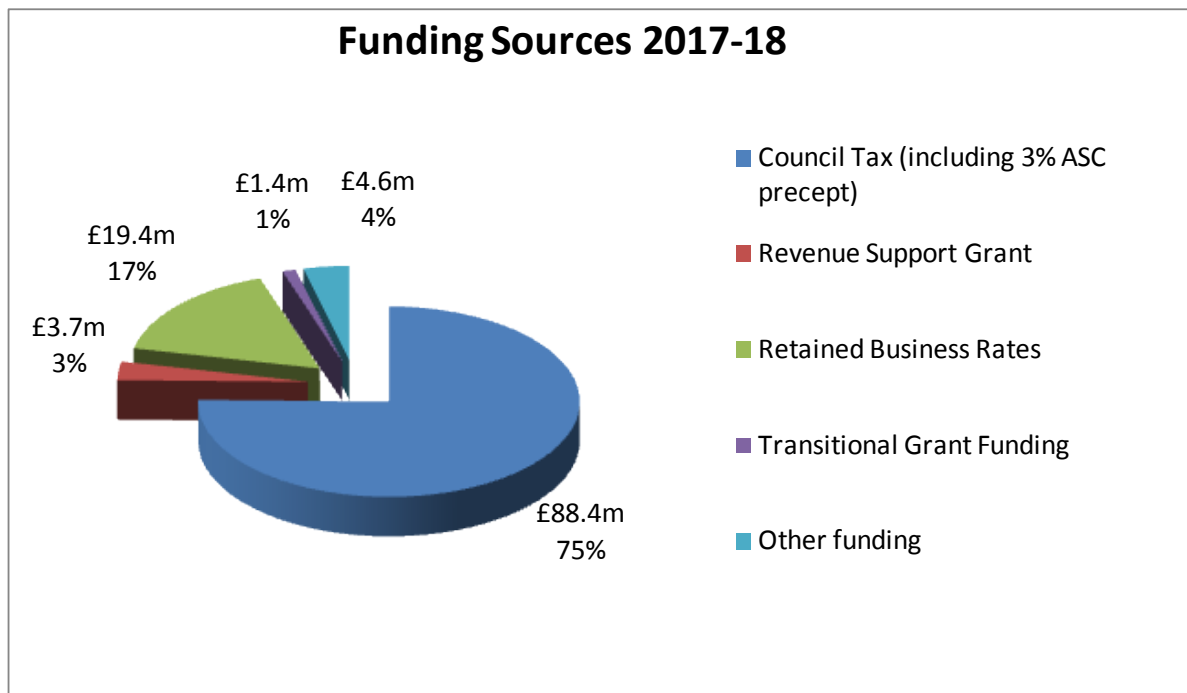


Note: RSG commenced in 2013/14, prior to this it was Formula Grant.

- 3.5 A transitional grant has been made available to be paid in each of the first two years of the settlement. West Berkshire received transitional grant funding from central government of £1.39m in 2016-17 and will receive a further £1.37m in 2017-18.
- 3.6 The Spending Review included proposals for further major transformation of local government funding, confirming that the Government will move to local authority retention of 100% of business rates by 2020, but it is not yet clear how this will benefit local authorities.
- 3.7 The New Homes Bonus (NHB) funding for 2017-18 is £330k below previous expectations as a result of Government reforms. The number of years for which payments are made has been reduced from six years to five years in 2017-18, and then to four years from 2018-19. The reform has also introduced a baseline for housing growth set at an initial level of 0.4% of the council tax base for 2017-18. Housing growth below this level will not receive a New Homes Bonus allocation. This NHB reset will deliver £240m nationally to redirect into a one-off Adult Social Care Support Grant giving each authority a share proportional to the Adult Social Care Relative Needs Formula. West Berkshire will receive £503k one off funding from this grant which will help offset the pressures we are facing in this service.
- 3.8 Our Education Services Grant (ESG) is being withdrawn as a result of Government reforms. The grant consisted of two elements: general funding (2016-17: £1,472k) and retained duties (2016-17: £382k). From 2017-18, local authorities will no longer receive the general funding rate grant (but will receive transitional protection to the end of August 2017). It is estimated that this will have a negative impact on our revenue budget in 2017-18 in the region of £373k. Schools can choose to buy back the services that were previously funded from this grant from the local authority or to buy from private providers, but they will not receive additional funding to do so. The retained duties element will be added to the Dedicated Schools Grant (DSG). The transfer of Education Support Grant functions to schools and to the DSG was agreed at the Schools Forum meeting of 23rd January 2017.

4. Sources of Funding

- 4.1 The main sources of funding for the revenue budget for West Berkshire Council in 2017-18 are shown in the following chart. This does not include other ring-fenced grants which are used to fund specific areas.



- 4.2 **Council Tax.** West Berkshire Council's main source of funding is from Council Tax, which is collected from local residents based on the value of the property in which they live. The recommendation included within this report is a Council Tax increase of 1.99% for 2017-18 with a 3% precept ring-fenced for adult social care. Income from Council Tax is expected to increase as a result of growth in the tax base and changes to the Council Tax Support Scheme. This increase is forecast to be 2.33% in 2017-18. This is based on a collection rate of 99.4%. Council Tax is our largest source of funding at 75% amounting to £88.4m in 2017-18.
- 4.3 **Revenue Support Grant (RSG).** Councils receive a general grant from Government to support the services provided. There are no restrictions on how this is used, within a council's legal powers. West Berkshire Council will receive Revenue Support Grant of £3.7m in 2017-18. This represents a reduction in this funding of 61%, or a £5.8m reduction from 2016-17.
- 4.4 **Transitional Grant Funding.** This was announced on 8 February 2016 as a response to the consultation on the Provisional Local Government Finance Settlement. West Berkshire will receive £1.37m in 2017-18.
- 4.5 **Retained Business Rates.** From 2013-14, councils keep a proportion of the income they receive from business rates raised in their area. Of the £85m collected locally the vast majority is paid over to central government leaving the Council with £19.4m. Currently councils have limited ability to counteract risk in relation to appeals and avoidance, and this is especially the case for councils dependent on a small number of large businesses. Whilst councils did not previously bear any risk from successful appeals, they are now liable for half of the cost, including any

backdating liability, which in some cases may go back to 2005 or earlier. Appeals have had a significant impact on West Berkshire which has resulted in a loss of nearly £3m from back dated appeals and an ongoing loss of circa £850k per year.

4.6 Other Funding. West Berkshire Council receives a number of specific grants to support its priorities:

- (1) **Education Services Grant.** This is being removed as a result of Government reforms and we will receive a transition grant in 2017-18.
- (2) **New Homes Bonus.** This is paid to councils to encourage them to build new homes and gives councils a grant equivalent to their increase in Council Tax income for a period of six years for each new home. There is additional money if any of these new homes are affordable housing. West Berkshire Council will receive £3.63m from this grant in 2017-18, which is £330k below our expectations. The number of years for which payments are made has been reduced from six years to five years in 2017-18, and then to four years from 2018-19. The reform has also introduced a baseline for housing growth set at an initial level of 0.4% of the council tax base for 2017-18. Housing growth below this level will not receive a New Homes Bonus allocation.
- (3) **Collection Fund Deficit.** A collection fund deficit of £108k has arisen because council tax debits raised have not matched expectations when the taxbase was set in December of the previous year. The taxbase reflects the actual number of properties liable to council tax adjusted for any relevant discounts and exemptions and with a further adjustment for the effect of new build property. In 2016-17 the physical number of new builds has met expectations but the rate of build has been slower, resulting in a lower value of debit.

4.7 Ring-fenced Funding. The Council receives ring-fenced funding which must be spent on these specific areas. The largest of these are detailed below:

- (1) **Dedicated Schools Grant (DSG).** The DSG does not form part of the revenue budget as it is a ring-fenced grant which can only be spent on school/pupil activity as set out in 'The School and Early Years Finance (England) Regulations'. The funding received is split into three blocks – Schools, Early Years and High Needs. The DSG settlement for each block for 2017-18 was announced on 20 December 2016 and is set out in the table below (the early years block is provisional).

2017/18 Estimate	DSG Funding £m	Expenditure Budget £m	Difference £m
Schools Block	97.0	97.0	0
Early Years Block	8.9	8.9	0
High Needs Block	19.6	20.2	-0.6
Total	125.5	126.1	-0.6

There was a small surplus of £0.2m in the schools block, and the Schools' Forum agreed to allocate this out to schools, bringing this block into balance. Although schools will receive a small increase to their per pupil funding, it falls short of the additional costs they will incur in 2017-18, making it harder for them to balance their own individual budgets.

The method for allocating early years block funding is currently out to consultation with all providers of early education, and the intention is to set a balanced budget for this block by setting funding rates within what is affordable.

There is a shortfall of £0.6m in the high needs block, and at the meeting of the Schools' Forum on 23rd January 2017 a strategy for balancing this block over two years was agreed subject to the final forecast position.

The final decisions on the early years and high needs blocks will be made by the Schools' Forum on 6th March 2017.

- (2) **Public Health Grant.** West Berkshire Council receives a ring-fenced grant to fund public health functions. The Government has announced savings in public health spending of which West Berkshire's share is £152k for 2017-18. The grant is to remain ring-fenced in 2017-18 and we will receive £6.007m (2016-17: £6.159m).

5. Revenue Expenditure

- 5.1 **Base Budget Growth:** This is the budget increase required for the Council to perform exactly the same functions year on year. As part of the budget setting process, the Council provides for general inflationary pressures such as salary increases (1% assumption) based on the established number of posts, together with salary increments and increases to National Insurance and pension contributions.
- 5.2 **Contract Inflation:** Budgets are inflated where a contract is in place and is subject to annual inflationary increases. This amounts to £610k in 2017-18. The main amount of contract inflation the Council faces is from the waste PFI contract. This contract increase is based on the RPIx measure in January of each year. Full details are given in Appendix C.
- 5.3 **Service Pressures:** Each year new unavoidable service pressures arise and need to be built into the revenue budget. The service pressures for 2017-18 amount to £3.7m and include £1.4m for the transition of learning disability clients from children to adult placements and £1m in adult social care relating to demand, complexity of need and prices. The introduction of an Apprentice Levy has created a new pressure on both the Council and individual schools' budgets, and no additional funding has been made available for this. Full details of the Council pressures are given in Appendix D.
- 5.4 **Provision for Other Risks:** The Council is facing a number of risk items that will arise in 2017-18 but cannot yet be quantified. These include increase in demand for services over and above budget assumptions, inflation and income from business rates and any changes as a result of the final settlement. There is a risk to delivering some savings plans in full, and this risk increases in line with the size of

the savings programme. We have allocated some funding in the revenue budget to help fund these items.

6. Council Tax

- 6.1 The Council is proposing a Council Tax increase of 1.99% with a 3% precept ring-fenced for adult social care. This will raise a total of £4.2m, of which £2.5m will be ring-fenced for adult social care.
- 6.2 Adult social care makes up over a third of the Council's net revenue budget. Whilst efficiencies are being made in the way the Council operates this Service, the precept will go towards funding the mounting pressures faced in the areas of learning disability, demographic increases, increased costs, additional staffing requirements.

7. Savings and Budget Consultation 2017-18

- 7.1 In order to arrive at a balanced budget, £4.7m of savings and income proposals have been recommended including reductions in highways and drainage maintenance and road safety, restructure of youth support, family resource, help for families and young carers service, increasing highways fees and charges including parking and many others as detailed in Appendix E. As a result of these savings plans, a number of employees are at risk of redundancy and the associated exit costs will impact on our level of reserves.
- 7.2 Given the scale of the savings requirement for 2017-18, some tough decisions have had to be made. We recognised that a number of the proposals being put forward within the revenue budget would be considered 'front line' services that people use and will miss. The Council launched its public consultation on its 2017-18 Revenue Budget on 31 October 2016. The consultation ran for six weeks and concluded on 11 December 2016. A total of 302 responses were received to the seven individual public facing proposals.
- 7.3 Since the consultation closed, Members and officers have read and assessed in depth all of the comments that have been received. The Revenue Budget papers have included, as Appendix N, the summary of officer conclusions and recommendations together with consultation summary reports, overview of responses and recommendations and Equality Impact Assessment Stage 2 for each of the savings that were consulted on. The verbatim comments are available on our website.
- 7.4 The Public Sector Equality Duty (149 (1) requires a Local Authority in exercise of its functions to have due regard to the need to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 7.5 The Public Sector Equality Duty requires “decision makers” to keep the welfare of service users and their families at the forefront of their mind particularly those that are most disadvantaged. This is an important consideration when setting the 2017-18 budget.
- 7.6 The Executive has considered the consultation responses and recommend to Council that the £1.37m Transitional Grant funding is allocated in the following way:
- (a) £140k Short Breaks
 - (b) £30k CAB
 - (c) £200k Libraries
 - (d) £1m Transformation Fund which will continue to assist West Berkshire Council to transform and improve the way it delivers its services.

8. Levies and Capital Financing Costs

- 8.1 This budget includes approximately £10.2 million for principal and interest payments on the long term loans which the Council has taken out to fund its capital programme. This cost is offset by interest earned on the Council’s investments estimated at about £0.4 million. The remaining budget also includes levies set by the Environment Agency and the Thames Valley Magistrates Courts Service.

9. Fees and Charges

- 9.1 There are generally two types of charges; statutory and discretionary and the rationale behind the proposed increases to each Directorates fees and charges are included in detail in Appendices H (1) to H (4).

10. Funding Statement

- 10.1 The Funding Statement for 2017-18 shows all non-ringfenced funding available to the Council which can be used to fund the budget requirement.

2017-18 Funding Statement		
	£m	£m
Income		
Council Tax income		88.37
Revenue Support Grant		3.70
Transitional Grant Funding		1.37
Adult Social Care Support Grant		0.50
Other Non-Ringfenced Grants		0.06
Retained Business Rates		19.38
Education Services Grant (ESG) Transitional Funding		0.51
New Homes Bonus		3.63
Council Tax Collection Fund deficit		-0.11
Funds available		117.41
Expenditure		
Opening Directorate Budget	103.68	
Base budget growth	1.67	
Contract inflation	0.61	
Service pressures	3.70	
Provision for Other Risks	0.25	
Requirement for savings or other income	-4.71	
Directorate Budget Requirement		105.20
Capital Financing		9.86
Transitional funding		1.37
Net Budget Requirement for Management Accounting		116.43
Increase in Service Specific Reserves		0.98
Budget requirement		117.41

11. Reserves

- 11.1 As part of the financial planning process, the Council considers the establishment and maintenance of reserves. Reserves are categorised into usable and unusable reserves. Usable Reserves consist of the General Reserve and Earmarked Reserves. The General Reserve exists to cover a number of non-specific items and risks. The Council's 151 officer (Head of Finance) recommends that the General Reserve is a minimum of 5% of the Council's net revenue budget, which for 2017-18 would be £5.8m. Earmarked Reserves are held for specific future projects or service risks.
- 11.2 During 2016-17, usable reserves are expected to reduce by £2.75m to fund the forecast revenue over spend, fund exit costs arising from savings plans and to facilitate the transfer of John O'Gaunt School to an Academy. The Council has made provision in the 2017-18 budget to put £1.98m back into reserves; £0.98m into the Adult Social Care Risk Fund to mitigate against risks in this area and if the Executive are minded to approve the use of Transition Grant after considering the consultation responses, £1m will be put into a Transformation Fund, in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation. Usable reserves will therefore reduce by £770k overall.

Usable Reserves Summary	Actual	Use of	Increase in	Estimate
	1.4.2016	Reserves	Reserves	1.4.2017
	£m	£m	£m	£m
General Fund	5.32	-	-	5.32
Risk Fund	1.03	-	-	1.03
Total General Reserve	6.35	0.00	0.00	6.35
Earmarked Reserves	12.09	-2.75	1.98	11.32
Total Usable Reserves	18.44	-2.75	1.98	17.67

- 11.3 Earmarked reserves are set aside to cover specific future liabilities and risks and include schools balances, schools in financial difficulty, self insurance, waste management and service specific risk funds. The service specific risk funds were created to meet known risks within Adult Social Care, Children and Family Services and Legal Services. At Quarter Three 2016-17, there are over spends in all these areas and at year end the Executive will decide how to fund any over spend. The table below shows what impact the 2016-17 forecast over spend would have on these risk funds, if they were used. As a result of ongoing pressures identified in the service risk register, the Adult Social Care risk reserve will be increased by £980k as part of the 2017-18 budget setting.

	Adult	Children &	Legal	
	Social Care	Family Services	Services	Total
	£m	£m	£m	£m
Opening Balance	1.11	0.50	0.05	1.66
Forecast Use of Reserve	-0.69	-0.03	-0.05	-0.77
Increase in provision	0.98	0.00	0	0.98
Closing Balance 31.3.17	1.40	0.47	0.00	1.87

- 11.4 Reserves are detailed in the s151 officer's statement in Appendix G.

12. Special Expenses

- 12.1 There are four Parish special expenses areas within the District and the special expenses to be levied are detailed below:

Hungerford Footway Lighting	£5,600
Kintbury – St Mary's Churchyard	£6,200
Shaw – St Mary's Churchyard	£3,400
Theale – Holy Trinity	£1,550
Total	£16,750

Tilehurst and North Fawley had special expenses levied on them in 2016-17 but the expenditure was subsequently not taken on by West Berkshire Council. These levies will be refunded as follows:

North Fawley – St Mary the Virgin	£350
Tilehurst – St Michael's	£12,500

12.2 The special expenses total £3,900 and are detailed in Appendices I.

13. Options for Consideration

13.1 The scale of the Local Government Settlement has left West Berkshire Council with limited options. We are proposing to increase Council Tax by 1.99% with a 3% precept ring-fenced for adult social care. If these options were not taken, the savings requirement would be £4.2m higher. We have considered all options available to us in order to keep the savings requirement to the level it is and included the use of transitional grant funding.

14. Proposals

- (1) That Council approve the 2017-18 Council Tax requirement of £88.4 million requiring a Council Tax increase of 1.99%, with a 3% precept ring-fenced for adult social care.
- (2) That the Fees and Charges be approved as set out in Appendix H and the appropriate statutory notices be placed where required.
- (3) That the Special Expenses be approved as set out in Appendix I.
- (4) That the responses received to each of the public facing savings proposals in relation the public consultation exercise undertaken on the 2017-18 budget be acknowledged and noted and that the Transition Grant of £1.37m be allocated as follows:
 - (a) £140k to Short Breaks
 - (b) £30k to Citizens Advice Bureau
 - (c) £200k to Libraries
 - (d) £1m to be put into a Transformation Fund, to assist West Berkshire Council to transform and improve the way it delivers its services.

15. Conclusion

- 15.1 The Council is forecasting an over spend in 2016-17 which will reduce our level of reserves. The ongoing effect of these budget pressures and the impact on reserves has been factored into the 2017-18 budget, and together with the reductions in government funding, we have had to close a funding gap of £8.9m. This has been achieved by £4.7m of savings proposals and increased income and a Council Tax increase of 1.99% raising £1.7m, a 3% precept ring-fenced for adult social care raising £2.5m. The precept will help to fund the increased demand, complexity of care and cost pressures we are facing in this area.
- 15.2 West Berkshire Council has an excellent track record of delivering on its savings proposals and of reacting to ongoing pressures in order to minimise the budgetary impact.

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

- ☒ **BEC – Better educated communities**
- ☒ **SLE – A stronger local economy**
- ☒ **P&S – Protect and support those who need it**
- ☒ **HQL – Maintain a high quality of life within our communities**
- ☒ **MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priorities:

- ☒ **BEC1 – Improve educational attainment**
 - ☒ **BEC2 – Close the educational attainment gap**
 - ☒ **SLE1 – Enable the completion of more affordable housing**
 - ☒ **SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
 - ☒ **P&S1 – Good at safeguarding children and vulnerable adults**
 - ☒ **HQL1 – Support communities to do more to help themselves**
 - ☒ **MEC1 – Become an even more effective Council**
-

Officer details:

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Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

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

Name of policy, strategy or function:	Revenue Budget
Version and release date of item (if applicable):	
Owner of item being assessed:	Andy Walker
Name of assessor:	Andy Walker
Date of assessment:	12.1.17

Is this a:		Is this:	
Policy	No	New or proposed	Yes
Strategy	No	Already exists and is being reviewed	No
Function	No	Is changing	No
Service	No		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	Set a revenue budget for 2017-18
Objectives:	A balanced budget
Outcomes:	
Benefits:	Statutory requirement

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.		
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Further Comments relating to the item:		

3. Result

Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?

No

Please provide an explanation for your answer:

Any impacts have been assessed and have been publicly consulted on where necessary.

Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?

No

Please provide an explanation for your answer:

Any impacts have been assessed and have been publicly consulted on where necessary.

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

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

4. Identify next steps as appropriate:

Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

Name:**Date:**

Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.

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Contract Inflation 2017-18

Appendix C

Contract inflation			2017-18
Directorate	Service	Description	£000
Resources	Finance	Increase in Insurance Premium Tax from 6% to 9.5%	8
Resources	ICT	Software licence and support contracts inflation	5
Resources	All	Other contract inflation	5
Total			18
Environment	Planning and Countryside	Various contracts including tree maintenance and BBOWT based on 2% for supplies and 1% employee costs	5
Environment	Culture & Environmental Protection	Waste based on Dec RPIx of 2.5%	435
Environment	Highways & Transport	Contract inflation - estimate based on 2% for 6 months	33
Environment	All	Other contract inflation	45
Total			518
Communities	Adult Social Care	Birchwood Rent	11
Communities	Adult Social Care	Birchwood Care	35
Communities	All	Other contract inflation	25
Total			71
Total Contract Inflation			607

Service Pressures 2017-18

Appendix D

Service Pressures			2017-18
Directorate	Service	Description	£000
Corporate	All	Apprenticeship levy	210
Corporate	All	Employee reward scheme	15
		Total	225
Resources	Customer Services	Housing Benefit Admin grant reduction	53
Resources	Finance	Increased insurance premium for liability policy.	23
Resources	Finance	Loss of insurance income from schools converting to Academy	14
Resources	Legal	Legal Income Pressure	60
Resources	Legal	Legal - Court Fees and Land Registry Fee increase	10
Resources	Legal	Legal - part time solicitor for Adult Social Care plus 1 day pressure for 1FTE solicitor Planning and Regulatory	38
Resources	Legal	Legal - Coroner's Service increased costs	25
		Total	223
Environment	Culture & Environmental Protection	Anticipated unachievable library saving based on needs assessment findings	110
Environment	Culture & Environmental Protection	Waste - Tax Base adjustment	63
Environment	Highways & Transport	One off pressure for bulk renewal of Concessionary Fares bus passes and IT system	54
Environment	Highways & Transport	New Civil Enforcement Officers' accommodation at Newbury Town Hall	22
Environment	Highways & Transport	Works budget for the Highways Tree Inspector	24
Environment	Highways & Transport	Additional Highways Development Control Officer	26
		Total	299
Communities	Adult Social Care	Learning Disability Transitions re children scheduled to transition into Adult Social Care	850
Communities	Adult Social Care	Learning Disability Transitions based on actual value of additional previously unknown individuals presenting in 2016/17.	185
Communities	Adult Social Care	Learning Disability Supported Living for 18-64 year olds increased demand.	368
Communities	Adult Social Care	Commissioning Budgets demographic increases	360
Communities	Adult Social Care	Increased average hourly rates (Approved Provider Listing)	145
Communities	Adult Social Care	Increase in average bed prices for residential and nursing care	140
Communities	Adult Social Care	Deprivation of Liberty Safeguarding (DOLs)	80
Communities	Adult Social Care	National Living Wage	72
Communities	Adult Social Care	Provider Services (Willows Edge Residential Care Home) additional staffing	83
Communities	Adult Social Care	Provider Services (Walnut Close Residential Care Home) additional staffing	83
Communities	Adult Social Care	Transport to Day Centres (Phoenix, Hungerford, Greenfield) additional drivers	43
Communities	Children and Family Services	Adoption Panel joint arrangement (Adopt Thames Valley)	49
Communities	Children and Family Services	Step by Step contract	110
Communities	Children and Family Services	Multi Agency Support Hub (MASH) funding	37
Communities	Education	Disabled Children's budgets increased demand for community support packages	100
Communities	Education	Disabled Children's budgets (Aids and Adaptations budget)	20
Communities	Education	Additional 1 FTE social worker	40
Communities	Education	Additional 0.5 FTE case worker for increased workload from SEN reforms	18
Communities	Education	New transport provision	87
Communities	Education	19-24 Home to School Transport Provision (Special Educational Needs)	68
Communities	Education	New Burden (with no funding) Education and Adoption Bill, LACES 0.4 FTE (Teacher)	24
		Total	2,962
Total Service Pressures			3,709

		Total Recommendations				4,712,000

Line Ref	Service	Recommendations	Implications	Category		£
Resources				Main	Sub	
1	SSU	Citizens' Advice Bureau (CAB) - reduce funding	CAB may have to think about looking at a federated model across Berkshire or Berkshire west. The opportunity of having space within Market Street offices could be explored as part of CAB looking at a new model of operation.	Disinvestment	Frontline	60,000
2	SSU	Merge the Data Post with that of the Crime Analyst Post	There will be a reduced level of support across Community Safety and Education which will limit planning and tasking.	Disinvestment		9,000
3	SSU	Subscriptions to outside organisations - Voluntary Associations SEEC, SESL	This could undermine the objective of increasing the profile of the Authority on a regional and national stage. The Council would have less ability to input into the national agenda and lobby government with its peers. It would increasingly become a lone voice within the South East with little ability of being heard.	Disinvestment		8,000
4	SSU	Reduction in Chairman's and Members' support	No capacity to organise or support a number of events including Golf Day, MacMillan Coffee Morning, Chairman's coffee morning.	Disinvestment		17,000
5	CUS	Delete Office Manager/Head Of Service support	The work will need to be divided up across the remainder of the team which will put pressure on the team.	Disinvestment		24,000
6	CUS	Housing Benefit claw back	There is a risk of not collecting the overpayments if the HB Team are reduced and overpayments identified as a result of administrative delays/errors increase above the threshold allowed for Government reimbursement, or if the external audit of the Benefit Subsidy Claim identifies exceptional errors.	Income		30,000
7	CUS	Management salary transfer to Schools Buy Back	None	Income		11,000
8	CUS	Contact Centre - income	None	Income		10,000
9	CUS	Cancellation of ICT support	None	Efficiency		3,000
10	FIN	Removal of Chief Accountant (Ops)	None - Post deleted and duties being covered across Accountancy team.	Disinvestment		62,000
11	FIN	Staffing Efficiencies	None	Efficiency		17,000
12	HR	Reduce FTE post of HR Administrator to 0.6FTE	The post holder is currently on maternity leave and is expected to come back for three days a week so a reduction of 0.4 FTE.	Disinvestment		5,000
13	HR	Delete 1.0 FTE post of HR Assistant on 1st April 2017	A restructure in HR will produce more flexibility in recruitment admin allowing this saving.	Disinvestment		23,000
14	HR	Reduction in staffing levels - 1 FTE	Fewer senior manager posts means more pressure on the Head of Service and two remaining HR Manager posts.	Disinvestment		13,000
15	HR	Training - Adult Social Care short courses	HR will be more hands because there will be more providers.	Efficiency		7,000
16	ICT	Delete IT Project Manager Post (Post No. 02731) Including car allowance saving	Will reduce our capacity to manage ad-hoc projects. The individual in this role also performs a number of operational activities and these will need to be reallocated to other staff in the service.	Disinvestment		41,000
17	ICT	Delete Vacant Desktop Analyst Post (Post No. 00107)	ICT user support capacity will be reduced which may lead to Council staff waiting longer for their IT issues to be resolved.	Disinvestment		38,000
18	ICT	Move some management costs to Schools cost centre	Accounting process, no impact on day-to-day operation.	Efficiency		6,000
19	ICT	Use alternative software to deliver key functionality such as anti virus	Some systems may not be as fully functional or capable which will impact on support response and quality. The additional work involved will impact capacity for other projects including the capital programme.	Efficiency		7,000
20	ICT	Reduce Print Room Staffing by 1 FTE(print room assistant)	This will leave only 2 staff running the Print Room so when someone is on leave we could have a single point of failure that may risk business continuity for this function.	Disinvestment		19,000
		Total Resources				410,000
Environment				Main	Sub	
21	HT	Reduce hand patching	Will reduce WBC spend on pothole repairs to just £150/km/pa. Will not be possible to complete any edge repairs on rural roads. If the weather deteriorates then additional road damage is likely to occur. The remaining budget is only likely to be sufficient to allow repairs to be completed on a prioritised basis and other potholes will simply be temporarily plugged.	Disinvestment	Frontline	200,000

Line Ref	Service	Recommendations	Implications	Category		£
22	HT	Reduce drainage repairs and maintenance	The proposed cut will curtail the Council's ability to undertake reactive repairs when faults are reported. This will inevitably impact on serviceability and lead to more instances of localised flooding and damaged road surfaces together with consequential complaints, third party claims for damages and negative publicity. It should also be noted that the provision of an adequate system of drainage is included in the Council's duty to maintain the highway (s.41 Highways Act 1980). This cut may jeopardise the Council's ability to meet this duty.	Disinvestment	Frontline	200,000
23	HT	Winter gritting saving from milder weather - requires a winter weather reserve	This proposed reduction reflects an under spend in this cost centre in each of the previous two years due to the relatively mild weather. It should be noted that this is not a cut in service or reduction in standards.	Disinvestment	Frontline	70,000
24	HT	Review of Car Parking Charges	It is likely that increases to £1.50 per hour (from £1.30) in Newbury along with other season ticket and resident permit increases will be necessary to generate this level of income in 2017/18.	Income	Frontline	200,000
25	HT	Delete vacant CEO post	None	Disinvestment	Frontline	12,000
26	HT	Review of Street works Licence charges	N/A - this increased surplus will be generated by higher than inflation increases for skip and scaffold licences, table and chair licences along with other highway charges.	Income		15,000
27	HT	Reduction in business support	None	Efficiency		10,000
28	HT	Reduction of 1 full time officer in the Road Safety Team	This cut means that a number of road safety activities will reduce or stop. This may include visits to schools; support to National Campaigns; Drive Start (young drivers); Flourish (older drivers); Ride Start (young motorcyclists); Exchanging Places (dangers of HGV's to cyclists); Walking Bus support and training; Safer Steps; Safe Drive, Stay Alive (theatre production).	Disinvestment	Frontline	35,000
29	HT	Traffic Services - transfer Revenue salaries to Capital	None	Transformation		53,000
30	HT	Management salary transfer to Permit Scheme	None	Efficiency		33,000
31	HT	Street Lighting Team - reduction in grade from project engineer to senior technician	None	Efficiency		10,000
32	CEP	Savings in Waste	These proposals are subject to negotiation with Veolia and include: a change to the type of material collected on the Clinical Collection Service, reducing the number of residents needing a clinical service. Efficiencies in the cleansing frequency of the area around the Mini Recycling Centres. Also a reduction in the waste service promotion and education spend.	Disinvestment	Frontline	150,000
33	CEP	Reduction in service levels in Environmental Health and Licensing (EHL) and Trading Standards (TS), and extension of the shared service to include Bracknell Forest Council over a new ten year agreement	This will see a reduction in service levels and responsiveness of EHL and TS together. This reduction will apply to the majority of functions in EHL/TS. There is likely to be an increase in the level of complaints, arising from service reductions to the more reactive issues.	Transformation	Frontline	120,000
34	CEP	Shaw House Application of business plan	This saving is reliant upon increased income in view of the current level of success in developing events, activities and venue hire and public access. Adverse Changes to the economic climate and increased competition may present a significant risk to achieving the saving.	Income		30,000
35	CEP	Management restructure	Reduction of 1FTE senior manager	Disinvestment	Frontline	60,000
36	P&C	CIL Income, reduction of pressure through higher income	None. At risk as CIL income activity is very variable and large volumes of exemptions are being claimed and assessed.	Income		30,000
37	P&C	Grounds Maintenance - reduce urban grass cuts from 10 to 8	Will increase the length of grass between cuts adding to general impression of untidy and unused areas of the district. Subject to contract negotiation.	Disinvestment	Frontline	40,000
38	P&C	Public Conveniences - residual budget following closure	None	Disinvestment	Frontline	8,000
39	P&C	Henwick Worthy income - increase fees by 10%	Complaints from public / users. Subject to Joint committee approval.	Income		15,000
40	P&C	Planning pre-app charges - 10% increase in fees	Complaints from users. Increase cost could put people off using the service and so result in a drop in income.	Income	Frontline	9,000
41	P&C	Ecology - service efficiency	None, Service efficiency	Transformation		10,000
		Total Environment				1,310,000
		Communities		Main	Sub	
42	ASC	Adult Social Care new ways of working	The Care Act requires us to focus on a person's well-being, the new way of working allows us to do this and should enable people to live independently of long term services. Although the change programme was introduced to address demographic changes rather than reduce existing costs.	Transformation	Frontline	209,000
43	ASC	Continuing Health Care (CHC) - seeking increased contributions from Health	We have specialist support in place which allows us to take a more proactive approach to dealing with CHC applications. This has allowed us to achieve consistently good outcomes, although the number of backdated cases will reduce we are confident that we will be able to identify new cases and therefore avoid the ongoing costs.	Efficiency		150,000

Line Ref	Service	Recommendations	Implications	Category		£
44	ASC	Learning Disability Client Review	The level of investment attached to adults with a learning disability is of national concern; Department of Health are running a number of schemes to look at how we do things differently. The shift is now is to take a much less risk averse approach, giving the individual the space to live their life as independently as possible. This will not be without challenge and will attract adverse publicity, but as long as we focus on achieving the best outcomes for the individual we should be able to manage the transition to a new approach to their support.	Transformation	Frontline	350,000
45	ASC	Reduction in Berkshire Health Foundation Trust service level agreements (SLA) for mental health services	Two SLA's with Berkshire Health Foundation Trust will end. The impact is non delivery of some mental health care.	Disinvestment	Frontline	30,000
46	ASC	Resource centre income	The Resource Centres will market their room facilities aggressively in order to achieve more rentals. However the loss of one major contract will make this all the more challenging in 2017/18.	Income		50,000
47	ASC	Provider Services utilisation of funding streams to manage capacity at care homes and resource centres	This is a one off saving for 2017/18 only and will be managed through alternative funding.	Efficiency		106,000
48	CCHS	Reprovision Two Saints Homelessness Hostel	This is a low cost, effective method of meeting our homelessness duties and reduction in the service could create other demands in adult services. The re-tender process is actively encouraging providers to be as innovative as possible to avoid this in their submissions. Until the process is complete it will not be possible to say if there will be a significant reduction in the scale and scope of the current service provision.	Disinvestment	Frontline	250,000
49	CCHS	Decommissioning Mental Health Supported Living Scheme (Fountain Gardens)]	This service has now been fully decommissioned. This has happened sooner than had been planned due to the decision by the landlord/service provider to serve notice on the contract this year. This was effectively supported by the close working with the landlord/service provider, ASC/CMHT (Community Mental Health Team) and Housing to move residents to alternative accommodation with support if needed.	Disinvestment	Frontline	101,000
50	CCHS	Reprovision Young Person Supported Living Housing Scheme (Bramlings)	A reduction in the capacity of this type of accommodation could place pressure on children's services for support for young homeless people. The tender process is actively encouraging providers to be as innovative as possible to avoid this in their submissions. Until the process is complete it will not be possible to say if there will be a significant reduction in the scale and scope of the current service provision.	Disinvestment	Frontline	94,000
51	CCHS	Efficiency Review (non establishment budgets)	There are no specific implications.	Efficiency		181,000
52	CCHS	Reallocation of Domestic Abuse Services to Public Health	There are no specific implications.	Efficiency	Frontline	82,000
53	ES	Family Hub restructure	Will require a further reorganisation and streamlining of services	Disinvestment	Frontline	183,000
54	ES	Continuing Health Care - seeking increased contributions from Health	This is planned to be achieved through closer planning and agreement of support by Health colleagues.	Efficiency		40,000
55	ES	Reduction in School Improvement Team	Reduction in School Improvement capacity and activity, potentially leading to poorer outcomes in schools and a reversal of our successful improvement programme.	Disinvestment	Frontline	200,000
56	ES	Removal of vacant service manager post	Fractional reduction in post via spreading workload	Efficiency		10,000
57	ES	Property Services, review of maintenance budgets	Make savings where possible	Efficiency		10,000
58	ES	Pre School Teacher Counselling - funding from Public Health	There are no specific implications.	Efficiency	Frontline	85,000
59	ES	Reduction in Home to School Transport Services for Pupil Referral Units	Reduce taxi usage in favour of WBC vehicles and public transport	Disinvestment	Frontline	20,000
60	ES	Lease income	Additional lease income identified	Income		11,000
61	CS	Efficiency Review (non establishment budgets)	The opportunity we are taking as part of our Improvement Plan allows us to redesign our training delivery alongside our Children's Services Improvement Programme, but are confident that these savings are achievable through increasing the use of peer learning and utilising in-house skills and knowledge.	Efficiency		53,000
62	CS	Reduction in placement expenditure	There is a high level of challenge in focussing on the best value for money choices in provision for our Looked After Children placements. The significant nature of this budget is a high level demand led and volatile, but with the strategy we are implementing are confident in being able to better manage our spend and continue to progress our Zero Based budgeting exercise to ensure best value for money approaches.	Efficiency	Frontline	76,000
63	CS	Restructure of Youth Service, Youth Offending Team, Family Resource Service and The Edge	This is progressing alongside our greater integration agenda and creating a Targeted Intervention Service that is best able to focus delivery on those in most need.	Disinvestment	Frontline	108,000
64	CS	Reduction to the Social Worker Academy	This is through a reconfiguration of our Continuing Professional Development for Social workers and is achievable through the continuing success of our Recruitment and Retention approaches.	Disinvestment		30,000
65	CS	Reduction to the Childcare Lawyers joint arrangement fees	This is achievable through the reduction we have been able to see in numbers of Legal proceedings and lessening the use of Q.C.'s through more timely legal planning.	Disinvestment		30,000

Line Ref	Service	Recommendations	Implications	Category		£
66	CS	Step by Step development	This is to mitigate the spend on Placements for Looked After Children and Care leavers with the widening of our accommodation options to be able to consider more local and value for money placement options.	Transformation		120,000
67	CS	Youth Service efficiency review	This review forms part of the transformation of our Targeted Intervention Service and ensure a more focussed remit in line with Targeted need.	Efficiency	Frontline	16,000
68	PDCR	Development of the Emotional Health Service	This will be reliant on income generation from the Private and Independent Sector.	Income	Frontline	20,000
69	PDCR	Development of a Family Group Conferencing trading model	Income target is challenging.	Income	Frontline	20,000
70	PDCR	Development of consultancy model	Income target is challenging.	Income	Frontline	20,000
71	PDCR	Income generation - Quality & Assurance & Safeguarding Services	Income target is challenging.	Income		10,000
72	PDCR	Additional Income generation	Income target is challenging.	Income		20,000
73	PDCR	Reduction in the Local Area Safeguarding (LSCB) revenue contribution	Saving generated via a reduction in FTE supporting the LSCB.	Disinvestment	Frontline	25,000
		Total Communities				2,710,000
		Other				
74	All	Corporate Programme				282,000
		Total Other				282,000
		Total Recommendations				4,712,000

Reserves Statements

The Statement of Accounts that we produce each year details all our reserves and explains why we hold each of them. Reserves are reported in two categories: usable and unusable reserves. Usable reserves are those reserves that a Council may use to provide services or reduce local taxation, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. Unusable reserves cannot be used to provide services, and include reserves that hold unrealised gains and losses (for example the Revaluation Reserve) and reserves that hold timing differences.

The level of usable reserves the Council holds is reviewed each year as part of the budgetary process. Consideration is given to the current financial standing of the Council, the funding outlook into the medium term and the financial risk environment we are operating in.

Councils generally hold usable reserves for a number of reasons:

- To use at a later date to support investment projects
- To temporarily hold unused portions of grants that can be legally used at a later date
- To insure themselves against major unexpected events such as flooding
- To guard against general risk
- To smooth the impact of cuts
- To guard against emergent specific risks, such as business rate appeals, increased demand, and the impact of social care reform.

The Council's usable reserves are as follows:

- General Reserve: held for non-specific items and risks
- Earmarked Reserves: amounts held for specific future projects or service risks

During 2016-17, usable reserves are expected to reduce by £2.75m to fund the forecast revenue over spend, fund exit costs arising from savings plans and to facilitate the transfer of John O'Gaunt School to an Academy. The Council has made provision in the 2017-18 budget to put £1.98m back into reserves; £0.98m into the Adult Social Care Risk Fund to mitigate against risks in this area and if the Executive are minded to approve the use of Transition Grant after considering the consultation responses, £1m will be put into a Transformation Fund, in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation. Usable reserves will therefore reduce by £770k overall.

Usable Reserves Summary	Actual	Use of	Increase in	Estimate
	1.4.2016	Reserves	Reserves	1.4.2017
	£m	£m	£m	£m
General Fund	5.32	-	-	5.32
Risk Fund	1.03	-	-	1.03
Total General Reserve	6.35	0.00	0.00	6.35
Earmarked Reserves	12.09	-2.75	1.98	11.32
Total Usable Reserves	18.44	-2.75	1.98	17.67

The General Reserve

The purpose of the General Reserve is to act as a fund to be used in emergencies and to protect council taxpayers from any steep rises in future Council Tax if the Council over spends against its budget. The s151 officer (Head of Finance) recommends that the General Reserve totals, as a minimum, 5% of the Council's net revenue expenditure, which for 2017-18 would be a minimum reserve of £5.8m.

The General Reserve is expected to cover any of the following risks should they arise:

- The impact of significant increases in demand
- The delivery of all savings targets
- Economy measures and service reductions always contain some degree of uncertainty as to whether their full effects will be achieved.
- Unforeseen events such as the flooding during January 2014
- Risks in relation to litigation.
- Risk of changes from specific grants to the non ring fenced government grants.
- Risks of grants being introduced or removed mid year, requiring authority contributions.
- The need to retain a general contingency to provide for unforeseen circumstances.
- The need to retain reserves for general day to day cash flow needs and avoid unnecessary temporary borrowing
- Risk of reduced income due to deferred income and social care clients' property decreasing in value

Earmarked Reserves

The Council has other reserves which are earmarked for specific purposes.

Earmarked Reserves		Estimate	
	1.4.2016	1.4.2017	Movement
	£m	£m	£m
Schools Balances	4.54	4.54	0.00
Special Expenses	0.01	0.01	0.00
Self Insurance Fund	0.95	0.95	0.00
Long Term Commitment	0.92	0.92	0.00
Waste Management Strategy	0.46	0.46	0.00
Specific Earmarked Reserves	5.21	4.43	-0.78
Total Earmarked Reserves	12.09	11.31	-0.78

Schools Balances

This is an amalgamation of unspent and overspent balances.

Special Expenses

These are explained in detail in Appendix I.

Self Insurance Fund

This fund has been established to ensure that costs to the Council in relation to claims, can be met whilst limiting the impact of higher premiums on the Council's revenue budget. The fund is used to pay the first £250k of any property claim and the first £100k of other claims. External insurance covers the balance of claims.

Long term commitment

Funding specifically set aside for capital financing purposes; either funding for future capital schemes or financing costs for future principal payments on maturity loans. These vary according to the progress of capital schemes and the utilisation of s106 monies.

Waste Management Reserve

A fund set up to help to meet the revenue and capital costs associated with the Council's PFI arrangement for the provision of waste collection and disposal services.

Specific Earmarked Reserves

Funds set aside to cover specific future liabilities. The main items in here are:

Specific Earmarked Reserves	Estimate		
	1.4.2016	1.4.2017	Movement
	£m	£m	£m
Service Specific Risk Funds	1.66	1.87	0.21
Transformation Fund	-	1.00	1.00
Restructuring Provision	1.46	0.39	-1.07
Schools in Financial Difficulty	1.00	-	-1.00
Other	1.09	1.17	0.08
Total Specific Earmarked Reserves	5.21	4.43	-0.78

- **Service Specific Risk Funds**

Three reserves have been created to meet known risks within Adult Social Care, Children and Family Services and Legal Services. At Quarter Three 2016-17, there are over spends in all these areas and at year end the Executive will decide how to fund any over spend. The table below shows what impact the 2016-17 forecast over spend would have on these risk funds, if they were used. As a result of ongoing pressures identified in the service risk register, the Adult Social Care risk reserve will be increased by £980k as part of the 2017-18 budget setting.

	Adult	Children &	Legal	
	Social Care	Family Services	Services	Total
	£m	£m	£m	£m
Opening Balance	1.11	0.50	0.05	1.66
Forecast Use of Reserve	-0.69	-0.03	-0.05	-0.77
Increase in provision	0.98	0.00	0	0.98
Closing Balance 31.3.17	1.40	0.47	0.00	1.87

- **Transformation Fund**

In order to support the Medium Term Financial Strategy to deliver its transformation plans, the Executive recommends that £1m is set aside from the 2017-18 Transitional Grant funding. This will ensure that the Council has the resources to pursue plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation.

- **Restructuring Provision**

This fund is used to cover the exit costs associated with some of the savings proposals for the 2016-17 and 2017-18 budgets. The estimated exit costs for these two years coming out of the reserve are in the region of £1m. Any balance in this reserve at the end of the financial year will be rolled forward to fund any future restructuring costs to the Council.

- **Schools in Financial Difficulty**

This £1m reserve was created to cover the Council's share of any liabilities that may arise from schools in financial difficulty. It is expected to be used in full to support the transition of John O'Gaunt School to an Academy.

A full list of the Council's reserves are disclosed in the Council's financial statements 2015-16 available on our website.

Please note that these reserves estimates are before any changes from the 2016-17 financial year end.

Adequacy of Reserves and Robustness of Budget Estimates – s151 Officer Statement

1. Section 25 of the Local Government Act 2003 requires the Section 151 Officer (Head of Finance) to formally report to Council as part of the tax setting report his view of the robustness of estimates and the adequacy of reserves. The Council is required to take these views into account when setting the Council Tax at its meeting on 2 March 2017.

2 Adequacy of Reserves

- 2.1 This statement focuses upon the unallocated general reserve and excludes schools' budgets and schools' unspent balances, which will be reviewed by the schools funding forum when Governing Bodies have submitted their budgets. The minimum prudent level of reserves that the Council should maintain is a matter of judgement and cannot be judged merely against the current risks facing the Council as these can and will change over time.
- 2.2 The consequences of not keeping a prudent minimum level of reserves can be serious. In the event of a major problem or a series of events, the Council would run a serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.
- 2.3 CIPFA (Chartered Institute of Public Finance and Accountancy) have issued a notification from the LAAP (Local Authority Accounting Panel) stating that there should be no imposed limit on the level or nature of balances required to be held by an individual Council (except under section 26 where this has been imposed by ministers). West Berkshire Council policy has consistently kept a prudent minimum level of balances of 5% of net revenue expenditure (NRE); this represents £5.8m for the 2017-18 budget.

It is recommended that general reserve balances be set at a minimum of 5% of net revenue expenditure

3 Robustness of Estimates

3.1 The treatment of inflation and interest rates

The 2017-18 pay award for staff has been estimated in line with the Government's pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels. Interest rates for 2017-18 have been assumed to increase by 0.5% over and above current levels for new long term borrowing. Increases to fees and charges have been set in line with inflation where appropriate.

3.2 Efficiency saving and productivity gains

The budget contains proposals to deliver £4.71m of savings. The Medium Term Financial Strategy (MTFS) includes a three year savings programme to ensure that future revenue budgets remain in financial balance to ensure the Council has adequate resources to deliver its Council Strategy outcomes.

3.3 Budget and Financial management

Appendix G

West Berkshire has an excellent record of budget and financial management. The level of under and overspends in recent years is as follows

- 2010-11 £ 580k under spend 0.48% of budget
- 2011-12 £ 491k under spend 0.39% of budget
- 2012-13 £620k under spend 0.50% of budget
- 2013-14 £449k under spend 0.37% of budget
- 2014-15 £30k over spend 0.02% of budget
- 2015-16 £115k over spend 0.10% of budget
- 2016-17 £765k over spend as at M9 0.65% of budget

This level of control is achieved by significant management and policy action to ensure that spending is kept within budgets each year. All relevant reports to the Executive have their financial effects identified and Operations Board keeps any emerging budget pressures under review during the year. Monthly reports are received by Corporate Board and quarterly reports to the Executive, and the Overview and Scrutiny Management Commission detail both budgetary and performance indicators. A traffic light system of indicators is used.

The Council has a number of demand led budgets. The Council has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year.

3.4 Adequacy of insurance and risk management

Strategic risk management is being embedded throughout the Council to ensure that all risks are identified, ameliorated and managed appropriately. The Council's insurance arrangements are a balance of external insurance premiums and internal funds to self-insure some areas. As well as an internal risk manager the Council also make use of an external consultant to advise on the level of funds required to underpin those risks not externally insured.

3.5 Overall financial standing of the authority

West Berkshire Council now borrows money to support the Council's capital programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 99.4% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £860k and any surplus or deficit on the collection fund is apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Thames Valley Police Authority.

4 Maintaining balances

- 4.1 The balance of the in year budgetary position against the proposed budget will be managed against the General Reserve and service specific reserves. If budget pressures emerge then it is first for the Service to contain, then the Directorate and finally a Corporate issue. If there is still a pressure at year end then General Reserves and service specific reserves will reduce. If the General Reserve falls below the minimum recommended level, it would need to be replenished up to a 5% level. This helps ensure that the Council is in a position to maintain its service provision without drastic actions.

- 4.2 If an event occurs that is so serious it depletes the Council reserves to below the limit set, then the Council will take appropriate measures to raise general fund reserves to the recommended level in as soon a timeframe as possible without undermining service provision.

Andy Walker
Head of Finance
February 2017

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Community Services Fees and Charges Proposals 2017-18

1 Adult Social Care, Care Commissioning, Housing & Safeguarding

- 1.1 Councils have the power to charge for certain social care services, and are required to have a charging policy that is demonstrably fair and does not undermine the overall objectives of social care – that is, to promote both independence and social inclusion of service users. It is recognised that the level of fees and charges can have a direct impact on usage and take up, and in some instances work against the Council's social inclusion agenda by effectively discriminating against those who are less able to pay.
- 1.2 The Council's policy is therefore to charge service users an 'affordable' amount, which is uplifted by inflation each year where appropriate. However, where other local authorities, or Health organisations, are purchasing Council services on behalf of their service users, the charges made to these organisations are designed to reflect the actual costs of the service.
- 1.3 West Berkshire Council's Charging Policy for Adult Social Care services, introduced in 2015, states the individual will have one assessed charge for all services. All services will be added together before a service user is financially assessed.
- 1.4 The guidance allows for a prescribed list of allowances, for example, rent, mortgage, council tax, buildings insurance etc plus disability related costs, for example, community alarm system, extra heating costs that meet an individuals presenting care needs.
- 1.5 These allowances are then deducted from the total income to give an assessable income when an individual is receiving care in a non-residential setting.
- 1.6 From April 2012 any new or reviewed eligible individual requiring support from Adult Social Care receives this in the form of a Personal Budget through which they can arrange their support. As of 1st April 2011 individuals have been charged for each day they have booked at a Resource Centre and only in exceptional circumstances will charges be waived for non attendance.
- 1.7 There are generally two types of charges – discretionary and statutory.

Discretionary Charges

- 1.8 The Council has chosen to increase prices for 2017-18 by 1% in line with current estimations of CPI, with the exception of rental charges at our Resource Centres and administration fees for Adult Placements. Rental charges have been reviewed against the local market and consideration has been made in the work involved in promoting and administering the facilities available. We will still remain competitive in the local area, existing contracts will be honoured and increased fees applied on renewal. The Adult Placement fees applied to other Councils are increasing to ensure that all of our costs are covered.
- 1.9 Community Based Services will be charged at the actual cost of the service, including administration costs.
- 1.10 The charge to other local authorities and Health organisations for places in West Berkshire Resource Centres will be increased by 1% for 2017-18.
- | | |
|---------------------|---------|
| Older People | £ 63.50 |
| Learning Disability | £103.60 |
| Physical Disability | £ 96.70 |
- 1.11 Other Day Centre and Transport will be charged at the actual cost.

Statutory Charges

- 1.12 The method of assessing contributions from clients in long-term residential care is covered by section 14 of the Care Act 2014, the Care and Support (Charging and Assessment of Resources) Regulations 2014, the Care and Support Statutory Guidance and the Council's ASC Charging Policy 2015.
- 1.13 The charges to full cost payers in WBC Homes for the Elderly, and to other local authorities who access services run by West Berkshire Council, are based on current information in respect of cost and the estimated number of clients using the service. The proposed full standard charge for WBC Homes for the Elderly is to increase by 1% from £753.00 to £760.00.
- 1.14 Deputyship Fees are set by the Court of Protection.

Figure 1 - Adult Social Care Fees and Charges

Adult Social Care		
Description	Fees 2016-17	Proposed Fee 2017-18
Service - All client groups		
Residential care independent sector homes - full cost per week	Actual cost	Actual cost
Laundry Service	£8.00	N/a Service is no longer available
Meals provided in WBC Resource Centres	£4.80	£4.85
WBC Resource Centre outreach workers	£17.90	£18.10
WBC Transport - maximum charge per journey	£8.20	£8.30
WBC Foot Care service regular appointment	£19.40	£19.60
WBC Foot Care Equipment	£11.80	£11.90
External day activities	Actual cost	Actual cost
WBC Resource Centres - charge to other LA's/PCT's		
- Older People	£62.80	£63.50
- LD	£102.50	£103.60
- PD	£95.70	£96.70
Charges to any organisation using WBC Resource Centres; Greenfields, Hungerford & Phoenix	Actual cost	Actual cost
WBC Resource Centres - charge per day	£45.00	£45.50

Figure 2 - Adult Social Care Fees and Charges

Adult Social Care		
Description	Fees 2016-17	Proposed Fee 2017-18
Service - Older People		
Residential care WBC Homes - full cost per week	£753.00	£760.00
Residential care WBC Homes - charge the assessed contribution whilst in hospital if bed retained at the home	Assessed charge	Assessed charge
Residential care WBC Homes - charge the assessed contribution from date of admission even if client subsequently decides to leave the home during the review period	Assessed charge from date of admission	Assessed charge from date of admission
Service - Learning Disabilities		
Transporting clients from care homes to resource centres (charge to provider)	Actual cost	Actual cost
Adult Placement - management fee	£84.70	£100.00 per week for a full time placement. £30.00 per week for an overnight respite session. £4.00 per hour for day support.

Figure 3 - Adult Social Care Fees and Charges

Resource Centre - Rental Charges						
	Fees 2016-17			Proposed Fees 2017-18		
Room	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Phoenix Resource Centre						
Ground floor woodwork room	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
External car washing facility	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
Ground floor Theatre (with lighting and audio system)	From £69.10 to £115.10	From £34.50 to £57.60	From £11.60 to £20.80	From £80.00 to £140.00	From £42.00 to £75.00	From £20.00 to £36.00
Audience seating (setting up and taking down)	N/a	N/a	N/a	£75.00	£75.00	£75.00
First floor Theatre office	£13.90	£7.00	N/a	£15.00	£15.00	£15.00
Ground floor frailty and dementia suite (Lilac Lounge)	£46.10	£23.00	£8.10	£55.00	£30.00	£11.00
Ground floor physical disability suite (Sunshine Room)	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
Ground floor sensory cooking room	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
Ground floor sensory room	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
Ground floor optimusic room	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
Ground floor dining room	£69.10	£34.50	£11.60	£80.00	£42.00	N/a
Ground floor dining room and kitchen	N/a	N/a	N/a	£90.00	£47.00	N/a
Ground floor small activity room	£23.00	£11.60	£4.60	£26.50	£13.50	£6.00
First floor Craft activity room	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
First floor computer suite	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50
First floor activity / office space - full space (large)	£92.10	£46.10	£16.20	£104.00	£53.00	£19.00
First floor activity / office space - half space	£46.10	£23.00	£8.10	N/a	N/a	N/a
First floor activity / office space - medium	£69.10	£34.50	£11.60	£80.00	£42.00	£15.00
First floor Art room	£46.10	£23.00	£8.10	£53.00	£27.00	£9.50

First floor large meeting room without equipment	£28.80	£14.40	£5.70	£33.00	£17.00	£7.00
First floor large meeting room with equipment	N/a	N/a	N/a	£43.00	£21.00	£8.50
First floor small meeting rooms	£17.30	£8.70	£3.00	£20.00	£10.50	£4.00
Accessible shower facility and personal care rooms	N/a	N/a	£8.70	N/a	N/a	£9.00

Figure 4 - Adult Social Care Fees and Charges

Resource Centre - Rental Charges						
	Fees 2016-17			Proposed Fees 2017-18		
Room	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Hungerford Resource Centre						
Ground floor main activity room	£92.10	£46.10	£16.20	£93.00	£47.00	£16.50
Ground floor computer suite	£46.10	£23.00	£8.10	£47.50	£24.00	£8.50
Ground floor quiet room	£23.00	£11.60	£4.60	£24.00	£12.50	£5.00
Ground floor hairdressing salon	£23.00	£11.60	£4.60	£24.00	£12.50	£5.00
First floor meeting room 1	£46.10	£23.00	£8.10	£47.50	£24.00	£8.50
First floor meeting room 2	£46.10	£23.00	£8.10	£47.50	£24.00	£8.50
Accessible shower facility and personal care rooms	N/a	N/a	£8.70	N/a	N/a	£9.00
Greenfield Resource Centre						
Atrium	£34.50	£17.30	£5.70	£93.00	£47.00	£16.50
Computer suite	£46.10	£23.00	£8.10	£47.50	£24.00	£8.50
Frailty and dementia suite	£69.10	£34.50	£11.60	£70.00	£35.50	£12.50
Physical disability suite	£69.10	£34.50	£11.60	£70.00	£35.50	£12.50
Learning disability suite	£46.10	£23.00	£8.10	£47.50	£24.00	£8.50
Optimusic / sensory room	£46.10	£23.00	£8.10	£47.50	£24.00	£8.50
Small office	£23.00	£11.60	£4.60	£24.00	£12.50	£5.00
Accessible bath facility and personal care rooms	N/a	N/a	£8.70	N/a	N/a	£9.00
Security opening and locking building at weekends	N/a	N/a	N/a	£17.00	N/a	N/a

Hourly rate applies for bookings of between 1 and 2.5 hours, all bookings over this time duration are charged as a half day.

Housing

- 1.15 The rental costs of temporary accommodation, secure tenancies, Do It Yourself Shared Ownership (DIYSO) and Gypsy and Traveller accommodation owned or let by West Berkshire Council, will be increased by 1.5%. This represents the formula applied to rents by the Council in previous years. The Council is not a registered provider and therefore the national rent formula is not applicable.
- 1.16 Rents for new temporary accommodation assets will be set at Local Housing Allowance rates for the relevant sized property.
- 1.17 The Council also charge for homeless households placed in Bed and Breakfast accommodation. Households will need to claim Housing Benefit, or will be charged up to the amount Housing Benefit would pay, if they were eligible, in addition households will need to pay the ineligible charges set out in the table below.
- 1.18 The Council may also charge applicants who are placed in emergency bed provision at Two Saints Hostel. Applicants are unable to claim Housing Benefit when placed in an emergency bed. A charge of £1 a night may be made for E-bed provision for people who are not employed and £5 a night for people who are in part-time or full-time employment.
- 1.19 In some instances, the Council provides transport to temporary accommodation for households who have no other means of getting to that accommodation. The cost of providing the transport will be recharged, in full to the client.
- 1.20 The Council can assist with providing removals and/or storage for homeless applicants. The full cost of providing this service will be recharged to the client.
- 1.21 The Council can assist with securing cattery or kennel provision for homeless applicants in temporary accommodation, as pets are not permitted in temporary accommodation. The full cost of providing this service will be recharged to the client.
- 1.22 The Council provides repairs and maintenance to a small supply of temporary accommodation, including an out-of-hours service. In the event that a tenant or licensee uses the emergency service for a non-emergency repair, or fails to attend an appointment for a contractor to attend to a repair, a charge of £30 will be made to cover the call-out. Where repairs arise as a result of neglect or damage caused by the tenant or licensee, or

a member of their household, or a visitor to their home, the full cost of the repair will be recharged to the tenant or licensee.

Supporting People Services

1.23 Supporting People Services will be charged at the actual cost of the service received.

Figure 5 - Care Commissioning, Housing & Safeguarding Fees and Charges

Care Commissioning, Housing & Safeguarding - Housing			
Description	2016-17	2017-18	Notes
Copy of Housing Needs Assessment	No charge	No charge	Local Authorities do not charge for this
Average rent for temporary accommodation per week	£129.41	£131.35	Rents vary according to the size of the accommodation offered. This shows the average charge per week.
Do It Yourself Ownership rent	1% on individual contracts	1.5% on individual contracts	2016-17 +1.5%
Bed and Breakfast charging	See table below	See table below	Policy adopted 15/12/11
Transport costs to temporary accommodation	Actual cost	Actual cost	Policy adopted 15/12/11
Gypsy Traveller rent per week, per plot.	£89.70	£91.05	FHC rents to be reviewed following refurbishment

Figure 6 - Care Commissioning, Housing & Safeguarding Fees and Charges

Ineligible charges for Bed and Breakfast accommodation					
	Fees 2016-17				Proposed Fees 2017-18
Household	Heating, lighting & hot water	Breakfast	Total per week	Total per day	
Single person	£15.30	£3.15	£18.45	£2.64	Charges are set by the Department for Work and Pensions and will not be known until February 2017
Couple - no children	£15.30	£6.30	£21.60	£3.09	
Single person + 1 child	£15.30	£6.30	£21.60	£3.09	
Single person + 2 children	£15.30	£9.45	£24.75	£3.54	
Single person + 3 children	£15.30	£12.60	£27.90	£3.99	
Single person + 4 children	£15.30	£15.75	£31.05	£4.44	
Couple + 1 child	£15.30	£9.45	£24.75	£3.54	
Couple + 2 children	£15.30	£12.60	£27.90	£3.99	
Couple + 3 children	£15.30	£15.75	£31.05	£4.44	
Couple + 4 children	£15.30	£18.90	£34.20	£4.89	

2 Children and Young People Services

- 2.1 Fees and charges can have a direct impact on usage and take up.
- 2.2 In some circumstances the Council is providing services in direct competition to the private sector. Where this is the case, price is likely to have a direct link with demand and it is important that the Council does not 'price itself out of the market';
- 2.3 Raising fees and charges can in some instances work against the Council's social inclusion agenda by effectively discriminating against those who are less able to pay;
- 2.4 Some income generating activities are subject to contractual arrangements where the actual levels of charges are set by the contractor, taking into account market factors and the parameters agreed with the Council to meet its social inclusion agenda. In these cases, marginal increases in fees and charges (within Council parameters) are retained by the contractor and therefore do not have a direct impact on council budgets.

Family Well-Being Hubs

- 2.5 The Family Well-Being Hubs may enter into hire agreements in order to deliver services to children, young people, families and the local community. Children's centres are non-profit making organisations and as such it is agreed that West Berkshire Children Centres have a reduced charge for statutory providers for use of the Centres' facilities where they are delivering services for families with children 0-5 years that fall within the remit of Children's Centres e.g.
 - Family Groups and contact visits held by Children Services
 - Clinics and drop-in's held by Health Professionals
- 2.11 No increase has been made to profit organisations room/hire charges for 2017-18 as the Family Well-Being Hubs are already charging at the top end of the scales in their reach areas.

Figure 7 – Family & Wellbeing Hubs Fees and Charges (charges per hour)

Family & Wellbeing Hubs						
	Fees 2016-17			Proposed Fees 2017-18		
Room Hire	Non profit Organisation	Profit Organisation	Statutory Services	Non profit Organisation	Profit Organisation	Statutory Services
East District - Calcot	£8.50	£15.50	£4.50	£8.50	£15.50	£4.50
Central District - Thatcham Lower Way	£8.50	£15.50	£4.50	£8.50	£15.50	£4.50
Central District - Thatcham Park Lane	£8.50	£15.50	£4.50	£8.50	£15.50	£4.50

Note: contributions are accepted for Stay and Play activities towards refreshments.
See charges below

Figure 8 – Family Wellbeing Hubs Additional Fees and Charges (Out of hours)

Room Hire	*Caretaker Opening Charge	*Caretaker Waiting Time Charge
1 Hour	£10.00	N/A
2 Hours	£10.00	£7.00
3 Hours	£10.00	£10.50
4 Hours	£10.00	£14.00
5 Hours	£10.00	£17.50
6 Hours	£10.00	£21.00

*Charges after 6pm Weekdays and on Saturdays

Home to School Transport

- 2.12 The Standard Rate has increased by £19 per year from £684 (academic year 2016-17) to £703 (academic year 2017-18) to reflect increasing transport costs, especially in relation to provision in rural areas. The Rate represents £3.70 for a return journey per school day. The Rate applies across West Berkshire so that rural communities are not disadvantaged with a higher price.

Figure 9 – Home to School Transport Fees and Charges

Home to School Transport		
Banding	Fees 2016-17	Fees 2017-18
Standard rate	£684	£703
Discounted Rate (Guaranteed transition arrangements for 2016/17 only, following consultation in 2015) Secondary school students in Years 7-11 who are attending their catchment school (and where the catchment school is <u>not</u> their nearest school)	£250	N/a
Replacement bus pass admin fee	£15	£15
Rail pass admin fee	£20	£20

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Environment Fees and Charges Proposals – 2017-18

1. Introduction

1.1 The starting point for the base budget for the 2017-18 budget build is that fees and charges would be increased in order to maximise income accepting that:

- Fees and charges can have a direct impact on usage and take up;
- In some circumstances the Council is providing services in direct competition to the private sector. Where this is the case, price is likely to have a direct link with demand and it is important that the Council does not price itself out of the market. In some areas benchmarking has taken place to ensure West Berkshire can compete with other authorities.
- Raising fees and charges can in some instances work against the Council's social inclusion agenda by effectively discriminating against those who are less able to pay;
- For some services there is a clear expectation that fees and charges will reflect the costs incurred in providing the service; the Council may be subject to legal challenge if increases in fees and charges cannot be justified.

1.2 Within the Environment Directorate fees and charges deliver an annual income of approximately £7,869k (2016-17 original budget).

2. Specific Proposals

2.1 Planning and Countryside

2.1.1 The original budget for 2016-17 income from fees and charges in Planning and Countryside was £1,367k

The main income from fees and charges is generated from the following areas:

2.1.2 Hire of sports facilities at Henwick Worthy, Holy Brook, Northcroft, Moorside and The Diamond at Greenham. It is proposed to increase the charges for use of our sports facilities by 1.9% in 2017-18.

2.1.3 Development Control

Fees for planning applications are set centrally by the DCLG.

2.2 Highways and Transport

2.2.1 The original budget for income from fees and charges for the Highways and Transport service in 2016-17 was £4,494k. Fees and charges have been reviewed in order to generate additional income wherever possible. Fees and charges are generated from the following four areas:

2.2.2 Car Park Charges

There were several changes to Car Parking tariffs in 2016. Further changes have been proposed for 2017 and these are included in the Fees and Charges table Appendix H(3).

2.2.3 Licence Fees, Permits and Other Charges

Fees are charged for a range of services e.g. where Highway Authority approval is required to place items or to work on the public highway. These include vehicular crossings, skips, scaffolds, table and chairs on the highway, issuing permits for and inspecting utility operations, temporary or permanent traffic regulation orders.

2.2.4 Highways Development Control Fees

Fees are charged to developers for design checking, supervision and inspection of new roads under construction and off site highway improvements.

2.2.5 Charges to Householders for Sewage Treatment

Approximately 150 properties, mainly in rural areas, are connected to small sewage treatment plants. These are the responsibility of West Berkshire Council to maintain, having previously been the ownership of Newbury District Council from when the housing stock was transferred to Sovereign Housing Association. The householders pay a fee to the Council which contributes to the maintenance costs.

2.3 Culture and Public Protection

2.3.1 The original budget for 2016-17 for income from fees and charges for Culture and Public Protection was £1,992k. Income is generated from the following areas:

2.3.2 Trading Standards

Fees for this service include weights and measures, and licences for petroleum.

2.3.3 Waste Service

Fees include bulky household collection, provision of additional wheelie bins for garden waste collection.

The Waste Service is proposing increasing its current charges in line with inflation. There is a further proposal to introduce new charges for certain non household waste items which are taken to the Household Waste Recycling Centre these include a cost for soil and rubble, plasterboard and tyres.

2.3.4 Licensing and Environmental Health

Fees include taxi licensing, temporary events, premises, food safety etc.

2.3.5 Culture

Fees and charges fall into four main areas: Leisure, Shaw House hire fees, heritage and tourism services and libraries.

Leisure – The leisure centres are managed by Parkwood Leisure. The actual level of charge is set in accordance with Parkwood's own marketing policies. Taking account of the Council's objectives for the residents' leisure card the Council agrees the maximum fee that can be charged for admission. Increases in Parkwood's prices are agreed in December for January implementation and they have no impact on the Council's budget.

Shaw House - is an historic venue for commercial hire. The highest priority is to develop a sustainable income stream by marketing Shaw House to the business, public and community sectors as a venue for hire for meetings, conferences, training, civic occasions, celebrations and other events and activities. To this end there is no proposal to increase hire charges in 2017-18.

Heritage – The West Berkshire Historic Environment Record (HER) is a public record used by many enquirers for a variety of purposes: decision-making, planning, conservation, research, education and personal interest. Information is currently provided to all by the HER officer, and a charge is made for commercial enquiries to cover the costs of staff time; there is no charge for the data itself. There is no charge for reasonable enquiries from the public.

Libraries – Charges are made for the hire of DVDs, games CDs etc together with reference and research enquiries, vocal scores, book group and request services.

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Description		2016/17		2017/18		Notes
Planning and Countryside						
		Single Booking	Block Booking	Single Booking	Block Booking	
Henwick Worthy Sports Ground:						
Cricket – 1 st Hand Wicket (per match)	Adult	£93.00	£77.09	£94.80	£78.60	
	Junior	£37.85	£37.96	£38.60	£38.70	
Cricket – 2 nd Hand Wicket (used grass)	Adult	£57.61	£57.78	£58.70	£58.90	
	Junior	£28.00	£28.08	£28.50	£28.60	
Cricket – Artificial Wicket	Adult	£62.15	£51.95	£63.30	£52.90	
	Junior	£31.72	£26.51	£32.30	£27.00	
Cricket – 2 nd (Reserve) Artificial Wicket	Adult	£30.95	£25.87	£31.50	£26.40	
	Junior	£30.95	£25.87	£31.50	£26.40	
Football – Grass (per game)	Adult	£70.70	£59.10	£72.00	£60.20	
	Junior	£34.60	£28.92	£35.30	£29.50	
Football - Mini Pitch	Adult	£40.01	£33.44	£40.80	£34.10	
	Junior	£20.02	£16.73	£20.40	£17.00	
Rugby – Grass (per game)	Adult	£70.70	£59.10	£72.00	£60.20	
	Junior	£34.60	£28.92	£35.30	£29.50	
Rugby Training	Cost per Hour	£19.19	£16.04	£19.60	£16.30	
Use of Portable Lights	Cost Per Hour	£19.19	£16.04	£19.60	£16.30	
Full Pitch Artificial Grass - peak	30 Mins	£38.30	£32.02	£39.00	£32.60	
	1hr Only	£76.61	£64.03	£78.10	£65.20	
	1hr 30mins (11 a side)	£114.91	£96.05	£117.10	£97.90	
	30 Mins	£21.42	£17.90	£21.80	£18.20	
Half Pitch Artificial Grass - peak	1hr Only (5 a side)	£42.84	£35.81	£43.70	£36.50	
	1hr 30mins	£64.26	£53.71	£65.50	£54.70	
	30 Mins	£17.87	£14.93	£18.20	£15.20	
	1hr Only	£35.74	£29.87	£36.40	£30.40	
Full Pitch Artificial Grass – off-peak	1hr 30mins (11 a side)	£53.60	£44.80	£54.60	£45.70	
	30 Mins	£9.31	£7.78	£9.50	£7.90	
	1hr Only (5 a side)	£18.62	£15.57	£19.00	£15.90	
	1hr 30mins	£27.94	£23.35	£28.50	£23.80	
Hardcourt Activities:						
Netball (per court per hr)	Adult	£20.64	£17.25	£21.00	£17.60	
	Junior	£10.57	£8.84	£10.80	£9.00	
Tennis (per court per hr)	Adult	£6.00	£5.00	£6.10	£5.10	
	Junior	£3.00	£2.50	£3.10	£2.50	
Moorside:						
Football - Grass (Per Game)	Adult	£59.14	£49.43	£60.30	£50.40	
	Junior	£28.74	£24.49	£29.30	£25.00	
The Diamond -Greenham:						
Football - Grass (Per Game)	Adult	£59.14	£49.43	£60.30	£50.40	
	Junior	£28.74	£24.49	£29.30	£25.00	
Holybrook Park:						
Football – Grass (per game)	Adult	£57.98	£49.43	£59.10	£50.40	
	Junior	£28.74	£24.49	£29.30	£25.00	
Northcroft Recreation Ground:						
Football - Grass (per game)	Adult	£57.98	£49.43	£59.10	£50.40	
	Junior	£28.74	£24.49	£29.30	£25.00	
Tree Preservation Order		£25.00		£25.00		
Michaelmas Fair		£2,166.00		£2,166.00		
Public Rights of Way						
Search fees		£68.50		£68.50		
Path order fees		£1,435-£3,586		£1,435-£3,586		
Statutory Declarations		£200 flat rate with rights to increase if the work required is onerous		£200 flat rate with rights to increase if the work required is onerous		
Planning Applications		Government Set Fees				Government set fees
Highways and Transport						
Highways Act Charges:						
Vehicular Crossing (S.164)		£101.00		£110.00		
Skips on the Highway (S.139)	Initial fee	£38.00		£40.00		
	per week	£47.00		£47.00		No change
Scaffold/hoarding on the Highway (S.169/172)	Initial fee	£71.00		£80.00		
	per week	£46.00		£46.00		No change
Tables and Chairs on the Highway (based on number of Chairs) (S.115)	1 to 10	£181.00		£200.00		
	11 to 26	£301.00		£330.00		
	27+	£603.00		£660.00		
Storing Materials on the Highways (S.171)	Initial fee	£68.00		£75.00		
	per week	£25.00		£25.00		
Temporary Excavation in the highway (S.171)		£89.00		£100.00		
Cranes, machinery, structure on the highway (S.178)		£130.00		£145.00		
Per Necessary inspection		£52.00		£55.00		
S142 Licence to plant in the highway		£100.00		£120.00		
Permits under SI 2014 No. 3110 Highways, England and the Traffic Management (West Berkshire Council) Permit Scheme Order 2014						
Permit Fee Provisional Advance Authorisation		£62-£77		£62-£77		No change
Permit Fee Major Activity (over 10 days) and all major works requiring a traffic regulation order.		£125 - £199		£125 - £199		No change
Permit Fee Major Activity (4 – 10 days)		£130		£130		No change
Permit Fee Major Activity (up to 3 days)		£65		£65		No change
Permit Fee Standard activity		£111		£111		No change
Permit Fee Minor Activity		£52		£52		No change
Permit Fee Immediate activity		£47		£47		No change
Permit Variation Fee		£35 - £45		£35 - £45		No change
Other Licences and Charges:						

Description		2016/17		2017/18		Notes
Streetworks licence (S.50 NRSWA)		£215.00		£250.00		
Utility Works Inspection (NRSWA/TMA)		£50.00		£50.00		Nationally agreed fee
Fixed Penalty Charge (Utility Companies) NRSWA/TMA		£120/£80		£120/£80		Nationally agree fee - £120 discounted to £80 if paid within 29 days.
Temporary Traffic Regulation Orders Section 14(1)		£593.00		£600.00		Excludes agency and advertising costs.
Temporary Traffic Regulation Orders Section 14(2), Section 16A where appropriate & Section 21 of PTCA		£64.00		£70.00		Officer time to process and inform statutory consultees of emergency road closures.
Tourist / Direction signs		£456.00		£460.00		Officer time for designing, ordering and supervision costs for signs.
Traffic Signs / Signals Equipment damaged by Road Traffic Accident or other event		£381.00		£385.00		Officer time for making safe damaged signs and arranging replacement signs.
Public Transport						
Charge for bus and Coach services leaving Newbury bus station		£0.50		£0.50		Per departure for services not contracted to WBC. This charge will be reviewed when new Wharf bus station opens to reflect operational costs.
Charge for bus and coach waiting at Newbury bus station		£0.00		£0.00		There is currently no charge for waiting at Market St bus station, but a charge will be introduced at the new combined Wharf bus and coach station to reflect operational costs.
Provide temporary bus stop facility for utility company or other 3rd party carrying out streetworks		£102.00		£130.00		This fee is to cover: amendments to Real Time Passenger Information (RTPI) and Traveline information databases; creation, printing and installation of customer information notices; identification of suitable location for temporary stops and deployment of those stops
Provision of information at bus stops for services not subsidised by WBC	Per stop	£10.00		£10.00		No change
Concession bus pass replacement fee		£15.00		£15.00		No change
Highway search enquiries						
One A4 plan covering 100 metres of highway		£40.00		£45.00		
Additional 100 metres		£10.00		£12.00		
Additional question		£10.00		£12.00		
Provision of recorded injury accident Data		£112.00 + £36.00 per additional block of up to 10 accidents		£125.00 + £40.00 per additional block of up to 10 accidents		Cost per request for up to and including 10 recorded injury accidents). There will be a further charge of £40.00 for up to each additional block of 10 recorded injury accidents (eg 11-20 accidents would cost £165.00; 21-30 accidents would cost £205.00 etc).
Provision of Traffic Data		£108.00		£120.00		Cost per request per site for data up to 1 year old.
		£86.00		£95.00		Cost per request per site for data up to 3 years old.
		£64.00		£70.00		Cost per request per site for data over 3 years old.
Access Protection Marking		£108.00		£110.00		
Sewerage treatment property charge		£332.00		£335.00		Applicable to properties not connected to mains drainage but to WBC owned sewerage treatment plants.
Events/Promotions on the Public Highway		£100.00 to £1,000.00 per day		£100.00 to £1,000.00 per day		Cost will vary depending on size of event/promotion and whether the organiser is marketing/selling etc. Non profit making events/promotions benefiting the community & charitable events will not usually be charged a fee unless it is necessary to cover our costs. No change
Cycle Training		£40.00		£40.00		No change - This is our reimbursement for the fee that we pay Bikeability Trainers per pupil .
Recovery and storage of unauthorised signs				£120.00		Signs will be stored up to 28 days
Highways Development Control Fees:						
New Road Construction Supervision (S38)		10%		10%		No change
Highways Works Supervision (S278)		10%		10%		No change
Licence to work on highway (S.115E)		£420.00		£450.00		
Street naming and numbering		£71.00		£75.00		
Production of current statutory undertakers schedule for commercial companies		£50.00		£55.00		
Newbury - Car Park Charges (Mon to Sun inc Bank Holidays)						
Kennet Centre and Northbrook Multi-storey Car Parks						
Up to 1 hour		£1.30		£1.50		
Up to 2 hours		£2.50		£2.70		
Up to 3 hours		£3.70		£3.90		
Up to 4 hours		£5.00		£5.20		
Up to 6 hours		£7.00		£7.20		
Up to 8 hours		£8.50		£8.70		
Over 8 hours		£12.00		£12.00		No change
Evening Charge		£2.00		£2.00		No change
Short and Long Stay Car Parks - Pelican Lane, West Street, 8 Bells, Market Street , Bear Lane, Central and Library						
Up to 1 hour		£1.30		£1.50		
Up to 2 hours		£2.50		£2.70		
Up to 3 hours		£3.70		£3.90		
Up to 4 hours		£5.00		£5.20		
Up to 6 hours		£7.00		£7.20		
Up to 8 hours		£8.50		£8.70		
Over 8 hours		£12.00		£12.00		No change
Evening Charge		£2.00		£2.00		No change
Short Stay Car Parks - Northcroft Lane and The Wharf						
Up to 1 hour		£1.30		£1.50		
Up to 2 hours		£2.50		£2.70		
Up to 3 hours		£3.70		£3.90		
Up to 4 hours		£5.00		£5.20		
Over 4 hours		£12.00		£12.00		No change
Evening Charge		£2.00		£2.00		No change
Long Stay Car Parks - Northcroft Lane West 08:00 am to 10:00pm						
Up to 2 hours		£1.50		£1.70		
Up to 4 hours		£3.00		£3.20		
Over 4 hours		£5.00		£5.20		

Description		2016/17		2017/18		Notes
Long Stay Car Parks – Newbury Football Club and Market Street staff car park. Market Street (Saturday's only).						
Up to 2 hours		£1.50		£1.70		
Up to 4 hours		£3.00		£3.20		
Over 4 hours		£5.00		£5.20		
Evening Charge		£2.00		£2.00		No change
Goldwell Park						
Up to 4 hours		£1.00		£1.00		No change
Over 4 hours		£2.00		£2.00		No change
No Evening Charge						
Coach Park						
Up to 2 hours		£4.00		£4.00		No change
Over 2 hours		£8.00		£8.00		No change
Evening charge		£2.00		£2.00		No change
Newbury Car Park Charges (Sunday)						
All car Parks						
Daily charge up to 6.00pm		Same as Mon to Sat		Same as Mon to Sat		No change
Evening charge from 6.00pm		£2.00		£2.00		No change
Newbury on-street Charges (Mon to Sat inc Bank Holidays)						
Northbrook Street (west side) - either side of Albert Road Broadway (east side)- near Clock Tower Cheap Street (west side) Bartholomew Street	30 Mins	Free		Free		No change
	1 hour	£1.00		£1.00		
Kings Road West	30 Mins	Free		Free		No change
	1 Hour	£1.00		£1.00		No change
	2 Hours	£1.50		£1.50		No change
	4 Hours	£3.00		£3.00		No change
Newtown Road (north of St John's Road) West Mills	30 Mins	Free		Free		
	2 hours	£1.00		£1.00		No change
	4 hours	£2.00		£2.00		No change
Pelican Lane (west side)	30 mins	Free		Free		
	1 hour	£1.00		£1.00		No change
	2 hours	£2.20		£2.20		
Newtown Road (south of St John's Road) -west side	4 hours	£1.00		£1.00		No change
	over 4 hours	£2.00		£2.00		No change
Catherine Road and Link Road	2 hours	£1.00		£1.00		
	4 hours	£2.00		£2.00		No change
	over 4 hours	£3.80		£3.80		
Station Road	2 hours	£1.00		£1.00		
	4 hours	£2.00		£2.00		No change
	over 4 hours	£3.80		£3.80		
Old Bath Road (south side) west of Leys Gardens	2 hours	£0.50		£0.50		
	4 hours	£1.00		£1.00		No change
	over 4 hours	£1.50		£1.50		
Faraday Road area	30 mins	Free		Free		
	2 hours	50p		50p		No change
	4 hours	£1.00		£1.00		
	over 4 hours	£1.50		£1.50		
Newbury On-Street Charges (Sunday)						
Standard daily charge of £1.00 at all locations where on-street charging applies. The 30 minutes free parking will be retained at all locations where it applies Monday to Saturday as will the 50p charge for up to 2 hours parking at the two locations where it applies (Old Bath Road and Faraday Road).		£1.00		£1.00		No change
Newbury Season Ticket Prices:						
Kennet Centre:						
Per Quarter		£350.00		£350.00		No change
Northbrook MSCP:						
Per Quarter		£350.00		£350.00		No change
Per Annum		£1,150.00		£1,150.00		No change
Newbury "General":						
Per Quarter		£350.00		£300.00		No change
Per Annum		£1,150.00		£1,150.00		No change
Out of Newbury Car Park Hourly Rates:						
Hungerford: Church St						
Up to 1 hour		£0.50		£0.80		
Up to 2 hours		£0.90		£1.30		
Up to 3 Hours		£1.10		£1.70		
Up to 4 Hours		£1.20		£2.00		
Up to 10 hours		£4.00		£4.00		No change
Over 10 hours		£10.00		£10.00		No change
Hungerford: Station Road						
Up to 1 hour		£0.50		£0.80		
Up to 2 hours		£0.90		£1.30		
Up to 3 Hours		£1.10		£1.70		
Up to 4 Hours		£1.20		£2.00		
Up to 10 hours		£4.00		£4.00		No change
Over 10 hours		£6.00		£6.00		No change
Hungerford High Street						
Up to 1 hour		£0.50		£0.80		
Up to 2 hours		£0.90		£1.30		
Up to 4 hours		£3.60		£3.80		
Up to 8 hours		£6.00		£6.00		No change
Over 8 hours		£10.00		£10.00		No change

Description		2016/17		2017/18		Notes
Pangbourne Station Road:						
Up to 1 hour		£0.70		£0.80		
Up to 2 hours		£1.20		£1.30		
Up to 3 hours		£1.60		£1.70		
Over 3 hours		£5.50		£5.50		No change
Pangbourne River Meadow						
Up to 1 hour		£0.70		£0.80		
Up to 2 hours		£1.20		£1.30		
Up to 3 hours		£1.60		£1.70		
Up to 4 hours		£2.00		£2.00		No change
Up to 8 hours		£2.50		£2.50		No change
Over 8 hours		£5.50		£5.50		No change
Thatcham Kingsland Centre						
Up to 1 hour		£0.70		£0.80		
Up to 2 hours		£1.20		£1.30		
Up to 3 hours		£1.60		£1.70		
Over 3 hours		£300.00		£3.00		No change
Thatcham Gilbert Court						
Up to 1 hour		Free		Free		No change
Up to 2 hours		£0.50		£0.60		
Up to 3 hours		£0.80		£0.90		
Over 3 hours		£2.00		£2.00		No change
Thatcham Burdwood Centre						
Up to 2 hours		Free		Free		No change
Up to 3 hours		£0.80		£0.90		
Over 3 hours		£2.00		£2.00		No change
Thatcham Station						
Off Peak (arrival after 10.00 am and return by midnight same day and up to 24 hours Saturdays and Sundays)		£2.00		£2.00		No change
Up to 24 Hours Monday to Friday (arrival before 10.00 am)		£3.40		£3.40		No change
Theale Main						
Up to 2 hours		£0.70		£0.80		
Over 2 hours		£1.20		£1.30		
Theale West						
Up to 1 hour		£0.70		£0.80		
Up to 2 hours		£1.20		£1.30		
Over 2 hours		£5.50		£5.50		No change
Out of Newbury Season Tickets						
Hungerford						
Annual		£425.00		£425.00		No change
Pangbourne						
Per Quarter		£160.00		£160.00		No change
½ year		£315.00		£315.00		No change
Annual		£500.00		£500.00		No change
Theale - Annual						
		£160.00		£160.00		No change
West Berkshire Residents Parking Permits						
		£30.00		£30.00		No change
West Berkshire Visitor Parking Permits						
		£1.00		£1.00		No change
Culture and Environmental Protection						
Environmental Protection						
Prevention of Damage by Pests						
Pest Site survey				£69.00		
Rat treatment		£60.00		£69.00		
Any other Pest treatment	Visit			£69.00		
	Per additional visit			£53.00		
Dog Warden Services:						
Stray Dogs - Not taken to Kennel		£60.00		£60.00		
Stray Dogs - Taken to Kennel		£85.00		£85.00		
Kennels Cost		£13.40		Recharge based on cost		
Trading Standards						
Weights and Measures Fees (per hour)		£59.50		£59.80		
Explosives Licenses / Registrations - set by statute						Set by statute
Support with Confidence:						
Individual Supplier / 1-5 employees		£56.30		£56.60		All disbursements charged at cost
Businesses 5-20 employees		£112.30		£112.90		As above except fee reduced to £50 if registered with confidence
Businesses >20 employees		£280.90		£282.30		As above except fee reduced to £50 if registered with confidence
Approved Trader Scheme Background Checks				£50.00		New Fee
Petroleum Licensing Fees - set by statute						Set by statute
Performing Animals Registration Act 1925 per registration		£38.60		£38.80		
Waste Services:						
Special Collection Charges (Bulky Household Collection)						
Normal (within 7 days)		£36.00		£37.00		
Within 7 days by appointment outside property		£54.00		£55.50		
Within 7 days by appointment inside property		£64.00		£66.00		
Provision of wheelie bin						
Collection of garden waste for year (scheduled)		£27.00		£27.00		
Removal of fly tipping on private land		£38.00		£40.00		
Removal of graffiti up to 2m ² area		P.O.A		P.O.A		
HWRC non-household waste charges						
						New charge

Description		2016/17		2017/18		Notes
Soil and Rubble	Per 25L bag or equivalent/ single item	N/A		£2.45		New charge
	Standard Car/Hatchback	N/A		£13.90		New charge
	Trailer	N/A		£23.10		New charge
	Small Van /Estate Car	N/A		£27.80		New charge
	Transit van or similar	N/A		£92.40		New charge
Plasterboard	Per 25L bag or equivalent	N/A		£4.10		New charge
	per 180 x 90cm sheet	N/A		£5.70		New charge
	Standard car / Hatchback	N/A		£12.50		New charge
	Trailer	N/A		£20.80		New charge
	Small Van / Estate car	N/A		£25.00		New charge
	Transit Van or similar	N/A		£83.10		New charge
Tyres	Motorised mini bike / motorised go-kart	N/A		£2.50		New charge
	Standard tyre off rim (car/motorcycle)	N/A		£5.00		New charge
	Standard tyre on rim (car motor cycle)	N/A		£7.00		New charge
	Medium tyre off rim (large 4 x4 / large van)	N/A		£9.00		New charge
	Medium tyre on rim (large 4 x 4 / large van)	N/A		£11.00		New charge
	Solid tyre	N/A		£9.00		New charge
	Miscellaneous tyres	N/A		£2.50		New charge
Gas canisters		N/A		£6.00		New charge
Food and Nutrition Training:						Applies across both LAs
Level 2 Award in Nutrition		£74.00		£74.00		
Food Hygiene Training:						Applies across both LAs
CIEH Level 1		£38.00		£38.00		
CIEH Level 2		£75.00		£75.00		
CIEH Level 3		£322.00		£322.00		
Online Accredited Training				Full cost Recovered		
Food Export Certificates				Full cost Recovered		
Anti-Social Behaviour Act:						Applies across both LAs
High Hedges Fee (Class A – Fee Discretionary)		£774.00		£1,113.00		
Licences, Registrations and Similar Consents:						
<i>Licensing Act 2003:</i>						Separate listing for Wokingham
Premises Licence – "one off" fees set by statute based upon rateable value (RV) of premises (Class B – Statutory Fee)						
Band A – RV up to 4300		£100.00		£100.00		Statutory -no increase.
Band B – RV 4300 to 33000		£190.00		£190.00		Statutory -no increase.
Band C – RV 33001 to 87000		£315.00		£315.00		Statutory -no increase.
Band D – RV 87001 to 125000		£450.00		£450.00		Statutory -no increase.
Band E – RV 125001 and above		£635.00		£635.00		Statutory -no increase.
Pre-Application Advice, Hourly charge	Min 1 Hr			£50.00		New
Premises Licence – Annual Fee (Class B – Statutory Fee)						Separate listing for Wokingham
Band A		£70.00		£70.00		Statutory -no increase.
Band B		£180.00		£180.00		Statutory -no increase.
Band C		£295.00		£295.00		Statutory -no increase.
Band D		£320.00		£320.00		Statutory -no increase.
Band E		£350.00		£350.00		Statutory -no increase.
Personal Licence - (Class B – Statutory Fee)		£37.00		£37.00		Statutory -no increase.
Temporary Event Notices (TEN's) - (Class B – Statutory Fee)		£21.00		£21.00		Statutory -no increase.
Pre-Application Advice, hrly charge	Min 1 Hr			£50.00		New
Gambling Licenses						Separate listing for Wokingham
Casinos (small)	New Application	£7,500.00		£7,500.00		Set at 75% of Statutory Maximum -no increase.
	Annual Fee	£3,750.00		£3,750.00		Set at 75% of Statutory Maximum -no increase.
Bingo Clubs	New Application	£2,625.00		£2,625.00		Set at 75% of Statutory Maximum -no increase.
	Annual Fee	£750.00		£750.00		Set at 75% of Statutory Maximum -no increase.
Betting Premises	New Application	£2,250.00		£2,250.00		Set at 75% of Statutory Maximum -no increase.
	Annual Fee	£450.00		£450.00		Set at 75% of Statutory Maximum -no increase.
Tracks	New Application	£1,875.00		£1,875.00		Set at 75% of Statutory maximum -no increase.
	Annual Fee	£750.00		£750.00		Set at 75% of Statutory Maximum -no increase.
Family Entertainment Centres	New Application	£1,500.00		£1,500.00		Set at 75% of Statutory Maximum -no increase.
	Annual Fee	£562.00		£562.00		Set at 75% of Statutory Maximum -no increase.
Adult Gaming Centres	New Application	£1,500.00		£1,500.00		Set at 75% of Statutory Maximum -no increase.
	Annual Fee	£750.00		£750.00		Set at 75% of Statutory Maximum -no increase.
Lotteries and Amusements	New Application	£40.00		£40.00		Statutory -no increase.
	Annual Fee	£20.00		£20.00		Statutory -no increase.
Pre-Application Advice, hrly charge	Min 1 Hr			£50.00		New
Sex Establishments – (Class A – Fee Discretionary)						
	Cinema	£34 per hr min £3,000 to max £5000		min £3,000 to max £5000		No change
	Shop	£34 per hr min £3,000 to max £5000		min £3,000 to max £5000		No change
	Entertainment Venue	£34 per hr min £3,000 to max £5000		£3,000 to max £5000		No change
Pre-Application Advice, hrly charge	Min 1 Hr			£53.00		New
Street Trading Consents – (Class A – Fee Discretionary)						
	Annual Fee	£1,200.00		£1,272.00		Reviewed to cost recovery model
	6 month	£600.00		£742.00		Reviewed to cost recovery model
	Monthly Rate	£100.00		£212.00		1/12th annual fee based on cost recovery model
Refund for Street Traders	If application withdrawn	£96.00		£106.00		
Pre-Application Advice, hrly charge	Min 1 Hr			£53.00		New
Skin Piercing Registrations (one off registration) – (Class A – Fee Discretionary)						
Individual		£122.00		£170.00		Cost recovery
Premises		£240.00		£265.00		Cost recovery
Joint Application		£384.00		£424.00		Cost recovery
Pre-Application Advice, hrly charge	Min 1 Hr			£53.00		New cost recovery model - refer to office guidance
Animal Licences – (Class A – Fee Discretionary)						
Dog Breeding Establishments		£320.00		£371.00		Cost recovery
Animal Boarding Establishments		£352.00		£424.00		Cost recovery
Home Boarding		£352.00		£371.00		Under review based on 5hrs cost recovery
Pet Shops		£352.00		£424.00		

Description		2016/17		2017/18		Notes
Dangerous Animal Consent - 2 yr licence	West Berks	£384.00		£424.00		Based on cost recovery
Zoo Licenses (new abd renewals)	Up to 6 Years	£1,892.00		£1,908.00		
Riding Establishments	1 to 5 Horses	£636.00		£530.00		
	Each additional 10 horses	£188.00		£132.50		Based on cost recovery
Performain Animals Registration		£83.00		£106.00		
Scrap Metal Dealers	3 Years	£102.00		£169.60		
Pre-Application Advice, hrly charge				£53.00		New
Private Water Supplies (Statutory Maximums stated) Hrly Rate £34						
Risk Assessment		£500.00		£500.00		Minimum charge 1 Hr, simple risk assessment and report typically 5 hours
Sampling		£100.00		£100.00		Charge for a visit, taking a sample and delivering it to the laboratory. Typically 2.5 hours of officer time
Investigation		£100.00		£100.00		Carried out in the event of a test failure, can be substituted by the risk assessment - this does not include any required analysis costs.
Analysis - Regulation 10		£25.00		£25.00		Where a supply provides <10m ³ /day or serves <50 people and is used for domestic purposes - hrly rate applies
Check Monitoring - Commercial and Public Supplies		£100.00		£100.00		Check monitoring is carried out to ensure the water complies with the standards - hrly rate applies
Audit Monitoring - Commercial and Public		£500.00		£500.00		Additional parameters sampled less often to ensure the water complies with all safety standards - Hrly rate applies
Environmental Protection Act 1991b						Statutory - no increase
Scheduled Processes - (Class B – Statutory Fee)						Statutory - no increase
Private Sector Housing						
Inspection of Housing Premises for Immigration purposes (Class A – Fee Discretionary)		£306.00		£371.00		Hourly rate applies to both LAs
Enforcement Notices served under Housing Act 2004				£106.00		NEW cost recovery model - refer to officer guidance
HMO Licence NEW - assisted application		£850.00		£1,113.00		
HMO Licence RENEWAL		£462.00		£742.00		
Caravan Site Licence annual Licence (Option 2 of DCLG Guide for Charging	1-5 Pitches	£116.00		£225.00		
	6-24 Pitches	£174.00		£225.00		
	25-99 Pitches	£232.00		£318.00		
	100-199 Pitches	£290.00		£371.00		
	200+	£348.00		£477.00		
Variation or Transfer		£58.00		£106.00		
Other Fees for Information						
Environmental Info Individual, Non Commercial		£64.00		£106.00		Hourly rate applies for both LAs minimum two charge (Class A - Fee Discretionary)
Commercial and Government		£64.00		£106.00		Cost recovery model
Civil Actions (Class A – Fee Discretionary)		£64.00		£106.00		Cost recovery model
Safety Certification and administration		£64.00		£106.00		Cost recovery model
Resident and Business Advice						
General Business Advice (non-primary authority)	free for first 2 hours					Hourly rate applies for both LAs minimum two charge (Class A - Fee Discretionary)
Request for Advice						New cost recovery model - refer to officer guidance
Primary Authority Advice						New cost recovery model - refer to officer guidance
Taxi Licenses – (Class A – Fee Discretionary)						
Vehicle – New		£157.00		£185.50		
Vehicle – Renewal of Licence		£157.00		£185.50		
Replacement Plate		£38.00		£26.50		
Backing Plate		£23.00		£26.50		
Transfer of Ownership		£105.00		£106.00		
Temporary Vehicle		£157.00		£159.00		
Driver – 3 year Licence		£251.00		£318.00		
Replacement Badge		£38.00		£53.00		
Replacement Licence		£38.00		£53.00		
HC Knowledge Test (per test)		£69.00		£106.00		
Legal Test		£16.00		£26.50		
Dual Driver Street		£35.00		£53.00		
Highway Code		£16.00		£26.50		
Missed Appointments		£34.00		£53.00		
Disclosure and Barring Service Check (DBS)		£60.00		£79.50		
Change of Address (PH & HC)		£13.00		£26.50		
Pre-Application Advice, hourly charge	Min 1 Hr			£53.00		New. Refer to officer guidance
Private Hire Vehicles including School Community Services for Wokingham – (Class A – Fee Discretionary)						
Operator – New and renewal	1-4 Vehicles (New 5 Yr)	£528.00		£583.00		
	5-9 vehicles (New 5 Yr)	£846.00		£901.00		
	9+ vehicles (New 5 Yr)	£1,317.00		£1,219.00		
Vehicle – New		£148.00		£159.00		
Temporary Vehicle monthly issue up to 3 months maximum		£148.00		£159.00		
Vehicle – Renewal		£148.00		£159.00		
Replacement Plate		£38.00		£26.50		
Transfer of Ownership		£105.00		£106.00		
Driver – 3 year Licence		£251.00		£265.00		
Driver – 3 year Licence renewal		£251.00		£265.00		
Replacement Badge		£38.00		£53.00		
Replacement Licence		£38.00		£53.00		
Replacement Vehicle Plate		£28.00		£53.00		
Replacement Licence		£38.00		£53.00		
PH Knowledge Test (per test)		£69.00		£106.00		
WOK only - Legal test		£16.00		£26.50		
WOK only - PH Street		£23.00		£26.50		

Description		2016/17		2017/18		Notes
WOK only - Highway Code		£23.00		£26.50		
Missed Appointments		£34.00		£53.00		
Disclosure and Barring Service (DBS)		£60.00		£79.50		
Pre-Application Advice, hourly charge	Min 1 Hr			£53.00		New for all. Policy to follow
Heritage						
Shaw House - Heritage Service Fees and Charges						
Shaw House - Room Hire Charges - per hour						
West Berkshire Council		£18.00 - £22.00		£18.00 - £22.00		
Registered Charity		£18.00 - £30.00		£18.00 - £30.00		
Public Sector and Community use		£25.00 - £37.00		£25.00 - £37.00		
Commercial use		£33.00 - £48.00		£33.00 - £48.00		
West Berkshire - Archaeological Archive Box Fee						
Standard Box (470mm x 270mm x 170mm)		£25.00		£25.00		Charge is paid by depositor of behalf of commercial client
Half box		£12.50		£12.50		Charge is paid by depositor of behalf of commercial client
Paper archive box		£8.00		£8.00		Charge is paid by depositor of behalf of commercial client
Plan/drawing sheet		50p		50p		Charge is paid by depositor of behalf of commercial client
Archaeology - Historic Environment Record Charges						
A4 computer print out (b/w) HER Data		10p		10p		Charge set to match A4 photocopying
A4 computer print out (colour) HER data		£1.00		£1.00		Charge set to match A4 photocopying
A3 computer print out (colour) HER Data		£1.60		£1.60		Charge set to match A4 photocopying
Research charges - HER enquiries		Hourly rate of £100 exc. VAT with a minimum of £60 exc. VAT for the first half hours		Hourly rate of £100 exc. VAT with a minimum of £60 exc. VAT for the first half hours		Charges are calculated to compensate the Council for the staff time utilised to provide information for commercials or very large enquiries
Heritage Service - Use of Image Collection						
If supplied for private personal use only the image production fee is payable. Images supplied for publication incur both an image prooduction fee and a reproduction charge.						
Image Production Fee						
Photo Print - up to A6		£5.00		£5.00		
Photo Print - up to A5		£10.00		£10.00		
Photo Print - up to A4		£15.00		£15.00		
Laser Scan - up to A4		£5.00		£5.00		
Digital Scan - to CD		£15.00		£15.00		Charge for single image; additional images @ £5.00 each
Digital Scan - to CD - Discounted rate for West Berkshire non-profit making organisations		Free		Free		Provide on CD to be returned to Museum (refundable deposit).
Reproduction Charges						
Up to full page, B&W or Colour		£40.00		£40.00		countries & languages
Up to Full Page B&W or Colour - Discounted rate for West Berkshire non-profit making organisations		£15.00 one image; £5.00 for all subsequent images		£15.00 one image; £5.00 for all subsequent images		Plus copy of publication for museum library. No charge for partnership projects, joint publications, etc.
Cover (front or back)		£75.00		£75.00		
Cover (front or back) - Discounted rate		£30.00 one image		£30.00 one image		
Local Publication		£15.00		£15.00		Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Local Publication - Discounted rate for West Berkshire non-profit making organisations		£15.00 one image; £5.00 for all subsequent images		£15.00 one image; £5.00 for all subsequent images		Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Academic Publication		£30.00		£30.00		Non-commercial, eg university or college
Academic Publication, etc - Discounted rate for West Berkshire non-profit making organisations		£15.00 one image; £5.00 for all subsequent images		£15.00 one image; £5.00 for all subsequent images		Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Magazine or Newspaper		£40.00		£40.00		Commercial
Advertising or Brochure		£75.00		£75.00		
Exhibition Use		£40.00		£40.00		For non-partner museums, etc; no charge for partnership projects, outreach projects, etc. Including on-site interpretation panels
Exhibition Use - Discounted rate for West Berkshire non-profit making organisations		£30.00 one image £10.00 for all subsequent images		£30.00 one image £10.00 for all subsequent images		No charge for partnership projects, outreach projects, etc.
Website		£75.00		£75.00		One year licence, on any page of website
Website - Discounted rate for West Berkshire non-profit making organisations		£30.00 one image £10.00 for all subsequent images		£30.00 one image £10.00 for all subsequent images		One year licence, on any page of website
Copying and laminating charges						
These charges are common with the library service						
A4 Photocopy b/w		10p		10p		
A4 Photocopy colour		£1.00		£1.00		
A3 Photocopy b/w		30p		30p		
A3 Photocopy - colour		£1.60		£1.60		
Library Fees and Charges						
Request Charges						
In stock items		Free		£0.50		Charge re-introduced
Items available in SELMS libraries		£3.00		£3.00		We are obliged to charge the same as other partner authorities.
Items obtained from British Library or other non-SELMS authorities		£15.00		£15.00		No change
Notification charge for posted request notices Not applicable to pensioners		£1.00		£1.00		No change
Overdue Charges						
Notification charge for posted request notices Not applicable to pensioners		£1.00		£1.00		
Books for children		5p per day		7p per day		
Books for Adults		20p per day		25p per day		
Theale Green Students overdue charge		5p per day		7p per day		
DVDs		60p per day		75p per day		Games no longer available
Postal notification of overdue charges		£1.00		£1.00		No change

Description		2016/17		2017/18		Notes
Admin fee for debt recovery process		£12.00		£12.00		No change
Printing and Photocopying charges						
A4 B&W		10p		10p		No change
A4 Colour		£1.00		£1.00		No change
A3 B&W		30p		30p		No change
A3 Colour		£1.60		£1.60		No change
Other Charges						
Lost Tickets		£3.00		£3.00		No change
Reference and Research enquiry charges		£3 admin charge plus copying charge if appropriate. Also £10 per half hour for research where the enquiry takes over 30 minutes		£3 admin charge plus copying charge if appropriate. Also £10 per half hour for research where the enquiry takes over 30 minutes		No change
Book group service		£15 per annum		£25 per annum		Support from consultation for a rise
Vocal Scores		£6 per month per set of 20 scores. (loans in multiples of 20) £9 for sets from outside SE region		£6 per month per set of 20 scores. (loans in multiples of 20) £9 for sets from outside SE region		The library service is a member of a SE region co-operative arrangement for the loan of performance accordingly obliged to keep at this level
Orchestral sets from SE region		£12 per month		£12 per month		
Orchestral sets from outside the SE region		£18 per month		£18 per month		
Play sets from SE region		£6 per month		£6 per month		
Play sets from outside SE region		£9.00		£9.00		
Hire charges (Residents Card Holders)						
Gold Star (new titles) DVDs		£3 per week		£3 per week		No change
U Cert DVDs		£1.50 per week		£1.50 per week		No change
Other Cert DVDs		£2 per week		£2 per week		No change
Hire charges (Non Card Holders)						
Gold star (new titles) DVDs		£3.30 per week		£3.30 per week		No change
U Cert DVDs		£1.65 per week		£1.65 per week		No change
Other Cert DVDs		£2.20 per week		£2.20 per week		No change
Leisure Centre Fees and Charges						Reviewed in December due to contractual obligations

Resources Fees & Charges Proposals – 2017-18

1. Introduction

1.1 The starting point for the base budget for the 2017-18 budget build is that fees and charges would be increased in order to maximise income accepting that:

- Fees and charges can have a direct impact on usage and take up;
- In some circumstances the Council is providing services in direct competition to the private sector. Where this is the case, price is likely to have a direct link with demand and it is important that the Council does not price itself out of the market. In some areas benchmarking has taken place to ensure West Berkshire can compete with other authorities.
- Raising fees and charges can in some instances work against the Council's social inclusion agenda by effectively discriminating against those who are less able to pay;
- For some services there is a clear expectation that fees and charges will reflect the costs incurred in providing the service; the Council may be subject to legal challenge if increases in fees and charges cannot be justified.

1.2 Within the Resources Directorate the main services and functions to which fees and charges apply are detailed in the specific proposals section below.

2. Specific Proposals

2.1 Registration Services

Registration fees are largely controlled by statute. Regular benchmarking exercises are undertaken in order to ensure our charges are commensurate with the other Berkshire authorities.

2.2 Electoral Services

These charges are statutory, set by Government and the Council has no discretion to vary.

2.3 Land Charges

There has been increasing private sector competition in the area of Land Charges in recent years. The fee structure complies with new legislation which requires the Council to only recover cost incurred in service delivery.

2.4 Legal Fees

It is proposed not to increase Legal Fees in 2017-18.

Description	Current Fee 2016/17	Proposed Fee 2017/18	Notes
Registration			
Decommissioned room fees:			
Mon-Thu	£120	£160	
Fri	£150	£160	
Sat am	£170	£230	
Sat pm	£230	£230	
Ceremonies at approved premises (Mon-Thu)	£350	£380	
Ceremonies at approved premises (Fri)	£370	£380	
Ceremonies at approved premises (Sat)	£400	£410	
Ceremonies at approved premises (Sun and Bank Holidays)	£460	£470	
Approved Premises Licence (more than one room)	£1950	£2000	
Approved Premises (one room)	£1770	£1820	
Celebratory Services –Baby Naming/Affirmation of vows - Shaw House			These fees are subject to VAT
Mon to Fri	£185	£200	
Sat	£215	£230	
Celebratory Services – Baby Naming/Affirmation of vows-at Approved Premises			These fees are subject to 20% VAT
Mon to Fri	£215	£230	
Sat	£245	£320	
Sun	£305	£305	
Private Citizenship ceremony			
Mon to Sat	£100	£100	

Description	Current Fee 2016/17	Proposed Fee 2017/18	Notes
Nationality Checking			
Single application	£60	£70	
Minor	£30	£45	As above
Elections			
All fees are statutory			
Local Land Charges			
LLC1	£62	£65	
Con29 PT1	£38	£45	Subject to 20% VAT
Con29 PT11	£20	£22	Subject to 20% VAT
Additional Questions	£38	£40	
Con29 additional parcel	£25	£35	Subject to 20% VAT
LLC1 additional parcel	£45	£48	
Legal			
Hourly charging costs:			
Managers	£130	£135	
Team Leader	£125	£128	
Solicitor	£120	£123	
Legal Executive / Senior Legal Assistant	£110	£113	
Trainee Solicitors	£95	£97	
This covers salary, employers' costs and other support charges – rent, office space, photocopying, postage, etc.			
Landowners Statements	£1,000	£1,000	
Registration of new town or Village Green by Landowner by Owner	No Fee	No Fee	
Correction for the purpose of section 19(2)(a) of a mistake made by the Registration Authority	No Fee	No Fee	

Description	Current Fee 2016/17	Proposed Fee 2017/18	Notes
Correction for a purpose described in section 19(2)(b) (c) or (e)	£200	£200	
Correction for a purpose described in section 19(2)(d) – payable per register unit	£30	£30	
Non-registration of common Land or Town or Village Green	No Fee	No Fee	
Waste Land of a Manor not Registered as Common Land	No Fee	No Fee	
Town or Village Green wrongly registered as Common Land	No Fee	No Fee	
Deregistration of certain land registered as common land or as a Town or Village Green	£1.00	£1.00	

Social Care Training

- 2.5 The Government provides funding for care sector training and we use this funding to deliver a comprehensive joint training programme for staff and people working in the private and voluntary care sector. Anyone can access the training. The grant funding enables charges to local and accredited social care providers to be subsidised, hence the lower rate fee. Charging is essential to make the funding go further and ensure people book on courses and turn up. We have applied an increase to our charges to recognise increasing costs.

The Department of Health requires Councils to work closely with its partners on joint training and to facilitate improved standards of care through training initiatives; therefore some joint training will have the same charges as the partners involved and will sit outside this charging policy

	2016 Full Day	2017 Full Day	2016 Half Day	2016 Half Day
Adult & Children's Social Care Staff at WBC	Funded	Funded	Funded	Funded
Private, Voluntary & Independent social care providers, partners & accredited organisation & Direct Payments service users	£45	£45	£28	£28
Others	£80	£80	£45	£45
Social Care Trainer Hire to				

Private, Voluntary & Independent social care providers, partners & accredited organisation	£140	£150	No half day rate	No half day rate
Social Care Trainer Hire to anyone else	£375	£388	No half day rate	No half day rate

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APPENDIX I (1)
HUNGERFORD FOOTWAY LIGHTING
FUNDING REQUIREMENT FOR 2017/18

	2016/17
	£
Balance B/fwd 1/4/16	338.99
Forecast expenditure 2016/17	-5,600.00
Council Tax	4,280.00
Balance 31/3/17	<u>-981.01</u>

	2017/18
Balance B/fwd 1/4/17	-981.01
Estimated expenditure 2017/18	-4,600.00
Council Tax	5,600.00
Balance 31/3/18	<u>18.99</u>

2017/18 Band D Equivalent Tax	2.34
2017/18 Tax Base Equivalent Band D properties	2,388.58

NOTES

2016/17 Band D Equivalent Tax	1.84
2016/17 Tax Base Equivalent Band D properties	2,319.92

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APPENDIX I (2)
SAINT MARYS CHURCHYARD KINTBURY
FUNDING REQUIREMENT FOR 2017/18

	2016/17
	£
Balance B/fwd 1/4/16	923.77
Forecast Expenditure 2016/17	-1,790.00
Special Expenses - new wall 10 yr period	-4,400.00
Council Tax	5,100.00
Balance 31/3/17	-166.23

	2017/18
Balance B/fwd 1/4/17	-166.23
Estimated expenditure 2017/18	-1,640.00
Special Expenses - new wall 10 yr period	-4,400.00
Council Tax	6,200.00
Balance 31/3/18	-6.23

2017/18 Band D Equivalent Tax	5.25
2017/18 Tax Base Equivalent Band D properties	1,179.88

NOTES

2016/17 Band D Equivalent Tax	4.32
2016/17 Tax Base Equivalent Band D properties	1,180.35

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APPENDIX I (3)
SAINT MARYS CHURCHYARD SHAW CUM DONNINGTON
FUNDING REQUIREMENT FOR 2017/18

	2016/17
	£
Balance B/fwd 1/4/16	-85.85
Forecast Expenditure 2016/17	-1,480.00
Council Tax	910.00
Balance 31/3/17	<u>-655.85</u>

	2017/18
Balance B/fwd 1/4/17	-655.85
Estimated expenditure 2017/18	-930.00
Churchyard path (10 years 2017/18 year 1)	-1,772.00
Council Tax	3,400.00
Balance 31/3/18	<u>42.15</u>

2017/18 Band D Equivalent Tax	4.98
2017/18 Tax Base Equivalent Band D properties	682.68

NOTES

2016/17 Band D Equivalent Tax	1.36
2016/17 Tax Base Equivalent Band D properties	668.29

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APPENDIX I (4)
HOLY TRINITY, THEALE
FUNDING REQUIREMENT FOR 2017/18

	2016/17
	£
Balance B/fwd 1/4/16	125.02
Forecast Expenditure 2016/17	-1,470.00
Council Tax	1,270.00
Balance 31/3/17	<u>-74.98</u>

	2017/18
Balance B/fwd 1/4/17	-74.98
Estimated expenditure 2017/18	-1,470.00
Council Tax	1,550.00
Balance 31/3/18	<u>5.02</u>

2017/18 Band D Equivalent Tax	1.43
2017/18 Tax Base Equivalent Band D properties	1,084.95

NOTES	
2016/17 Band D Equivalent Tax	1.18
2016/17 Tax Base Equivalent Band D properties	1,080.25

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APPENDIX I (5)
SAINT MARY THE VIRGIN - NORTH FAWLEY
FUNDING REQUIREMENT FOR 2017/18

	2016/17
	£
Balance B/fwd 1/4/16	0.00
Forecast expenditure 2016/17	0.00
Council Tax	350.00
Balance 31/3/17	<u>350.00</u>

	2017/18
Balance B/fwd 1/4/17	350.00
Estimated expenditure 2017/18	0.00
Council Tax	-350.00
Balance 31/3/18	<u>0.00</u>

2017/18 Band D Equivalent Tax	-4.80
2017/18 Tax Base Equivalent Band D properties	72.88

NOTES

2016/17 Band D Equivalent Tax	4.80
2016/17 Tax Base Equivalent Band D properties	72.88

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APPENDIX I (6)
SAINT MICHAEL'S TILEHURST
FUNDING REQUIREMENT FOR 2017/18

	2016/17
	£
Balance B/fwd 1/4/16	0.00
Forecast expenditure 2016/17	0.00
Council Tax	12,500.00
Balance 31/3/17	12,500.00

	2017/18
Balance B/fwd 1/4/17	12,500.00
Estimated expenditure 2017/18	0.00
Council Tax	-12,500.00
Balance 31/3/18	0.00

2016/2017 Band D Equivalent Tax	-2.29
2016/2017 Tax Base Equivalent Band D properties	5,460.47

NOTES

2015/2016 Band D Equivalent Tax	2.29
2015/2016 Tax Base Equivalent Band D properties	5,460.47

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Appendix I (7)

	<u>2011/12 Band D equivalent tax</u>	<u>2012/13 Band D equivalent tax</u>	<u>2013/14 Band D equivalent tax</u>	<u>2014/15 Band D equivalent tax</u>	<u>2015/16 Band D equivalent tax</u>	<u>2016/17 Band D equivalent tax</u>	<u>2017/18 Band D equivalent tax</u>
Hungerford	2,444.24	2,480.23	2,257.54	2,327.21	2,346.18	2,319.92	2,388.58
Kintbury	1,139.82	1,198.94	1,079.46	1,179.94	1,141.91	1,180.35	1,179.88
Shaw	709.43	708.10	660.04	674.41	670.81	668.29	682.68
Theale	1,105.41	1,107.76	959.48	1,011.63	1,057.35	1,080.25	1,084.95
Fawley					72.71	72.88	72.88 rebate for 2016/17
Tilehurst					5,442.54	5,460.47	5,460.47 rebate for 2016/17

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Appendix J(1): WEST BERKSHIRE COUNCIL**COUNCIL TAX COLLECTION FUND - 2016/2017**

Income	£	£
Net Council Tax Debit	106,383,818	
Council Tax Relief	-6,387,064	
		99,996,754
 MOD contribution (estimate based upon current amount received)	 455,882	 455,882
		100,452,636
Expenditure		
West Berkshire Council	-82,281,341	
Police	-10,456,059	
Fire	-3,837,103	
Parishes	-3,844,520	
Parish Special Expenses	-24,410	-100,443,433
		9,203
Surplus / (-) deficit		
Provision for w/o or non-collection	0	0
		9,203
Deficit Brought Forward from 15/16		-1,310,925
Recovery from Precepting Authorities		1,176,337
Anticipated Collection Fund surplus(+) / deficit (-)		-125,385 Deficit

SIGNED : 

DATE: 15th January 2017

Appendix J(2): COLLECTION FUND - 2016/2017

DISTRIBUTION OF ESTIMATED DEFICIT	£
Estimated Deficit	- 125,385
West Berkshire Council	- 107,543
Police and Crime Commissioner	- 13,052
Royal Berkshire Fire Authority	- 4,790
	- 125,385

Minutes of a Meeting of: Business Panel information meeting on the 2017-18 budget

held on: 15th February 2017 – 6pm

Present: Simon Turl, Sutton Griffin
Bob Falconer, Gamma
Cllr Anthony Chadley, Finance and Transformation Portfolio Member
Andy Walker, Head of Finance
Iain Bell, Revenues & Benefits Manager
Janet Duffield, Economic Development Officer

Apologies from:
Elizabeth Anfield, EMA Accountants
Shane Prater, Quintons
Ian Young, YA Property Ltd
Russell Downing, Newbury BID
Jackie Osborne, Buzz Magazine
Ian Sloan, Sloan Bankier
Plus over 40 other organisations invited to attend.

	<u>Action</u>
1. PROPOSED BUDGET 2017-18 Andy Walker summarised the Council's budget proposals for 2017/18 including the processes followed to arrive at the budget and covered the following areas: • Revenue Support Grant cut • Retained Business Rates • Cost pressures • Savings requirement • Council Tax increase • Transitional Grant • Reserves It was generally accepted by those present that the Council's budget position mainly as a result of reducing government grant support and increasing demand for services particularly in the area of ASC had left the Council with little room for manoeuvre but to propose a number of cuts to valued services across the Council which have been subject to public consultation. Those present were pleased to hear that the Council will be looking at a number of transformational projects over the medium term to help meet the financial challenges that lie ahead and were of the view that	

closer working with business partners and other service partners would be important to find effective and economic ways to respond to these challenges in the future along with protecting and building on the economic strength of the District to maximise any benefits that will arise from Government's proposal to allow Councils to retain 100% of business rates by 2020.

2. BUSINESS RATES UPDATE

Iain Bell provided an update on the latest announcements and covered changes to NNDR legislation, specifically the impact of revaluation and continued extension of small business relief.

The meeting closed at 6.50pm

BUDGET RESOLUTION 2017-18

Appendix M i)

DIRECTORATE	GROSS EXP	GROSS INC	NET EXP
	£	£	£
COMMUNITES	166,318,492	102,703,315	63,615,177
ENVIRONMENT	41,233,146	11,397,786	29,835,360
RESOURCES	56,737,133	44,614,419	12,122,714
LEVIES AND INTEREST	10,249,270	395,150	9,854,120
MOVEMENT IN BALANCES	1,983,000	0	1,983,000
TOTALS FOR WEST BERKSHIRE COUNCIL (SUB TOTAL A)	276,521,041	159,110,670	117,410,371

FUNDED BY:

TOTAL CTX FUNDING REQUIRED FOR WEST BERKSHIRE COUNCIL			88,366,272
Other non ring-fenced grants, Collection Fund and reserves total (detailed in the main report)			29,044,099
Total funding			117,410,371

PARISHES	0	0	4,071,504
TOTALS FOR PARISHES (SUB TOTAL B)	0	0	4,071,504

Appendix M ii)

Valuation Bands							

West Berkshire Council

A	B	C	D	E	F	G	H
£876.15	£1,022.17	£1,168.20	£1,314.22	£1,606.27	£1,898.32	£2,190.37	£2,628.44

Adult Social Care

A	B	C	D	E	F	G	H
£43.13	£50.31	£57.50	£64.69	£79.07	£93.44	£107.82	£129.38

Police and Crime Commissioner for Thames Valley

A	B	C	D	E	F	G	H
£113.52	£132.44	£151.36	£170.28	£208.12	£245.96	£283.80	£340.56

Royal Berkshire Fire And Rescue Service

(1.99% increase proposed to be confirmed on 27th February)

A	B	C	D	E	F	G	H
£41.66	£48.60	£55.55	£62.49	£76.38	£90.26	£104.15	£124.98

Aggregate Of Council Tax Requirements

A	B	C	D	E	F	G	H
£1,074.46	£1,253.52	£1,432.61	£1,611.68	£1,969.84	£2,327.98	£2,686.14	£3,223.36

Council Tax schedule 2017-18		Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
West Berkshire Council Precepts									
West Berkshire Council		£876.15	£1,022.17	£1,168.20	£1,314.22	£1,606.27	£1,898.32	£2,190.37	£2,628.44
West Berkshire Council Adult Social Care		£43.13	£50.31	£57.50	£64.69	£79.07	£93.44	£107.82	£129.38
Total West Berkshire Council Precepts		£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
Other major preceptors									
Police and Crime Commissioner for Thames Valley		£113.52	£132.44	£151.36	£170.28	£208.12	£245.96	£283.80	£340.56
Royal Berkshire Fire And Rescue Service		£41.66	£48.60	£55.55	£62.49	£76.38	£90.26	£104.15	£124.98
Total for other major preceptors		£155.18	£181.04	£206.91	£232.77	£284.50	£336.22	£387.95	£465.54
Parish/town only (a)									
Parish/Town, and District and Special Expenses (b)									
Total with all precepts (c)									
Aldermaston	(a)	£18.89	£22.03	£25.18	£28.33	£34.63	£40.92	£47.22	£56.66
	(b)	£938.17	£1,094.51	£1,250.88	£1,407.24	£1,719.97	£2,032.68	£2,345.41	£2,814.48
	(c)	£1,093.35	£1,275.55	£1,457.79	£1,640.01	£2,004.47	£2,368.90	£2,733.36	£3,280.02
Aldworth	(a)	£36.12	£42.14	£48.16	£54.18	£66.22	£78.26	£90.30	£108.36
	(b)	£955.40	£1,114.62	£1,273.86	£1,433.09	£1,751.56	£2,070.02	£2,388.49	£2,866.18
	(c)	£1,110.58	£1,295.66	£1,480.77	£1,665.86	£2,036.06	£2,406.24	£2,776.44	£3,331.72
Ashampstead	(a)	£24.52	£28.61	£32.69	£36.78	£44.95	£53.13	£61.30	£73.56
	(b)	£943.80	£1,101.09	£1,258.39	£1,415.69	£1,730.29	£2,044.89	£2,359.49	£2,831.38
	(c)	£1,098.98	£1,282.13	£1,465.30	£1,648.46	£2,014.79	£2,381.11	£2,747.44	£3,296.92
Basildon	(a)	£18.14	£21.16	£24.19	£27.21	£33.26	£39.30	£45.35	£54.42
	(b)	£937.42	£1,093.64	£1,249.89	£1,406.12	£1,718.60	£2,031.06	£2,343.54	£2,812.24
	(c)	£1,092.60	£1,274.68	£1,456.80	£1,638.89	£2,003.10	£2,367.28	£2,731.49	£3,277.78
Beech Hill	(a)	£29.99	£34.98	£39.98	£44.98	£54.98	£64.97	£74.97	£89.96
	(b)	£949.27	£1,107.46	£1,265.68	£1,423.89	£1,740.32	£2,056.73	£2,373.16	£2,847.78
	(c)	£1,104.45	£1,288.50	£1,472.59	£1,656.66	£2,024.82	£2,392.95	£2,761.11	£3,313.32
Beedon	(a)	£35.45	£41.35	£47.26	£53.17	£64.99	£76.80	£88.62	£106.34
	(b)	£954.73	£1,113.83	£1,272.96	£1,432.08	£1,750.33	£2,068.56	£2,386.81	£2,864.16
	(c)	£1,109.91	£1,294.87	£1,479.87	£1,664.85	£2,034.83	£2,404.78	£2,774.76	£3,329.70
Beenham	(a)	£24.55	£28.64	£32.73	£36.82	£45.00	£53.18	£61.37	£73.64
	(b)	£943.83	£1,101.12	£1,258.43	£1,415.73	£1,730.34	£2,044.94	£2,359.56	£2,831.46
	(c)	£1,099.01	£1,282.16	£1,465.34	£1,648.50	£2,014.84	£2,381.16	£2,747.51	£3,297.00
Boxford	(a)	£20.93	£24.42	£27.91	£31.40	£38.38	£45.36	£52.33	£62.80
	(b)	£940.21	£1,096.90	£1,253.61	£1,410.31	£1,723.72	£2,037.12	£2,350.52	£2,820.62
	(c)	£1,095.39	£1,277.94	£1,460.52	£1,643.08	£2,008.22	£2,373.34	£2,738.47	£3,286.16
Bradfield	(a)	£14.55	£16.98	£19.40	£21.83	£26.68	£31.53	£36.38	£43.66
	(b)	£933.83	£1,089.46	£1,245.10	£1,400.74	£1,712.02	£2,023.29	£2,334.57	£2,801.48
	(c)	£1,089.01	£1,270.50	£1,452.01	£1,633.51	£1,996.52	£2,359.51	£2,722.52	£3,267.02
Brightwalton	(a)	£23.23	£27.11	£30.98	£34.85	£42.59	£50.34	£58.08	£69.70
	(b)	£942.51	£1,099.59	£1,256.68	£1,413.76	£1,727.93	£2,042.10	£2,356.27	£2,827.52
	(c)	£1,097.69	£1,280.63	£1,463.59	£1,646.53	£2,012.43	£2,378.32	£2,744.22	£3,293.06
Brimpton	(a)	£40.77	£47.56	£54.36	£61.15	£74.74	£88.33	£101.92	£122.30
	(b)	£960.05	£1,120.04	£1,280.06	£1,440.06	£1,760.08	£2,080.09	£2,400.11	£2,880.12
	(c)	£1,115.23	£1,301.08	£1,486.97	£1,672.83	£2,044.58	£2,416.31	£2,788.06	£3,345.66
Bucklebury	(a)	£16.11	£18.80	£21.48	£24.17	£29.54	£34.91	£40.28	£48.34
	(b)	£935.39	£1,091.28	£1,247.18	£1,403.08	£1,714.88	£2,026.67	£2,338.47	£2,806.16
	(c)	£1,090.57	£1,272.32	£1,454.09	£1,635.85	£1,999.38	£2,362.89	£2,726.42	£3,271.70
Burghfield	(a)	£68.68	£80.13	£91.57	£103.02	£125.91	£148.81	£171.70	£206.04
	(b)	£987.96	£1,152.61	£1,317.27	£1,481.93	£1,811.25	£2,140.57	£2,469.89	£2,963.86
	(c)	£1,143.14	£1,333.65	£1,524.18	£1,714.70	£2,095.75	£2,476.79	£2,857.84	£3,429.40
Catmore	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
	(c)	£1,074.46	£1,253.52	£1,432.61	£1,611.68	£1,969.84	£2,327.98	£2,686.14	£3,223.36
Chaddleworth	(a)	£58.89	£68.71	£78.52	£88.34	£107.97	£127.60	£147.23	£176.68
	(b)	£978.17	£1,141.19	£1,304.22	£1,467.25	£1,793.31	£2,119.36	£2,445.42	£2,934.50
	(c)	£1,133.35	£1,322.23	£1,511.13	£1,700.02	£2,077.81	£2,455.58	£2,833.37	£3,400.04
Chieveley	(a)	£18.77	£21.90	£25.03	£28.16	£34.42	£40.68	£46.93	£56.32
	(b)	£938.05	£1,094.38	£1,250.73	£1,407.07	£1,719.76	£2,032.44	£2,345.12	£2,814.14
	(c)	£1,093.23	£1,275.42	£1,457.64	£1,639.84	£2,004.26	£2,368.66	£2,733.07	£3,279.68
Cold Ash	(a)	£15.77	£18.40	£21.03	£23.66	£28.92	£34.18	£39.43	£47.32
	(b)	£935.05	£1,090.88	£1,246.73	£1,402.57	£1,714.26	£2,025.94	£2,337.62	£2,805.14
	(c)	£1,090.23	£1,271.92	£1,453.64	£1,635.34	£1,998.76	£2,362.16	£2,725.57	£3,270.68
Combe	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
	(c)	£1,074.46	£1,253.52	£1,432.61	£1,611.68	£1,969.84	£2,327.98	£2,686.14	£3,223.36
Compton	(a)	£31.82	£37.12	£42.43	£47.73	£58.34	£68.94	£79.55	£95.46
	(b)	£951.10	£1,109.60	£1,268.13	£1,426.64	£1,743.68	£2,060.70	£2,377.74	£2,853.28
	(c)	£1,106.28	£1,290.64	£1,475.04	£1,659.41	£2,028.18	£2,396.92	£2,765.69	£3,318.82
East Garston	(a)	£22.51	£26.26	£30.01	£33.76	£41.26	£48.76	£56.27	£67.52
	(b)	£941.79	£1,098.74	£1,255.71	£1,412.67	£1,726.60	£2,040.52	£2,354.46	£2,825.34
	(c)	£1,096.97	£1,279.78	£1,462.62	£1,645.44	£2,011.10	£2,376.74	£2,742.41	£3,290.88

Council Tax schedule 2017-18	Band A £	BandB £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
West Berkshire Council Precepts								
West Berkshire Council	£876.15	£1,022.17	£1,168.20	£1,314.22	£1,606.27	£1,898.32	£2,190.37	£2,628.44
West Berkshire Council Adult Social Care	£43.13	£50.31	£57.50	£64.69	£79.07	£93.44	£107.82	£129.38
Total West Berkshire Council Precepts	£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
Other major preceptors								
Police and Crime Commissioner for Thames Valley	£113.52	£132.44	£151.36	£170.28	£208.12	£245.96	£283.80	£340.56
Royal Berkshire Fire And Rescue Service	£41.66	£48.60	£55.55	£62.49	£76.38	£90.26	£104.15	£124.98
Total for other major preceptors	£155.18	£181.04	£206.91	£232.77	£284.50	£336.22	£387.95	£465.54

Parish/town only (a)

Parish/Town, and District and Special Expenses (b)

Total with all precepts (c)

East Ilsley	(a)	£35.99	£41.98	£47.98	£53.98	£65.98	£77.97	£89.97	£107.96
	(b)	£955.27	£1,114.46	£1,273.68	£1,432.89	£1,751.32	£2,069.73	£2,388.16	£2,865.78
	(c)	£1,110.45	£1,295.50	£1,480.59	£1,665.66	£2,035.82	£2,405.95	£2,776.11	£3,331.32
Enborne	(a)	£25.37	£29.60	£33.83	£38.06	£46.52	£54.98	£63.43	£76.12
	(b)	£944.65	£1,102.08	£1,259.53	£1,416.97	£1,731.86	£2,046.74	£2,361.62	£2,833.94
	(c)	£1,099.83	£1,283.12	£1,466.44	£1,649.74	£2,016.36	£2,382.96	£2,749.57	£3,299.48
Englefield	(a)	£15.81	£18.44	£21.08	£23.71	£28.98	£34.25	£39.52	£47.42
	(b)	£935.09	£1,090.92	£1,246.78	£1,402.62	£1,714.32	£2,026.01	£2,337.71	£2,805.24
	(c)	£1,090.27	£1,271.96	£1,453.69	£1,635.39	£1,998.82	£2,362.23	£2,725.66	£3,270.78
Farnborough	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
	(c)	£1,074.46	£1,253.52	£1,432.61	£1,611.68	£1,969.84	£2,327.98	£2,686.14	£3,223.36
Fawley	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£916.08	£1,068.75	£1,221.43	£1,374.11	£1,679.47	£1,984.83	£2,290.19	£2,748.22
	(c)	£1,071.26	£1,249.79	£1,428.34	£1,606.88	£1,963.97	£2,321.05	£2,678.14	£3,213.76
Frilsham	(a)	£36.39	£42.45	£48.52	£54.58	£66.71	£78.84	£90.97	£109.16
	(b)	£955.67	£1,114.93	£1,274.22	£1,433.49	£1,752.05	£2,070.60	£2,389.16	£2,866.98
	(c)	£1,110.85	£1,295.97	£1,481.13	£1,666.26	£2,036.55	£2,406.82	£2,777.11	£3,332.52
Great Shefford	(a)	£25.83	£30.14	£34.44	£38.75	£47.36	£55.97	£64.58	£77.50
	(b)	£945.11	£1,102.62	£1,260.14	£1,417.66	£1,732.70	£2,047.73	£2,362.77	£2,835.32
	(c)	£1,100.29	£1,283.66	£1,467.05	£1,650.43	£2,017.20	£2,383.95	£2,750.72	£3,300.86
Greenham	(a)	£26.89	£31.38	£35.86	£40.34	£49.30	£58.27	£67.23	£80.68
	(b)	£946.17	£1,103.86	£1,261.56	£1,419.25	£1,734.64	£2,050.03	£2,365.42	£2,838.50
	(c)	£1,101.35	£1,284.90	£1,468.47	£1,652.02	£2,019.14	£2,386.25	£2,753.37	£3,304.04
Hampstead Norreys	(a)	£16.46	£19.20	£21.95	£24.69	£30.18	£35.66	£41.15	£49.38
	(b)	£935.74	£1,091.68	£1,247.65	£1,403.60	£1,715.52	£2,027.42	£2,339.34	£2,807.20
	(c)	£1,090.92	£1,272.72	£1,454.56	£1,636.37	£2,000.02	£2,363.64	£2,727.29	£3,272.74
Hamstead Marshall	(a)	£17.57	£20.49	£23.42	£26.35	£32.21	£38.06	£43.92	£52.70
	(b)	£936.85	£1,092.97	£1,249.12	£1,405.26	£1,717.55	£2,029.82	£2,342.11	£2,810.52
	(c)	£1,092.03	£1,274.01	£1,456.03	£1,638.03	£2,002.05	£2,366.04	£2,730.06	£3,276.06
Hermitage	(a)	£35.56	£41.49	£47.41	£53.34	£65.19	£77.05	£88.90	£106.68
	(b)	£954.84	£1,113.97	£1,273.11	£1,432.25	£1,750.53	£2,068.81	£2,387.09	£2,864.50
	(c)	£1,110.02	£1,295.01	£1,480.02	£1,665.02	£2,035.03	£2,405.03	£2,775.04	£3,330.04
Holybrook	(a)	£31.37	£36.59	£41.82	£47.05	£57.51	£67.96	£78.42	£94.10
	(b)	£950.65	£1,109.07	£1,267.52	£1,425.96	£1,742.85	£2,059.72	£2,376.61	£2,851.92
	(c)	£1,105.83	£1,290.11	£1,474.43	£1,658.73	£2,027.35	£2,395.94	£2,764.56	£3,317.46
Hungerford	(a)	£75.23	£87.77	£100.31	£112.85	£137.93	£163.01	£188.08	£225.70
	(b)	£996.07	£1,162.07	£1,328.09	£1,494.10	£1,826.13	£2,158.15	£2,490.17	£2,988.20
	(c)	£1,151.25	£1,343.11	£1,535.00	£1,726.87	£2,110.63	£2,494.37	£2,878.12	£3,453.74
Inkpen	(a)	£18.23	£21.27	£24.31	£27.35	£33.43	£39.51	£45.58	£54.70
	(b)	£937.51	£1,093.75	£1,250.01	£1,406.26	£1,718.77	£2,031.27	£2,343.77	£2,812.52
	(c)	£1,092.69	£1,274.79	£1,456.92	£1,639.03	£2,003.27	£2,367.49	£2,731.72	£3,278.06
Kintbury	(a)	£35.60	£41.53	£47.47	£53.40	£65.27	£77.13	£89.00	£106.80
	(b)	£958.38	£1,118.09	£1,277.84	£1,437.56	£1,757.03	£2,076.47	£2,395.94	£2,875.12
	(c)	£1,113.56	£1,299.13	£1,484.75	£1,670.33	£2,041.53	£2,412.69	£2,783.89	£3,340.66
Lambourn	(a)	£48.62	£56.72	£64.83	£72.93	£89.14	£105.34	£121.55	£145.86
	(b)	£967.90	£1,129.20	£1,290.53	£1,451.84	£1,774.48	£2,097.10	£2,419.74	£2,903.68
	(c)	£1,123.08	£1,310.24	£1,497.44	£1,684.61	£2,058.98	£2,433.32	£2,807.69	£3,369.22
Leckhampstead	(a)	£31.86	£37.17	£42.48	£47.79	£58.41	£69.03	£79.65	£95.58
	(b)	£951.14	£1,109.65	£1,268.18	£1,426.70	£1,743.75	£2,060.79	£2,377.84	£2,853.40
	(c)	£1,106.32	£1,290.69	£1,475.09	£1,659.47	£2,028.25	£2,397.01	£2,765.79	£3,318.94
Midgham	(a)	£29.94	£34.93	£39.92	£44.91	£54.89	£64.87	£74.85	£89.82
	(b)	£949.22	£1,107.41	£1,265.62	£1,423.82	£1,740.23	£2,056.63	£2,373.04	£2,847.64
	(c)	£1,104.40	£1,288.45	£1,472.53	£1,656.59	£2,024.73	£2,392.85	£2,760.99	£3,313.18
Newbury	(a)	£52.77	£61.57	£70.36	£79.16	£96.75	£114.34	£131.93	£158.32
	(b)	£972.05	£1,134.05	£1,296.06	£1,458.07	£1,782.09	£2,106.10	£2,430.12	£2,916.14
	(c)	£1,127.23	£1,315.09	£1,502.97	£1,690.84	£2,066.59	£2,442.32	£2,818.07	£3,381.68
Padworth	(a)	£28.23	£32.94	£37.64	£42.35	£51.76	£61.17	£70.58	£84.70
	(b)	£947.51	£1,105.42	£1,263.34	£1,421.26	£1,737.10	£2,052.93	£2,368.77	£2,842.52
	(c)	£1,102.69	£1,286.46	£1,470.25	£1,654.03	£2,021.60	£2,389.15	£2,756.72	£3,308.06
Pangbourne	(a)	£43.39	£50.63	£57.86	£65.09	£79.55	£94.02	£108.48	£130.18
	(b)	£962.67	£1,123.11	£1,283.56	£1,444.00	£1,764.89	£2,085.78	£2,406.67	£2,888.00
	(c)	£1,117.85	£1,304.15	£1,490.47	£1,676.77	£2,049.39	£2,422.00	£2,794.62	£3,353.54

Council Tax schedule 2017-18	Band A £	BandB £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
West Berkshire Council Precepts								
West Berkshire Council	£876.15	£1,022.17	£1,168.20	£1,314.22	£1,606.27	£1,898.32	£2,190.37	£2,628.44
West Berkshire Council Adult Social Care	£43.13	£50.31	£57.50	£64.69	£79.07	£93.44	£107.82	£129.38
Total West Berkshire Council Precepts	£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
Other major preceptors								
Police and Crime Commissioner for Thames Valley	£113.52	£132.44	£151.36	£170.28	£208.12	£245.96	£283.80	£340.56
Royal Berkshire Fire And Rescue Service	£41.66	£48.60	£55.55	£62.49	£76.38	£90.26	£104.15	£124.98
Total for other major preceptors	£155.18	£181.04	£206.91	£232.77	£284.50	£336.22	£387.95	£465.54

Parish/town only (a)

Parish/Town, and District and Special Expenses (b)

Total with all precepts (c)

Peasemore	(a)	£14.23	£16.61	£18.98	£21.35	£26.09	£30.84	£35.58	£42.70
	(b)	£933.51	£1,089.09	£1,244.68	£1,400.26	£1,711.43	£2,022.60	£2,333.77	£2,800.52
	(c)	£1,088.69	£1,270.13	£1,451.59	£1,633.03	£1,995.93	£2,358.82	£2,721.72	£3,266.06
Purley on Thames	(a)	£44.57	£52.00	£59.43	£66.86	£81.72	£96.58	£111.43	£133.72
	(b)	£963.85	£1,124.48	£1,285.13	£1,445.77	£1,767.06	£2,088.34	£2,409.62	£2,891.54
	(c)	£1,119.03	£1,305.52	£1,492.04	£1,678.54	£2,051.56	£2,424.56	£2,797.57	£3,357.08
Shaw-Cum-Donnington	(a)	£37.11	£43.29	£49.48	£55.66	£68.03	£80.40	£92.77	£111.32
	(b)	£959.71	£1,119.64	£1,279.61	£1,439.55	£1,759.46	£2,079.35	£2,399.26	£2,879.10
	(c)	£1,114.89	£1,300.68	£1,486.52	£1,672.32	£2,043.96	£2,415.57	£2,787.21	£3,344.64
Speen	(a)	£32.34	£37.73	£43.12	£48.51	£59.29	£70.07	£80.85	£97.02
	(b)	£951.62	£1,110.21	£1,268.82	£1,427.42	£1,744.63	£2,061.83	£2,379.04	£2,854.84
	(c)	£1,106.80	£1,291.25	£1,475.73	£1,660.19	£2,029.13	£2,398.05	£2,766.99	£3,320.38
Stanford Dingley	(a)	£28.86	£33.67	£38.48	£43.29	£52.91	£62.53	£72.15	£86.58
	(b)	£948.14	£1,106.15	£1,264.18	£1,422.20	£1,738.25	£2,054.29	£2,370.34	£2,844.40
	(c)	£1,103.32	£1,287.19	£1,471.09	£1,654.97	£2,022.75	£2,390.51	£2,758.29	£3,309.94
Stratfield Mortimer	(a)	£54.79	£63.93	£73.06	£82.19	£100.45	£118.72	£136.98	£164.38
	(b)	£974.07	£1,136.41	£1,298.76	£1,461.10	£1,785.79	£2,110.48	£2,435.17	£2,792.82
	(c)	£1,129.25	£1,317.45	£1,505.67	£1,693.87	£2,070.29	£2,446.70	£2,823.12	£3,387.74
Streatley	(a)	£32.75	£38.20	£43.66	£49.12	£60.04	£70.95	£81.87	£98.24
	(b)	£952.03	£1,110.68	£1,269.36	£1,428.03	£1,745.38	£2,062.71	£2,380.06	£2,856.06
	(c)	£1,107.21	£1,291.72	£1,476.27	£1,660.80	£2,029.88	£2,398.93	£2,768.01	£3,321.60
Sulhamstead	(a)	£20.45	£23.85	£27.26	£30.67	£37.49	£44.30	£51.12	£61.34
	(b)	£939.73	£1,096.33	£1,252.96	£1,409.58	£1,722.83	£2,036.06	£2,349.31	£2,819.16
	(c)	£1,094.91	£1,277.37	£1,459.87	£1,642.35	£2,007.33	£2,372.28	£2,737.26	£3,284.70
Thatcham	(a)	£53.28	£62.16	£71.04	£79.92	£97.68	£115.44	£133.20	£159.84
	(b)	£972.56	£1,134.64	£1,296.74	£1,458.83	£1,783.02	£2,107.20	£2,431.39	£2,917.66
	(c)	£1,127.74	£1,315.68	£1,503.65	£1,691.60	£2,067.52	£2,443.42	£2,819.34	£3,383.20
Theale	(a)	£59.28	£69.16	£79.04	£88.92	£108.68	£128.44	£148.20	£177.84
	(b)	£979.51	£1,142.75	£1,306.01	£1,469.26	£1,795.77	£2,122.27	£2,448.77	£2,938.52
	(c)	£1,134.69	£1,323.79	£1,512.92	£1,702.03	£2,080.27	£2,458.49	£2,836.72	£3,404.06
Tidmarsh with Sulham	(a)	£17.34	£20.23	£23.12	£26.01	£31.79	£37.57	£43.35	£52.02
	(b)	£936.62	£1,092.71	£1,248.82	£1,404.92	£1,717.13	£2,029.33	£2,341.54	£2,809.84
	(c)	£1,091.80	£1,273.75	£1,455.73	£1,637.69	£2,001.63	£2,365.55	£2,729.49	£3,275.38
Tilehurst	(a)	£34.13	£39.82	£45.51	£51.20	£62.58	£73.96	£85.33	£102.40
	(b)	£951.88	£1,110.52	£1,269.17	£1,427.82	£1,745.12	£2,062.41	£2,379.70	£2,855.64
	(c)	£1,107.06	£1,291.56	£1,476.08	£1,660.59	£2,029.62	£2,398.63	£2,767.65	£3,321.18
Ufton Nervet	(a)	£12.26	£14.30	£16.35	£18.39	£22.48	£26.56	£30.65	£36.78
	(b)	£931.54	£1,086.78	£1,242.05	£1,397.30	£1,707.82	£2,018.32	£2,328.84	£2,794.60
	(c)	£1,086.72	£1,267.82	£1,448.96	£1,630.07	£1,992.32	£2,354.54	£2,716.79	£3,260.14
Wasing	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
	(c)	£1,074.46	£1,253.52	£1,432.61	£1,611.68	£1,969.84	£2,327.98	£2,686.14	£3,223.36
Welford	(a)	£22.98	£26.81	£30.64	£34.47	£42.13	£49.79	£57.45	£68.94
	(b)	£942.26	£1,099.29	£1,256.34	£1,413.38	£1,727.47	£2,041.55	£2,355.64	£2,826.76
	(c)	£1,097.44	£1,280.33	£1,463.25	£1,646.15	£2,011.97	£2,377.77	£2,743.59	£3,292.30
West Ilsley	(a)	£44.75	£52.21	£59.67	£67.13	£82.05	£96.97	£111.88	£134.26
	(b)	£964.03	£1,124.69	£1,285.37	£1,446.04	£1,767.39	£2,088.73	£2,410.07	£2,892.08
	(c)	£1,119.21	£1,305.73	£1,492.28	£1,678.81	£2,051.89	£2,424.95	£2,798.02	£3,357.62
West Woodhay	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£919.28	£1,072.48	£1,225.70	£1,378.91	£1,685.34	£1,991.76	£2,298.19	£2,757.82
	(c)	£1,074.46	£1,253.52	£1,432.61	£1,611.68	£1,969.84	£2,327.98	£2,686.14	£3,223.36
Winterbourne	(a)	£34.50	£40.25	£46.00	£51.75	£63.25	£74.75	£86.25	£103.50
	(b)	£953.78	£1,112.73	£1,271.70	£1,430.66	£1,748.59	£2,066.51	£2,384.44	£2,861.32
	(c)	£1,108.96	£1,293.77	£1,478.61	£1,663.43	£2,033.09	£2,402.73	£2,772.39	£3,326.86
Wokefield	(a)	£14.73	£17.18	£19.64	£22.09	£27.00	£31.91	£36.82	£44.18
	(b)	£934.01	£1,089.66	£1,245.34	£1,401.00	£1,712.34	£2,023.67	£2,335.01	£2,802.00
	(c)	£1,089.19	£1,270.70	£1,452.25	£1,633.77	£1,996.84	£2,359.89	£2,722.96	£3,267.54
Woolhampton	(a)	£33.37	£38.93	£44.49	£50.05	£61.17	£72.29	£83.42	£100.10
	(b)	£952.65	£1,111.41	£1,270.19	£1,428.96	£1,746.51	£2,064.05	£2,381.61	£2,857.92
	(c)	£1,107.83	£1,292.45	£1,477.10	£1,661.73	£2,031.01	£2,400.27	£2,769.56	£3,323.46
Yattendon	(a)	£24.95	£29.11	£33.27	£37.43	£45.75	£54.07	£62.38	£74.86
	(b)	£944.23	£1,101.59	£1,258.97	£1,416.34	£1,731.09	£2,045.83	£2,360.57	£2,832.68
	(c)	£1,099.41	£1,282.63	£1,465.88	£1,649.11	£2,015.59	£2,382.05	£2,748.52	£3,298.22

Town & Parish Council Precepts							
Parish	Taxbase 2016	2016-17		Taxbase 2017	2017-18		Council Tax increase/ decrease (-)
		Precept 2016	Band D 2016		Precept 2017	Band D 2017	
Aldermaston	451.55	£ 13,000.00	£28.79	458.88	£ 13,000.00	£28.33	-£0.46
Aldworth	127.94	£ 6,500.00	£50.81	129.21	£ 7,000.00	£54.18	£3.37
Ashampstead	180.36	£ 6,680.00	£37.04	181.61	£ 6,680.00	£36.78	-£0.26
Basildon	950.67	£ 27,000.00	£28.40	955.58	£ 26,000.00	£27.21	-£1.19
Beech Hill	144.36	£ 6,512.00	£45.11	144.78	£ 6,512.00	£44.98	-£0.13
Beedon	186.61	£ 9,809.00	£52.56	191.40	£ 10,177.00	£53.17	£0.61
Beenham	510.48	£ 14,000.00	£27.43	510.63	£ 18,800.00	£36.82	£9.39
Boxford	247.92	£ 7,479.82	£30.17	254.75	£ 7,999.67	£31.40	£1.23
Bradfield	825.86	£ 18,800.00	£22.76	824.74	£ 18,000.00	£21.83	-£0.93
Brightwalton	169.22	£ 6,000.00	£35.46	172.19	£ 6,000.00	£34.85	-£0.61
Brimpton	298.72	£ 9,000.00	£30.13	294.38	£ 18,000.00	£61.15	£31.02
Bucklebury	1,047.11	£ 25,000.00	£23.88	1,055.18	£ 25,500.00	£24.17	£0.29
Burghfield	2,477.74	£ 255,000.00	£102.92	2,499.91	£ 257,550.00	£103.02	£0.10
Catmore	14.56	£ -	£0.00	15.01	£ -	£0.00	£0.00
Chaddleworth	192.02	£ 15,500.00	£80.72	192.44	£ 17,000.00	£88.34	£7.62
Chieveley	1,129.70	£ 31,790.00	£28.14	1,129.78	£ 31,810.00	£28.16	£0.02
Cold Ash	1,543.36	£ 40,315.67	£26.12	1,563.66	£ 37,000.00	£23.66	-£2.46
Combe	19.94	£ -	£0.00	21.87	£ -	£0.00	£0.00
Compton	636.98	£ 29,000.00	£45.53	656.24	£ 31,320.00	£47.73	£2.20
East Garston	264.50	£ 9,000.00	£34.03	266.59	£ 9,000.00	£33.76	-£0.27
East Ilsley	246.56	£ 12,500.00	£50.70	250.09	£ 13,500.00	£53.98	£3.28
Enborne	362.41	£ 14,200.00	£39.18	373.05	£ 14,200.00	£38.06	-£1.12
Englefield	121.33	£ 2,500.00	£20.60	118.09	£ 2,800.00	£23.71	£3.11
Farnborough	46.26	£ -	£0.00	45.72	£ -	£0.00	£0.00
Fawley	72.88	£ -	£0.00	74.65	£ -	£0.00	£0.00
Frilsham	161.91	£ 9,000.00	£55.59	164.90	£ 9,000.00	£54.58	-£1.01
Great Shefford	404.88	£ 16,000.00	£39.52	412.91	£ 16,000.00	£38.75	-£0.77
Greenham	1,873.86	£ 75,600.00	£40.34	2,224.77	£ 89,758.00	£40.34	£0.00
Hampstead Norreys	357.03	£ 8,600.00	£24.09	356.35	£ 8,800.00	£24.69	£0.60
Hamstead Marshall	139.28	£ 3,740.00	£26.85	148.01	£ 3,900.00	£26.35	-£0.50
Hermitage	855.43	£ 44,520.00	£52.04	863.29	£ 46,048.00	£53.34	£1.30
Holybrook	2,517.72	£ 113,185.00	£44.96	2,525.36	£ 118,823.00	£47.05	£2.09
Hungerford	2,319.92	£ 254,803.00	£109.83	2,388.58	£ 269,555.00	£112.85	£3.02
Inkpen	421.93	£ 11,500.00	£27.26	429.61	£ 11,750.00	£27.35	£0.09
Kintbury	1,180.35	£ 60,000.00	£50.83	1,179.88	£ 63,000.00	£53.40	£2.57
Lambourn	1,719.23	£ 106,190.00	£61.77	1,745.96	£ 127,330.00	£72.93	£11.16
Leckhampstead	165.60	£ 8,000.00	£48.31	167.39	£ 8,000.00	£47.79	-£0.52
Midgham	166.20	£ 5,000.00	£30.08	166.99	£ 7,500.00	£44.91	£14.83
Newbury	12,437.08	£ 984,706.00	£79.18	12,878.16	£ 1,019,435.00	£79.16	-£0.02
Padworth	357.03	£ 17,000.00	£47.62	401.38	£ 17,000.00	£42.35	-£5.27
Pangbourne	1,471.17	£ 106,300.00	£72.26	1,532.55	£ 99,750.00	£65.09	-£7.17
Peasemore	150.35	£ 3,200.00	£21.28	149.90	£ 3,200.00	£21.35	£0.07
Purley on Thames	1,956.21	£ 124,000.00	£63.39	2,004.30	£ 134,000.00	£66.86	£3.47
Shaw-Cum-Donnington	668.29	£ 36,000.00	£53.87	682.68	£ 38,000.00	£55.66	£1.79
Speen	1,101.29	£ 53,494.68	£48.57	1,127.59	£ 54,700.57	£48.51	-£0.06
Stanford Dingley	113.46	£ 11,500.00	£101.36	115.50	£ 5,000.00	£43.29	-£58.07
Stratfield Mortimer	1,642.36	£ 114,475.00	£69.70	1,671.31	£ 137,370.00	£82.19	£12.49
Streatley	560.31	£ 27,000.00	£48.19	560.72	£ 27,540.00	£49.12	£0.93
Sulham (see Tidmarsh)	0.00	£ 8,000.00		0.00	£ 8,000.00		£0.00
Sulhamstead	538.98	£ 17,000.00	£31.54	554.25	£ 17,000.00	£30.67	-£0.87
Thatcham	8,849.47	£ 654,870.00	£74.00	8,972.44	£ 717,085.00	£79.92	£5.92
Theale	1,080.25	£ 87,704.50	£81.19	1,084.95	£ 96,476.00	£88.92	£7.73
Tidmarsh with Sulham	303.09	£ 8,000.00	£26.39	307.54	£ 8,000.00	£26.01	-£0.38
Tilehurst	5,460.47	£ 262,995.00	£48.16	5,476.94	£ 280,435.00	£51.20	£3.04
Ufton Nervet	131.70	£ 2,350.00	£17.84	135.98	£ 2,500.00	£18.39	£0.55
Wasing	23.73	£ -	£0.00	23.66	£ -	£0.00	£0.00
Welford	223.43	£ 8,000.00	£35.81	232.10	£ 8,000.00	£34.47	-£1.34
West Ilsley	152.44	£ 10,150.50	£66.59	152.68	£ 10,250.00	£67.13	£0.54
West Woodhay	54.74	£ -	£0.00	57.16	£ -	£0.00	£0.00
Winterbourne	94.42	£ 5,000.00	£52.95	96.62	£ 5,000.00	£51.75	-£1.20
Wokefield	138.58	£ 2,500.00	£18.04	138.07	£ 3,050.00	£22.09	£4.05
Woolhampton	393.12	£ 17,550.00	£44.64	399.59	£ 20,000.00	£50.05	£5.41
Yattendon	171.78	£ 7,000.00	£40.75	173.65	£ 6,500.00	£37.43	-£3.32
	62,626.13	3,836,520.17		64,084.15	4,067,604.24		
Special Expenses							
Parish	Taxbase 2016	2016-17		Taxbase 2017	2017-18		Council Tax increase
		Sp Expense 2016	Band D 2016		Sp Expense 2017	Band D 2017	
Fawley	72.88	£ 350.00	£4.80	72.88	£ 350.00	-£4.80	-£9.60
Hungerford	2,319.92	£ 4,280.00	£1.84	2,388.58	£ 5,600.00	£2.34	£0.50
Kintbury	1,180.35	£ 5,100.00	£4.32	1,179.88	£ 6,200.00	£5.25	£0.93
Shaw-Cum-Donnington	668.29	£ 910.00	£1.36	682.68	£ 3,400.00	£4.98	£3.62
Theale	1,080.25	£ 1,270.00	£1.18	1,084.95	£ 1,550.00	£1.43	£0.25
Tilehurst	5,460.47	£ 12,500.00	£2.29	5,460.47	£ 12,500.00	-£2.29	-£4.58
		£ 24,410.00			£ 3,900.00		
Total Parish Items		£ 3,860,930.17			£ 4,071,504.24		

Budget Proposals 2017/18: Summary of Officer Conclusions and Recommendations as result of feedback on the impact of budget proposals – for Corporate Board Meeting to be held on 17 January 2017

Appendix N1

Savings Proposals:

Service area	Proposal	Total Budget 2016/17	Initial proposed saving for 2017/18	Final proposed savings for 2017/18	Officer Conclusion and Final Recommendation to Council
RES	Citizens Advice Bureau	£199,892	£60,000 (30.0%)	£60,000 (30.0%)	The majority of comments received suggested that it would be the vulnerable that would be impacted most by this proposal. The comments received in support of the services provided by CAB are understandable, however, it must be remembered that they are not statutory services. At a time when the council has to make difficult decisions, decisions which challenge our statutory duties, it is difficult to defend a proposal that does not relate to a statutory service. It is therefore recommended that the council progress with this proposal but that transitional funding of £30,000 is made available in 2017/18.
ENV	Highway and Drainage Maintenance	£742,000	£400,000 (53.9%)	£400,000 (53.9%)	The exercise has not highlighted any impacts that are not already anticipated such as worsening road condition, more surface water and increased numbers of claims and complaints. It is therefore recommended that the council progress with this proposal.
ENV	Highway Fees and Charges, including Parking <i>(delete currently vacant part time Civil Enforcement Officer post)</i>	£2,160,570 (parking only)	£12,000 (0.6%)	£12,000 (0.6%)	Feedback from the consultation process has not resulted in any issue being raised which would prevent the council from proceeding with the proposal. The feedback has also not generated any viable counter-proposal which would mitigate the proposal. It is therefore recommended that the council progress

Budget Proposals 2017/18: Summary of Officer Conclusions and Recommendations as result of feedback on the impact of budget proposals – for Corporate Board Meeting to be held on 17 January 2017

Appendix N1

Service area	Proposal	Total Budget 2016/17	Initial proposed saving for 2017/18	Final proposed savings for 2017/18	Officer Conclusion and Final Recommendation to Council
					with this proposal.
COMMS	Home to School Transport for young people aged over 16 with Special Educational Needs and Disabilities (SEND)	£301,733	£47,101 (15.6%)	£47,101 (15.6%)	Responses received have highlighted the impacts that we had already anticipated, with most concern for the low income families and the targeting of a group perceived to have been hit by savings quite severely already. The proposal will allow these students to access a bursary fund so that the impact is negated for the low income families, with the main aim being to bring home to school transport provision in line with that for mainstream students and the government's guidelines for Post 16 provision. It is therefore recommended that the council progress with this proposal.
COMMS	Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services	£1,114,010	£108,000 (9.7%)	£108,000 (9.7%)	Overall, it is positive that there was a majority of responses that supported the proposal with comments received that this approach may be strengthened through the combined shared resource. It is therefore recommended that the council progress with this proposal.
ENV	Road Safety	£124,000	£35,000 (28.2%)	£35,000 (28.2%)	Since the council would continue to fulfil its statutory duty regarding 'promotion of road safety' as required by legislation it is not unreasonable to continue with this proposed service cut despite the majority of respondents being opposed. It is therefore recommended that the council progress with this proposal.

Budget Proposals 2017/18: Summary of Officer Conclusions and Recommendations as result of feedback on the impact of budget proposals – for Corporate Board Meeting to be held on 17 January 2017

Appendix N1

Service area	Proposal	Total Budget 2016/17	Initial proposed saving for 2017/18	Final proposed savings for 2017/18	Officer Conclusion and Final Recommendation to Council
ENV	Urban Grass Cutting	£193,000	£40,000 (20.7%)	£40,000 (20.7%)	Working closely with local councils it may be possible to minimise the impacts of this reduction is grass cutting in local communities. This, as well as a revision of the current grounds maintenance contract, seems to present the best options for realising this and other savings. It is therefore recommended that the council progress with this proposal.

Income Proposal:

Service area	Proposal	Total Budget 2016/17	Initial proposed income for 2017/18	Final proposed income for 2017/18	Officer Conclusion and Recommendation
ENV	Highway Fees and Charges, including Parking	£3,584,600 (parking) £524,960 (fees and charges)	£3,784,600 (parking) £540,000 (fees and charges)	£3,784,600 (parking) £540,000 (fees and charges)	Feedback from the consultation process has not resulted in any issue being raised which would prevent the council from proceeding with the proposal. The feedback has also not generated any viable counter-proposal which would mitigate the proposal. It is therefore recommended that the council progress with this proposal.

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Consultation Summary Report

Why we consulted

Over the last five years, we've had to find savings of £41m. Since 2012/13, the government has given us less money by reducing the Revenue Support Grant by £30m, whilst over the same period we've seen increased demand for our services.

For 2017/18, we estimate that our budget will be £117m. To achieve a balanced budget we'll have to identify £8m of savings or increases in our income.

In order to inform this process, we published a list of those proposals which would likely have a direct impact on service users, and sought the views from those affected and interested:

- to understand the likely impact
- to identify any measures to reduce their impact
- to explore any possible alternatives for both savings and income generation

Approach

We published all the proposals on our website on 31 October 2016 with feedback requested by midnight on 11 December 2016.

Respondents were directed to a [central index page](#), which outlined the overall background to the exercise, and provided links to each of the individual proposals on our [Consultation Portal](#).

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

Consultation Summary Report

Proposal Background

The council has a service level agreement with the Citizens Advice Bureau (CAB) to provide services for people in the district needing support and guidance with a range of financial advice relating to:

- Debt worries
- Benefits enquiries
- Housing and employment problems
- Concerns about consumer or tax issues

CAB also provides:

- Advice on legal matters
- Advice on immigration
- Advice on family and personal matters
- Support for carers

CAB are fully open (drop in, telephones, appointments) for six sessions a week:

- Monday to Wednesday mornings
- Monday and Wednesday afternoons
- Either Wednesday evening or Saturday morning

There are also specialist appointments on Tuesday afternoons and Thursdays and Outreach on Thursday mornings.

We have reviewed the numbers of clients seen by CAB and are aware that there has been a reduction in the people using the services offered. This could be because there are less people requiring support and advice, or as a result of the online facility, which helps to provide early advice and guidance to those in need.

Legislation Requirements

CAB will operate within their own governance framework, but from a legislative perspective there is nothing which requires us to provide the services offered by CAB.

Proposal Details

We currently provide annual funding of £199,892 for the range of advice and support listed above. It is proposed to reduce this funding by £60,000 in 2017/18.

Consultation Response

Number of Responses

In total, 67 responses were received.

Consultation Summary Report

Summary of Main Points

The main thrust of the comments from people opposed to the proposal centred on the need for a free advice service to support vulnerable people. Those who supported the proposal considered that this was not a core service, and given the difficult financial challenges facing the council, this proposal was acceptable.

Summary of Responses by Question

1. Are you...?

	Number	%
Or anyone you care for, a user of this service	9	13.4%
A resident of West Berkshire	50	74.6%
Employed by West Berkshire Council	3	4.5%
A Parish/Town Councillor	10	14.9%
A District Councillor	0	0%
A Service Provider	6	9.0%
A Partner Organisation	0	0%
Other	13	19.4%

2. How far do you agree with the proposal to reduce the funding to the CAB by £60,000 in 2017/18?

	Number	%
Agree	9	13.4%
Neither agree nor disagree	1	1.5%
Disagree	44	65.7%
Don't know	4	6.0%
Not answered	9	13.4%
Total	67	100%

3. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

The majority of respondents suggested that it would be the vulnerable who would be most impacted by this proposal. Some respondents also suggested that many of those requiring advice and guidance would be unable to pay for professional support and that this proposal would leave them even more exposed.

Some respondents suggested that with changes being made to the benefit system, the services that CAB offer would be in less demand. In addition, as a first point of reference people should be directed to the website, as this contains a significant amount of advice and guidance.

One respondent, who identified themselves as a volunteer, suggested that the £40,000 reduction made as part of the Budget Proposals in 2016/17 had resulted in a 25% reduction in opening hours. However, it should be remembered that CAB received £25,000 in transition funding; therefore the reduction in 2016/17 was only £15,000.

Consultation Summary Report

One respondent suggested that the EqlA Stage One did not cover all the vulnerable people that presented to CAB. They explained that they had clients who could not read or write, whilst others presented with mental health issues and complex needs.

4. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

Four respondents suggested that Council Tax should be increased to fund this service. Others also felt that CAB should look to have different opening times, which would enable service users to attend sessions without impacting on their working day.

One respondent thought that CAB should look to provide their services from cheaper Town Centre premises. Others believed that the CAB website contained a significant amount of useful and helpful information which would provide many answers to initial concerns and worries of potential clients.

5. Do you have any other suggestions as to how these savings (approximately £60,000) might be achieved within this service? If so, please provide details.

It was suggested that CAB should consider introducing a small charge for their services and look to attract grants from other organisations to mitigate the impact of this proposal. Moving to more affordable accommodation was also suggested.

One respondent also suggested that the council should move to a policy of 'Just in time' ordering for all of their stationery which may then free up some funding.

6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council?

Increasing Council Tax was suggested by four respondents.

7. Is there any way that you, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you can help.

There were no suggestions made as to how CAB might be helped by other organisations.

8. Any further comments?

The majority of respondents felt that this proposal, if approved, would impact on the vulnerable and that this could then, in turn, impact on other parts of the council.

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Andy Day
Head of Strategic Support
Strategic Support
19 December 2016

Consultation Summary Report

Please note: *In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

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Budget Proposals 2017/18: Citizens Advice Bureau (CAB)			Head of Service: Andy Day Author: Andy Day	2 March 2017 Version 3 (Council)
Proposal:	To reduce the funding provided to the Citizens Advice Bureau by £60,000 in 2017/18.			
Total budget 2016/17:	£199,892	Recommended officer saving 2017/18:	£60,000 (30.0%)	
Initial proposed saving 2017/18:	£60,000 (30.0%)	Final recommendation to Council 2017/18:	To proceed with this proposal and to make £30,000 of transitional funding available in 2017/18.	
No. of responses:	In total, 67 responses were received. Of those that responded: • 9 identified themselves as users of the service • 50 as residents of West Berkshire • 3 as council employees • 10 as Parish/Town Councils • 6 as service providers • 13 as other, including Unison A number of those responding were volunteers that supported the work of CAB.			
Key issues raised:	The main issue raised by those responding was that the proposal would impact on the vulnerable at a time when other supporting services were being closed down. A number of those responding were volunteers working for CAB and they were concerned that this proposal would leave vulnerable people without important support and advice.			
Equality issues:	Some of the CAB clients, such as those with mental health problems or those with complex needs were not captured as part of this assessment.			
Suggestions for reducing the impact on service users:	Suggestion	Council response		
	CAB could charge a small fee for their services.	This would be a matter for CAB to consider.		
	The council could consider increasing Council Tax.	This is a matter for District Councillors to consider.		
	Greater use of the website and a triage service would help to protect those in greatest need.	CAB do promote their website and a significant number of people do use this as a first point of reference.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Citizens Advice Bureau (CAB)		Head of Service: Andy Day Author: Andy Day	2 March 2017 Version 3 (Council)
	Having the services available outside of the normal opening hours so that those at work are not negatively impacted by having to take time off.	This is a matter for CAB to consider.	
	CAB could reduce their overall costs by moving to more affordable accommodation.	This is a matter for CAB to consider.	
	The Council could move to a policy of “JIT” in relation to the ordering of stationery which would help to generate some funding.	The council does already operate a policy of only ordering stationery when the current supply is running very low.	
Alternative options for applying the saving in this area:	Suggestion	Council response	
	Increase Council Tax	This is a matter for District Councillors to consider.	
	CAB to reduce their overall costs by moving to more affordable accommodation.	This is a matter for CAB to consider.	
Suggestions for income generation:	Suggestion	Council response	
	Increase Council Tax	This is a matter for District Councillors to consider.	
	CAB to increase charges	This is a matter for CAB to consider.	
Suggestions for how others may help contribute:	There were no suggestions as to how others could help CAB given the nature of their work.		
Officer conclusion and recommendation as a result of the responses:	The majority of comments received suggested that it would be the vulnerable that would be impacted most by this proposal. The comments received in support of the services provided by CAB are understandable, however, it must be remembered that they are not statutory services. At a time when the council has to make difficult decisions, decisions which challenge our statutory duties, it is difficult to defend a proposal that does not relate to a statutory service.		

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Budget Proposals 2017/18: Citizens Advice Bureau (CAB)		Head of Service: Andy Day Author: Andy Day	2 March 2017 Version 3 (Council)
	It is therefore recommended that the council progress with this proposal.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

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What is the decision Executive is being asked to make? Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities	To reduce the Council's overall funding grant of £160,000 to the CAB by £60,000. This is not a statutory service and the funding grant that WBC makes available to the WB CAB is made on a discretionary basis. However, the reduction in funding will obviously mean a change to existing practice. Nationally the picture is mixed in relation to Local Government funding CABs. In Slough and Portsmouth funding has been withdrawn completely. Funding is now provided by the private sector and other partners. The issue of reduced funding is also being picked up by CAB nationally. The service provided by CAB will still be free to all at the point of access and it will be available to all residents. However, a reduction in core funding will impact on the number of volunteer generalist advisers that CAB are able to support vulnerable clients. This will mean fewer advisers on existing sessions or fewer sessions. The effect of both will be to reduce accessibility of advice to the public. Any reduction in funding will also result in the number of paid specialist caseworkers (for debt, for people with long term health conditions, disabilities and carers) having their hours reduced. These caseworkers may also have to spend a disproportionate amount of their time on revenue generating projects and clients will be impacted as a result. It is possible that the elderly (internet access) or the disabled may be impacted but the triage service is there to filter those issues which are deemed by CAB to be urgent and those which can wait. Furthermore, CAB has confirmed that a great deal of people now access financial advice and support online as a first step in helping themselves which may mean that the impact on waiting times to see an advisor may not be impacted greatly if at all.
Budget Holder for item being assessed:	Andy Day, Head of Strategic Support
Name of assessor:	Andy Day
Name of Service & Directorate	Strategic Support, Resources Directorate

Date of assessment:	17 January 2017
Date Stage 1 EIA completed:	13 October 2016

STEP 1 – Scoping the Equality Impact Assessment

1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.			
Service Targets		Performance Targets	
User Satisfaction		Service Take-up	X
Workforce Monitoring		Press Coverage	
Complaints & Comments		Census Data	
Information from Trade Union		Community Intelligence	
Previous Equality Impact Analysis		Staff Survey	
Public Consultation		Other (please specify)	X

2. Please summarise the findings from the available evidence for the areas you have ticked above. Quarterly meetings with the Chief Executive of CAB, together with performance data provided by them, suggest that the number of clients they see has reduced. The main reason for this would appear to be the very informative website which allows individuals to obtain a significant amount of early advice and support about a range of financial issues. The responses to successive revenue budget consultations has provided a range of responses, including support for the services that CAB provide and accepting that the proposal should proceed.
3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment? If 'No' please proceed to Step 2. No

STEP 2 – Involvement and Consultation

1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics.	
Target Groups	Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents
Age – relates to all ages	The EIA Stage 1 identified that the elderly, particularly those that live alone and are not computer literate, may have to wait longer to see an advisor if CAB decide to reduce their opening times, whereas many other people may be able to access the internet for initial support and guidance.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	There is no evidence to indicate that there will be a greater impact on this group than on any other.

Race - includes colour, caste, ethnic / national origin or nationality.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Sex - applies to male or female.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.	There is no evidence to indicate that there will be a greater impact on this group than on any other.

2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?

Users of the CAB service can come from every walk of life and the services provided are universal. CAB also provides a range of financial and benefits advice. This advice is often seen as crucial by the clients as many of those seeking their help are experiencing significant financial difficulties.

Given the financial difficulties of the Council, CAB has been transitioning their services to the extent that they have a website as a first port of call for those in need. This means that many of the clients that were seen in the past are now able to self serve.

3. How will this item affect the stakeholders identified above?

The stage 1 EIA referred to the potential for the elderly to be disadvantaged on the basis that some elderly residents may not have access to a computer or the internet. This could then potentially mean that their only option, in the first instance, would be to seek a face to face appointment with a CAB advisor.

However, there is help and support from an ICT perspective within libraries, so this would be an option should an individual wish to seek initial advice before requesting a face to face meeting. This would be the same for all of the protected characteristics. Approaching other family members would also be an option for those seeking initial advice and support.

STEP 3 – Assessing Impact and Strengthening the Policy

What have you assessed the impact as being? If there are potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?

On balance, it is considered that any adverse impact on any individual with a protected characteristic is likely to be low. CAB provides a universal service which is supplemented by an excellent website.

Service users that responded expressed concern about potentially having to wait to see an advisor face to face. However, CAB has never provided a service which assured anyone being able to see an advisor immediately. There is a triage service in place but having an appointment to discuss difficulties in depth has also been subject to an appointment's system.

STEP 4 – Procurement and Partnerships

Is this item due to be carried out wholly or partly by contractors?

No

If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should set out how you will make sure that any partner you work with complies with equality legislation.

N/A

STEP 5 – Making a Decision

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:-

A public authority must, in the exercise of its functions, have due regard to the need to:-

- (i) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- (ii) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, in particular the need to:-***
 - (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
 - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***

(iii) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having looked at the responses from successive consultations and spoken to the Chief Executive of CAB it is considered that the any adverse impact on anyone with a protected characteristic is likely to be low.

CAB will still be “open for business” although it is acknowledged that potential clients may have to wait a little longer to see an advisor. For this reason it is recommended that the proposal proceed.

STEP 6 – Monitoring, Evaluating and Reviewing

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?

The Council will continue to receive performance data from CAB and quarterly meetings with the Chief Executive will continue to be held to discuss trends and performance issues. If any issues are identified which would suggest that there is an increase of any adverse effect on those with protected characteristics as a result of the withdrawal of funding, a further EIA Stage 2 will be undertaken.

STEP 7 – Action Plan

	Actions	Target Date	Responsible Person
Involvement & consultation	N/A	-	-
Data collection	N/A	-	-
Assessing impact	N/A	-	-
Procurement & partnership	N/A	-	-
Monitoring, evaluation and reviewing	To meet with the Chief Executive of CAB to review performance	Quarterly	Andy Day

STEP 8 – Sign Off

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Contributors to the Assessment

Name: Andy Day

Job Title: Head of Strategic Support

Date: 17 January 2017

Head of Service (sign off)

Name: Andy Day

Job Title: Head of Strategic Support

Date: 17 January 2017

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Consultation Summary Report

Why we consulted

Over the last five years, we've had to find savings of £41m. Since 2012/13, the government has given us less money by reducing the Revenue Support Grant by £30m, whilst over the same period we've seen increased demand for our services.

For 2017/18, we estimate that our budget will be £117m. To achieve a balanced budget we'll have to identify £8m of savings or increases in our income.

In order to inform this process, we published a list of those proposals which would likely have a direct impact on service users, and sought the views from those affected and interested:

- to understand the likely impact
- to identify any measures to reduce their impact
- to explore any possible alternatives for both savings and income generation

Approach

We published all the proposals on our website on 31 October 2016 with feedback requested by midnight on 11 December 2016.

Respondents were directed to a [central index page](#), which outlined the overall background to the exercise, and provided links to each of the individual proposals on our [Consultation Portal](#).

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

Consultation Summary Report

Proposal Background

Under the 1980 Highways Act we, as Highway Authority, have a duty to maintain the local road network, which extends to some 1,280km.

To achieve this, we have a revenue works budget of around £2.5m, covering activities such as patching, drainage repairs, gully emptying, bridge maintenance, winter gritting and dealing with highway emergencies such as flooding, road traffic accidents, fallen trees and other storm or adverse weather damage.

The 2015/16 budget for highway maintenance was reduced by £552,000 as part of the 2016/17 budget setting.

We have a team of officers and a Term Maintenance contract with Volker Highways Ltd in place to deliver the full range of highway maintenance services. This contract was renewed on 1 October 2016, following a competitive tendering exercise, and will run for the next 7 years, possibly up to 10 years depending upon contractor performance.

Proposal Details

To reduce the following areas of expenditure:

		% of Budget
Road patching	£200,000	50%
Drainage repair and maintenance	£200,000	58%
Total Reduction	£400,000	54%

The current total budget for road patching and drainage repair and maintenance is £742,000.

Legislation Requirements

Section 41 of the Highways Act 1980 places a duty on us, as the Highway Authority, to maintain highways maintainable at public expense.

Consultation Response

Number of Responses

In total, 64 responses were received.

Summary of Main Points

The majority of respondents do not agree with the proposed reductions to the highway road patching and drainage budgets.

Many felt that reduced maintenance standards would result in more surface water and potholes, leading to more accidents and claims for damage. Several people also commented that such cuts are a false economy and as a consequence were ill conceived and short sighted.

Consultation Summary Report

There was also a focus on drainage and the implications that this cut may have in respect of flooding and potential damage to homes, from Thatcham Town Council. Reference was made to previous flood events in 2007 and 2014.

Summary of Responses by Question

1. Are you...?

	Number	%
A resident of West Berkshire	49	76.6%
Employed by West Berkshire Council	5	7.8%
A Parish/Town Councillor	15	23.4%
A District Councillor	0	.0%
A Service Provider	0	.0%
A Partner Organisation	0	.0%
Other	9	14.1%

2. How far do you agree with the proposal to reduce expenditure in road patching and drainage repair and maintenance?

Reduce road patching expenditure by £200,000 (50% of budget)	Number	%
Agree	2	3.1%
Neither agree nor disagree	2	3.1%
Disagree	47	73.4%
Don't know	1	1.6%
Not answered	12	18.8%
Total	64	100%

Reduce drainage repair and maintenance expenditure by £200,000 (58% of budget)	Number	%
Agree	1	1.6%
Neither agree nor disagree	2	3.1%
Disagree	48	75.0%
Don't know	1	1.6%
Not answered	12	18.8%
Total	64	100%

3. What do you think we should be aware of in terms of how these proposals might impact people? For example, do you think it will affect particular individuals more than others?

The key themes were road deterioration, potholes, safety and claims for vehicle damage. There was a general consensus that a reduction in the hand patching budget would impact all road users and some commented that this proposal would affect the rural areas more than the urban areas, cyclists more than car users and people who were visually impaired and/or elderly.

The majority of respondents were concerned about flooding, either directly on the highway or within adjacent property. Many also commented on the effect flooding has on road condition, safety and claims for vehicle damage.

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- 4. If the decision is taken to proceed with these proposals, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.**

Key themes included:

- not to make the cut at all
- increase Council Tax
- false economy
- work more efficiently
- get better value for money from contractors
- freeze/cut pay, T&C's and allowances
- increase maintenance

- 5. Do you have any other suggestions as to how these savings (approximately £400,000) might be delivered within this service? If so, please provide details.**

Key themes included:

- not to make the cut at all
- coordinate/plan works more efficiently
- increase Council Tax
- better repairs
- work more efficiently within the council and with external contractors
- self help
- get better value for money from contractors
- reduce the allowances paid to councillors

- 6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council?**

Key themes included:

- raise Council Tax
- freeze/cut pay, reduce terms & conditions and reduce allowances
- run cafes in Libraries to generate income
- run the tourist information centre on a more commercial basis to generate income
- look at working with other organisations to run services
- look at redundant services.
- decrease councillor allowances
- joint working/mergers with neighbouring councils
- charge utility companies for inspections
- coordinate/combine works more efficiently
- seek better value from external contractors/consultants
- consolidate offices into one fit for purpose building on cheaper land

- 7. Is there any way that you, or your organisation, can contribute in helping to alleviate the impact of these proposals? If so, please provide details of how you can help.**

Key themes were as follows:

Consultation Summary Report

- movement of responsibility to others seen as 'passing the buck'
- badly thought out policies
- not to drive on roads
- get developers to pay for damage caused by their heavy vehicles
- 'volunteered out' already
- council is supposed to provide a service
- if we provide services - the council should pay us
- we pay and trust councillors to manage our money in our best interests

8. Any further comments?

The public consultation responses confirm the view that highway maintenance is very highly valued by Parish Councils and highway users, particularly in respect of road repairs and drainage. Many have recognised that cutting basic road maintenance is a false economy and short sighted, as a reduction in standards may result in deteriorating road surfaces and increased amounts of surface water, potentially leading to flooding, other safety related issues and more claims against the council.

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Melvyn May
Highways Manager
Highways and Transport
21 December 2016

Please note: *In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

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Budget Proposals 2017/18: Highway and Drainage Maintenance			Head of Service: Mark Edwards Author: Melvyn May	2 March 2017 Version 3 (Council)
Proposal:	To reduce the following areas of expenditure: - Road patching by £200,000 (50% of budget) - Drainage repair and maintenance by £200,000 (58% of budget)			
Total budget 2016/17:	£742,000	Recommended saving 2017/18:	£400,000 (53.9%)	
Initial proposed saving 2017/18:	£400,000 (53.9%)	Final recommendation to Council 2017/18:	To proceed with this proposal	
No. of responses:	In total, 64 responses were received. Of those that responded: 49 identified themselves as residents of West Berkshire 5 as council employees 15 as Parish/Town Councils 9 as other, including Unison			
Key issues raised:	Concern that reductions in the amount of road repairs and drainage works carried out will result in worsening road conditions and more surface water leading to deterioration, flooding, more accidents and claims for damage. In short, any reduction to these budgets would be a false economy.			
Equality issues:	No issues were raised during the consultation, that weren't already included in the EqIA stage 1.			
Suggestions for reducing the impact on service users:	Suggestion	Council response		
	Suggestions included: not making any cuts at all, cutting pay, lowering speed limits and traffic management which were general statements and not directly linked to the proposed savings or practical. Those that were relevant are summarised below:			
	Work more efficiently and get better value for money from contractors	All contracts are tendered on a competitive basis. Every effort is made to coordinate like for like work to help deliver value for money. To repair every defect in a given length of road is not practical and would put further pressure on the council's limited budget. As a consequence, the council takes an asset management approach.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Highway and Drainage Maintenance		Head of Service: Mark Edwards Author: Melvyn May	2 March 2017 Version 3 (Council)
	Fill Potholes, clean drains	The council has in place an Asset Management Plan to ensure the road network is maintained in an appropriate way moving from reactive/temporary repairs to planned permanent repairs using capital funding. This approach has seen a continued improvement in condition and a reduction in the number of potholes and in combination with the remaining maintenance budgets and additional Department for Transport funding, will help mitigate any negative impacts of this budget proposal. The council's three Year Highway Improvement Programme and capital budgets are not affected by these budget proposals and the council will continue to routinely cleanse roadside gullies and provide a reactive emergency response in the event of highway flooding and other issues on the highway.	
	Lower speed limits	Not practical/enforceable or directly linked to the proposed savings.	
	Freeze pay, reduce T&C.	The council has already implemented both suggestions and further examination of T&C's has been proposed.	
	Utility workmanship.	The council inspects utility works up to the maximum chargeable level under current legislation. Increasing this would increase the council's costs unless non-compliances were found. It is accepted that poorly reinstated utility trenches can adversely affect the road construction and result in potholes.	
	Train local councillors to mark up potholes.	Not practical due to the H&S, training and insurance/liability implications of working on a live road.	
	Settling of claims	The council has a duty to maintain the highway in a safe condition. Any claim has to prove negligence – that is the law.	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Highway and Drainage Maintenance			Head of Service: Mark Edwards Author: Melvyn May	2 March 2017 Version 3 (Council)
Alternative options for applying the saving in this area:	Suggestion	Council response		
	There were suggestions including councillor performance, expenses/allowances and pay, cycle lanes, reducing car use, all of which were not directly linked to the proposed savings, or in some cases, practical. Those that were relevant were:			
	Coordination of works on the highway.	The council proactively manages works on the public highway under the Permit Scheme to ensure the efficient use of road space. Wherever possible, works are combined to deliver value for money.		
	Be more efficient in regards to finding more competitive contractors	All contracts are tendered on a competitive basis and every effort is made to coordinate like for like work to help deliver value for money. To help deliver value for money, the council has in place an asset management framework which complies with current national standards.		
	Make patching equipment available for our communities to do this themselves.	Allowing Parish and Town Councils to perform certain maintenance functions is currently being considered. Patching however is not likely to be one of them due to the H&S, training and insurance/liability implications of working on a live road.		
	Back office efficiencies, consolidation of services and staff.	In identifying savings, service delivery has been considered including those in the back office.		
Suggestions for income generation:	Suggestion	Council response		
	There were suggestions including reducing Chief Executive salary, pay in general, use of consultants, cafes in libraries, commercial enterprise like tourist information, collaboration with other organisations and the use of efficient and effective staff. All of these were general statements and not directly linked to the proposed savings, or in some cases, practical. There were also repeated suggestions including coordination and delivering value for money which have been covered above. Those that were relevant are summarised below:			
	Increase Council Tax	This is for councillors to consider.		
	Charge for utility inspections	The council already inspects and charges up to the maximum allowable levels in accordance with current legislation.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Highway and Drainage Maintenance		Head of Service: Mark Edwards Author: Melvyn May	2 March 2017 Version 3 (Council)
	Merger with adjacent authorities, economies of scale.	Some shared services are already in place. Internal coordination of works to drive efficiencies is already in place, however, extending this outside West Berkshire would not necessarily produce savings due to network differences and local service standards. This was explored during the recent re-tendering of the term maintenance contract, however there was little appetite with other authorities due to differing contractual arrangements.	
	Sell Market St and WSH and move to a single fit-for-purpose location where land is less expensive?	Accommodation for council officers and Members has been reviewed and reduced on a number of occasions with a view to reducing costs. There are currently no plans to move to a single location.	
	Pay cuts, no more pay rises	The council tends to follow national pay guidelines and awarded a 1% increase last year.	
Suggestions for how others may help contribute:	No practical suggestions put forward.		
Officer conclusion and recommendation as a result of the responses:	The exercise has not highlighted any impacts that are not already anticipated such as worsening road condition, more surface water and increased numbers of claims and complaints. It is therefore recommended that the council progress with this proposal.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

What is the decision Executive is being asked to make? Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities	Budget Proposal 2017/18: Reduction in Highway and Drainage Maintenance As the Highway Authority, the Highways Act 1980 (Section 41) imposes on the Council the duty to maintain highways maintainable at public expense. Highway maintenance supports the Council's key Strategic Aim to provide 'A stronger local economy' and Priority to 'Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy'. Whilst the proposed reductions may have a negative impact on routine maintenance functions like pothole, edge of carriageway repairs and drainage repairs, the Council's duty to maintain and 3 Year Highway Improvement Programme should not be affected by the proposed reductions.
Budget Holder for item being assessed:	Melvyn May
Name of assessor:	Mark Edwards
Name of Service & Directorate	Highways and Transport, Environment Directorate
Date of assessment:	21/12/2016
Date Stage 1 EIA completed:	7/10/2016

STEP 1 – Scoping the Equality Impact Assessment

1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.			
Service Targets		Performance Targets	
User Satisfaction		Service Take-up	
Workforce Monitoring		Press Coverage	
Complaints & Comments		Census Data	
Information from Trade Union	x	Community Intelligence	
Previous Equality Impact Analysis		Staff Survey	
Public Consultation	x	Other (please specify)	

2. Please summarise the findings from the available evidence for the areas you have ticked above.

Unison pointed out how the reductions to the budget for road surfacing and drainage will hit hardest in rural areas and impact on the council's aspiration to maintain a high quality of life in our communities. They also questioned what would happen in the event of unforeseen events such as severe weather, new statutory responsibilities, inspection failures or insurance claims if the proposed cuts were made.

The majority of the 64 responses agreed that the proposed cut in the patching and drainage budgets were a false economy and would result in more surface water and potholes, leading to more accidents and claims for damage. Whilst some commented on the affect these cuts would have on cyclists, very few commented on the impact these cuts would have on the visually impaired and elderly. The general consensus was that these proposed cuts would affect all users equally.

3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment?

If 'No' please proceed to Step 2.

No.

STEP 2 – Involvement and Consultation

1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics. Where no evidence is available to suggest that there will be an impact on any specific group, please insert the following statement '*There is no evidence to indicate that there will be a greater impact on this group than on any other.*'

Target Groups	Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents
Age – relates to all ages	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. Many felt that reduced maintenance standards would result in more surface water and potholes, leading

	to more accidents and claims for damage. Several people commented that such cuts were a false economy and as a consequence, ill conceived and short sighted. There was a focus on drainage and the implications this cut may have on flooding, deteriorating road condition/potholes and an increase in claims for vehicle damage. Many highlighted the potential risk the cuts would have on cyclists. Very few commented on the visually impaired or elderly. The general consensus was that these proposed cuts would affect all users equally, however, six commented on the affect these reductions may have on cyclists and two on the affect these reductions may have on the visually impaired and elderly. Whilst the proposed reductions do not directly affect the promoted footway network, to minimise the impact of these reductions, the Council will continue to routinely inspect the entire network to ensure that it remains in a safe condition for all users.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. The proposed changes do not specifically impact on the disability group. The proposed reductions affect the carriageway, not the promoted footway network; however, to reduce the impact of these reductions on users with disabilities, the Council will continue to routinely inspect the network to ensure that it remains in a safe condition.

Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. No particular gender reassignment group will be disadvantaged.
Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. No particular Marriage and Civil partnership group will be disadvantaged.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. No particular Pregnancy and Maternity group will be disadvantaged.
Race - includes colour, caste, ethnic / national origin or nationality.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. No particular race group will be disadvantaged.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage

	Maintenance consultation. No particular Religion and Belief group will be disadvantaged.
Sex - applies to male or female.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. No particular sex group will be disadvantaged.
Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. 64 responses were received to the Highway and Drainage Maintenance consultation. No particular Sexual Orientation group will be disadvantaged.

2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?

All highway users will expect the network to be maintained in a safe condition in line with the Highways Authority's legal duty.

3. How will this item affect the stakeholders identified above?

Not applicable

STEP 3 – Assessing Impact and Strengthening the Policy

What have you assessed the impact as being? If there is potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?

We will continue to routinely inspect the highway network to ensure that it remains in a safe condition in accordance with our statutory duty. However, the Council's ability to undertake reactive repairs, for example, permanent pothole and edge of carriageway repairs will be negatively affected by these proposed budgetary cuts.

STEP 4 – Procurement and Partnerships

Is this item due to be carried out wholly or partly by contractors? Yes

If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should set out how you will make sure that any partner you work with complies with equality legislation.

Highway contractors are required to comply with equalities legislation. Additionally, the Council formally requested evidence from all tenderers to support their Equality and Diversity Policies and Procedures as part of the prequalification requirements for the recently awarded Highways, Bridgeworks and Street Lighting Term Maintenance Contract.

STEP 5 – Making a Decision

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:-

A public authority must, in the exercise of its functions, have due regard to the need to:-

- (i) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (ii) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, in particular the need to:-*
 - (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
 - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (iii) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

This proposed reduction in highway maintenance budget will affect everyone who uses the public highway. The council has a duty under S41 of the Highways Act 1980 to maintain highways maintainable at public expense and in meeting this duty, the council will continue to ensure that it remains in a safe condition in accordance with its set service levels. The council will continue to undertake programmed works through the

Capital Programme, attend emergencies and make safe, however, the proposed reduction in budget may prevent the council from carrying out permanent repairs to reported potholes, edge of carriageway defects and drainage systems which, in the medium to long term, may have a negative impact on the condition of the road network and the number of claims received.

STEP 6 – Monitoring, Evaluating and Reviewing

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?

The council will continue to monitor the condition of the highway network, the number of service requests through the ELM system, the number of complaints and the number of third party claims during 2017/18 to see if these budget reductions result in an increase.

STEP 7 – Action Plan

	Actions	Target Date	Responsible Person
Involvement & consultation	Publishing of revised maintenance standards	Ongoing	Melvyn May
Data collection	Monitor the number of potholes, ELMS, claims and complaints	Ongoing	Melvyn May
Assessing impact	Interrogate data	Ongoing	Melvyn May
Procurement & partnership	Ensure contractor is aware of reduced standards. Work with contractors to get more for the same or less.	Ongoing	Melvyn May
Monitoring, evaluation and reviewing	Monthly and quarterly reporting during 2017/18	Ongoing	Melvyn May

STEP 8 – Sign Off

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Contributors to the Assessment

Name: Melvyn May	Job Title: Highways Manager	Date: 23/12/2016
Head of Service (sign off)		
Name: Mark Edwards	Job Title: Head of Highways & Transport	Date: 23/12/2016

Budget Proposals 2017/18: Highway Fees and Charges, including Parking**Consultation Summary Report**

Why we consulted

Over the last five years, we've had to find savings of £41m. Since 2012/13, the government has given us less money by reducing the Revenue Support Grant by £30m, whilst over the same period we've seen increased demand for our services.

For 2017/18, we estimate that our budget will be £117m. To achieve a balanced budget we'll have to identify £8m of savings or increases in our income.

In order to inform this process, we published a list of those proposals which would likely have a direct impact on service users, and sought the views from those affected and interested:

- to understand the likely impact
- to identify any measures to reduce their impact
- to explore any possible alternatives for both savings and income generation

Approach

We published all the proposals on our website on 31 October 2016 with feedback requested by midnight on 11 December 2016.

Respondents were directed to a [central index page](#), which outlined the overall background to the exercise, and provided links to each of the individual proposals on our [Consultation Portal](#).

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

Budget Proposals 2017/18: Highway Fees and Charges, including Parking**Consultation Summary Report**

Proposal Background

Parking charges at council car parks were increased in May 2016 following extensive public consultation. Charges for season tickets, evening parking, and resident and visitor parking permits were also increased. Sunday charges were aligned with those charged on other week days.

Unfortunately due to severe financial pressures, it is necessary to consult on further increases for the financial year 2017/18. This will enable additional income generated to be used to continue to secure expeditious, convenient and safe movement of traffic and provide suitable and adequate parking facilities on and off the public highway. It will mean that we can continue to provide a broad range of functions including traffic schemes, pedestrian crossings, speed limits and civil enforcement as well as different types of parking facilities.

We have to test that surplus revenue from parking charges does not exceed spending on these functions following the High Court ruling against the London Borough of Barnet ('the Barnet case') on 22 July 2013. Having done this, there is no reason, from a Barnet case perspective, not to proceed with the proposal to generate this additional income whilst remaining competitive with other towns in the region.

Fees are levied for a range of activities on the public highway requiring a licence. These include vehicular crossings, builder's skips, scaffolds, storing materials on the highway, placing tables and chairs on the highway and placing a crane or other structure on the highway.

Proposal Details

- To introduce new tariffs at our main Newbury car parks
- To introduce new tariffs at our outer subsidiary Newbury car parks e.g. Northcroft Lane West
- To introduce new tariffs at our other car parks e.g. Hungerford Church Street, Thatcham Kingsland Centre
- To introduce on-street charging near Thatcham Railway Station
- To delete a currently vacant part time Civil Enforcement Officer post
- To increase the charge for various highway licenses by an average of 10%

Legislation Requirements

The test against the Barnet case criteria has been considered and proven to be acceptable as set out above. The proposed changes to the tariff charges will be advertised under Section 35C of the Road Traffic (Regulation) Act 1984. Highway licences are granted under the Highways Act 1980.

Consultation ResponseNumber of Responses

In total, 54 responses were received.

Budget Proposals 2017/18: Highway Fees and Charges, including Parking

Consultation Summary Report

Summary of Main Points

Of the 54 responses received, which included comments, 29 related to the proposed price increases at car parks, with 19 concerned that it will adversely affect retail/business.

Nine comments related to the proposed on-street charging near Thatcham station and the potential displacement of parking into nearby residential roads.

There were two comments opposing the deletion of the CEO post suggesting that enforcement should be increased and one comment in relation to the proposal to increase the charge for highway licenses by 10%.

Summary of Responses by Question

1. Are you...?

	Number	%
Or anyone you care for, a user of this service	19	35.2%
A resident of West Berkshire	45	83.3%
Employed by West Berkshire Council	6	11.1%
A Parish/Town Councillor	5	9.3%
A District Councillor	0	0%
A Service Provider	0	0%
A Partner Organisation	0	0%
Other	8	14.8%

2. How far do you agree with the following proposals?

To introduce new tariffs at our main Newbury car parks	Number	%
Agree	17	31.5%
Neither agree nor disagree	8	14.8%
Disagree	21	38.9%
Don't know	0	0%
Not answered	8	14.8%
Total	54	100%

To introduce new tariffs at our outer subsidiary Newbury car parks e.g. Northcroft Lane West	Number	%
Agree	18	33.3%
Neither agree nor disagree	9	16.7%
Disagree	19	35.2%
Don't know	0	0%
Not answered	8	14.8%
Total	54	100%

Budget Proposals 2017/18: Highway Fees and Charges, including Parking

Consultation Summary Report

To introduce new tariffs at our other car parks e.g. Hungerford High Street, Thatcham Kingsland Centre	Number	%
Agree	17	31.5%
Neither agree nor disagree	9	16.7%
Disagree	19	35.2%
Don't know	1	1.9%
Not answered	8	14.8%
Total	54	100%

To introduce on-street charging near Thatcham Railway Station	Number	%
Agree	18	33.3%
Neither agree nor disagree	6	11.1%
Disagree	21	38.9%
Don't know	1	1.9%
Not answered	8	14.8%
Total	54	100%

To delete a currently vacant part time Civil Enforcement Officer post	Number	%
Agree	27	50.0%
Neither agree nor disagree	7	13.0%
Disagree	10	18.5%
Don't know	2	3.7%
Not answered	8	14.8%
Total	54	100%

To increase the charge for highway licenses by an average of 10%	Number	%
Agree	21	38.9%
Neither agree nor disagree	15	27.8%
Disagree	9	16.7%
Don't know	1	1.9%
Not answered	8	14.8%
Total	54	100%

3. What do you think we should be aware of in terms of how these proposals might impact people? For example, do you think it will affect particular individuals more than others?

Respondents highlighted negative impacts on the following particular individuals:

- Shoppers (14)
- Businesses (4)
- Residents near Thatcham Station (16)
- Residents in Hungerford (1)
- Those on lower income (1)

Budget Proposals 2017/18: Highway Fees and Charges, including Parking

Consultation Summary Report

- The elderly/mobility impaired (2)
- Commuters (2)

4. If the decision is taken to proceed with these proposals, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

The following suggestions were identified:

- Opposition to introducing the parking charge increases or suggesting they should be lower, that on-street charging should cease or that periods of free parking should be provided (11)
- Give plenty of notice / provide information (3)
- Give cheaper parking for residents (4)
- Ensure that the inconvenience to residents of roads around Thatcham station is minimised and that additional parking restrictions are introduced to overcome existing difficulties (7)

5. Do you have any other suggestions as to how this saving (approximately £12,000) might be delivered within this service? If so, please provide details.

The following suggestions were identified:

- Vary parking enforcement options (7)
- Reduce or remove parking charges in Newbury to promote business (5)
- Raise revenue from lorry parking (1)

6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council?

The following suggestions were identified:

- Increase parking enforcement (2)
- Increase parking fines (2)
- Increase council tax more (3)
- Reduce the number of councillors (2)
- Government should be supporting councils (2)
- Sell the car parks to private companies (1)

7. Is there any way that you, or your organisation, can contribute in helping to alleviate the impact of these proposals? If so, please provide details of how you can help.

There were no suggestions received on contributing in helping to alleviate the impact of these proposals.

There was one response from someone who provided contact details and who is willing to constructively discuss ideas for parking, enforcement, traffic control and development if the council wishes to hear his thoughts.

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Consultation Summary Report

Another response suggested that Scottish and Southern Energy should implement a daily shuttle bus from Thatcham FC and that the football club be allowed to charge rail users to park there all day.

Budget Proposals 2017/18: Highway Fees and Charges, including Parking

Consultation Summary Report

8. Any further comments?

The following individual comments were made:

- Thatcham Town Council said that it is difficult to comment on this proposal as there is no evidence of revenue currently generated or the additional income that parking increases will produce.
- Unison said that raising parking charges can only be seen as a disincentive for local commerce, especially in the face of competition from other major retail centres within reasonable distance.
- The increases in parking charges are relatively modest and will not have a great financial impact on the majority of users.
- The rise seems fair.
- Need to achieve savings / extra revenue from somewhere, minimal impact on users.
- More efficient delivery of services is required rather than taxing existing facilities for no gain in benefit as this will only push consumers to free parking locations and away from centres that require their footfall.
- Parking charges in West Berks are currently very reasonable and small increases will easily be absorbed by most residents and visitors.
- It will encourage more public transport to be used, which is fairer for the people who do not use a car.
- In a nutshell its easy money and people accept that they have to pay to park their car - your charges currently are very reasonable.
- I own a successful growing business in Thatcham High Street employing currently nine staff and there is nowhere for my team to park on a daily basis so as they are able to attend work - there should be some concessions and facility provision from the council for local employees to park otherwise it will drive businesses like ours out of the town, instead of assisting to bring much needed revenue to the local economy.
- How efficient are officers in collecting additional charges (from parkers that over stay or people who haven't paid) and how effectively is this being enforced?
- Why doesn't the on street parking in Thatcham get raised to reflect the parking at the station?

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Mark Edwards
Head of Service
Highways and Transport
20 December 2016

Please note: In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.

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Consultation Summary Report

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

Budget Proposals 2017/18: Highway Fees and Charges incl. Parking		Head of Service: Mark Edwards Author: Mark Cole	2 March 2017 Version 3 (Council)
Proposal:	- To introduce new tariffs at our main Newbury car parks - To introduce new tariffs at our outer subsidiary Newbury car parks e.g. Northcroft Lane West - To introduce new tariffs at our other car parks e.g. Hungerford Church Street, Thatcham Kingsland Centre - To introduce on-street charging near Thatcham Railway Station - To delete a currently vacant part time Civil Enforcement Officer post - To increase the charge for various highway licenses by an average of 10%		
Total Income 2016/17:	£3,584,600 (parking only) £524,960 (fees and charges)	Expected income 2017/18:	£3,784,600 (parking) £540,000 (fees and charges)
Initial expected income 2017/18:	£3,784,600 (parking) £540,000 (fees and charges)	Final recommendation to Council 2017/18:	To proceed with this proposal
Total budget 2016/17:	£2,160,570 parking only	Recommended officer saving 2017/18:	£12,000 (0.6%)
Initial proposed saving 2017/18:	£12,000 (0.6%)	Final recommendation to Council 2017/18:	To proceed with this proposal
No. of responses:	In total, 54 responses were received. Of those that responded: 19 identified themselves as users of the service 45 as residents of West Berkshire 6 as council employees 5 as Parish/Town Councils 8 as other, including Unison		
Key issues raised:	Of the 54 responses received, which included comments, 29 related to the proposed price increases at car parks, with 19 concerned that it will adversely affect retail/business. Nine comments related to the proposed on-street charging near Thatcham station and the potential displacement of parking		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Highway Fees and Charges incl. Parking		Head of Service: Mark Edwards Author: Mark Cole	2 March 2017 Version 3 (Council)
	into nearby residential roads. There were two comments opposing the deletion of the CEO post suggesting that enforcement should be increased and one comment in relation to the proposal to increase the charge for highway licenses by 10%.		
Equality issues:	No issues were raised during the consultation, that weren't already included in the EqlA stage 1.		
Suggestions for reducing the impact on service users:	Suggestion	Council response	
	Don't introduce the parking charge increases or not by as much, end on-street charging, provide periods of free parking.	Unfortunately the council has little option but to increase parking charges as proposed due to the severe financial pressures that it faces. If there is no increase or if lower increases are made, and if on-street charges are removed or free periods introduced, then this will reduce the income that is being sought in order to continue to deliver traffic and transport, road safety and parking services. Although some increases in charges are significant in percentage terms the absolute increases are fairly marginal at 20p in Newbury and 10p in other car parks. The proposal for Hungerford is for higher increases, but this is because there were no increases last time and it brings it in line with the other areas of the district.	
	Give plenty of notice / provide information.	Information will be published on changes to parking tariffs on the councils website, in newspaper adverts and in notices displayed at the car parks or on-street areas affected if this proposal is approved.	
	Give cheaper parking for residents.	This would be difficult logistically because of all the variations on tariffs at the pay machines and would involve additional costs to the council to introduce and enforce. It would also result in loss of income that the council cannot afford to bear and at a time when it is looking to increase revenue.	
	Ensure that the inconvenience to residents of roads around Thatcham station is minimised and that additional parking restrictions are introduced to overcome existing difficulties.	It is not considered that the modest charges proposed would lead to significant increases in displacement of parking into adjacent residential roads. The existing parking issues mentioned will be investigated independently of this proposal, and if it proceeds, the impact of this proposal will be monitored and action taken if required. It must be recognised however that residents often do not want additional restrictions imposed because this means that they would also be unable to park.	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Highway Fees and Charges incl. Parking		Head of Service: Mark Edwards Author: Mark Cole	2 March 2017 Version 3 (Council)
Alternative options for applying the saving in this area:	Suggestion	Council response	
	Vary parking enforcement options, including more enforcement outside schools and use of cameras instead of civil enforcement officers.	With over 80 schools throughout the district it is impossible to provide anything more than occasional enforcement at them. The loss of this part time post will have marginal impact. Legislation does not permit the council to use camera enforcement instead of CEO's.	
	Reduce or remove parking charges in Newbury to promote business.	Lower or non existent parking charges would be popular with visitors and business owners but would severely damage the council's parking revenue.	
	Raise revenue from lorry parking.	The council has no lorry parking under its control.	
Suggestions for income generation:	Suggestion	Council response	
	Increase parking enforcement.	In order to raise significant additional income from enforcement it would be necessary to increase the number of CEO's considerably but the loss of this part time post would on the contrary have minimal impact on enforcement income. Income from parking charges is some ten times that from penalty charges so the proposal is the most economic way to meet the council's additional revenue target.	
	Increase parking fines.	Fines are set by the Department for Transport, so the council can't set higher fines itself.	
	Increase council tax more.	It is considered fair to charge people who wish to use services and facilities such as parking rather than passing these charges onto Council Tax payers. This would be an option for councillors to consider.	
	Reduce the number of councillors.	This is a possibility as part of the proposed boundary review, but would not generate income.	
	Government should be supporting councils.	Unfortunately due to the large financial deficit that the country has central government are imposing austerity cuts in funding to local authorities.	
	Sell the car parks to private companies.	Selling the car parks to private companies might realise a capital return in the short term but the council has to reduce revenue expenditure going forward.	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Highway Fees and Charges incl. Parking		Head of Service: Mark Edwards Author: Mark Cole	2 March 2017 Version 3 (Council)
	Thatcham Town Council said that it is difficult to comment on this proposal as there is no evidence of revenue currently generated or the additional income that parking increases will produce.	Whilst information that relates only to Thatcham was not provided in WBC's consultation on this budget proposal, it did say that it was estimated that in total the budget proposal would generate approximately £215,000 of additional income and save £12,000 in expenditure. Further total income and total budget data comparing 2016/17 figures with expected 2017/18 figures is also provided at the start of this template.	
Suggestions for how others may help contribute:	No suggestions were received on contributing in helping to alleviate the impact of these proposals. There was one person who is willing to constructively discuss ideas for parking, enforcement, traffic control and development if the council wishes to hear his thoughts. Another response suggested that Scottish and Southern Energy (SSE) should implement a daily shuttle bus from Thatcham FC and that the football club be allowed to charge rail users to park there all day. The council has no powers to get SSE to provide a shuttle bus and no jurisdiction over Thatcham FC and this would not help the council to achieve its savings target.		
Officer conclusion and recommendation as a result of the responses:	Feedback from the consultation process has not resulted in any issue being raised which would prevent the council from proceeding with the proposal. The feedback has also not generated any viable counter-proposal which would mitigate the proposal. It is therefore recommended that the council progress with this proposal.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Equality Impact Assessment – Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

Name of policy, strategy or function:	Highway Fees and Charges Including Parking
Version and release date of item (if applicable):	
Owner of item being assessed:	Mark Cole
Name of assessor:	Mark Edwards
Date of assessment:	12 October 2016

Is this a:		Is this:	
Policy	Yes	New or proposed	Yes
Strategy	Yes	Already exists and is being reviewed	Yes
Function	Yes	Is changing	Yes
Service	Yes		

1 What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	To increase income from highway licences and parking charges.
Objectives:	To increase income from highway licences and parking charges.
Outcomes:	Increased income.
Benefits:	Increased revenue will enable highway and transport improvements to be made.

2 Which groups may be affected by the policy, strategy, function or service? Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.		
Group Affected	What might be the effect?	Information to support this.
Disability	None as Blue Badge holders will still be entitled to free parking.	National scheme.
Age	Whilst parking charges may increase, there is no evidence to indicate that there will be a greater impact on this group than on any other.	
Gender Reassignment	Whilst parking charges may increase, there is no evidence to indicate that there will be a greater impact on this group than on any other.	
Marriage and Civil Partnership	Whilst parking charges may increase, there is no evidence to indicate that there will be a greater impact on this group than on any other.	
Pregnancy and Maternity	Whilst parking charges may increase, there is no evidence to indicate that there will be a greater impact on this group than on any other.	
Race	Whilst parking charges may increase, there is no evidence to indicate that there will be a greater impact on this group than on any other.	
Religion or Belief	Whilst parking charges may increase, there is no evidence to indicate that there will be a greater impact on this group than on any other.	
Sex and Sexual Orientation	Whilst parking charges may increase, there is no evidence to indicate that there will be a greater impact on this group than on any other.	
All Groups	No particular group will be disadvantaged by increasing the fees for highway licences	

Further Comments relating to the item:

3 Result

Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	No

Please provide an explanation for your answer:

Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	No

Please provide an explanation for your answer:

Service users may need to pay a little more if they require a highway licence or use the Council's parking services but this should not have an adverse impact on their lives. It is not unreasonable for service users to pay directly for such services and will enable the Council to continue to provide highway and transport related improvements.

4 Identify next steps as appropriate:

Stage Two required	No
Owner of Stage Two assessment:	-
Timescale for Stage Two assessment:	-

Signed: Mark Edwards

Date: 12 October 2016

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Budget Proposals 2017/18: Home to School Transport for Young People aged over 16 with Special Educational Needs and Disabilities (SEND)

Consultation Summary Report

Why we consulted

Over the last five years, we've had to find savings of £41m. Since 2012/13, the government has given us less money by reducing the Revenue Support Grant by £30m, whilst over the same period we've seen increased demand for our services.

For 2017/18, we estimate that our budget will be £117m. To achieve a balanced budget we'll have to identify £8m of savings or increases in our income.

In order to inform this process, we published a list of those proposals which would likely have a direct impact on service users, and sought the views from those affected and interested:

- to understand the likely impact
- to identify any measures to reduce their impact
- to explore any possible alternatives for both savings and income generation

Approach

We published all the proposals on our website on 31 October 2016 with feedback requested by midnight on 11 December 2016.

Respondents were directed to a [central index page](#), which outlined the overall background to the exercise, and provided links to each of the individual proposals on our [Consultation Portal](#).

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request. A letter was also sent out to the families of all students currently accessing Post 16 SEND transport to explain the proposal and invite feedback

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

Budget Proposals 2017/18: Home to School Transport for Young People aged over 16 with Special Educational Needs and Disabilities (SEND)**Consultation Summary Report**

Proposal Background

We currently provide free transport to young people over 16 with SEND if they have a Statement of Special Educational Needs or Education, Health and Care (EHC) Plan and their nearest suitable school or college is more than three miles from their home address. This may take the form of a bus or train pass, taxi or minibus depending on the young person's needs.

There are currently 67 post 16 students with SEND who are receiving free transport, at a cost to us of £301,733 per annum.

Proposal Details

To charge parents of post 16 pupils with SEND £703 per annum as a contribution towards transport costs. Based on the current post 16 SEND student cohort, and if all families decided to pay the contribution rather than making their own transport arrangements, we would save £47,101 per annum.

It should be noted that £703 is only a contribution to the cost of transport; the actual cost is significantly greater in most cases. The average cost is currently £4,503 per student.

Legislation Requirements

We are required under the Education Act 1996 to provide assistance with transport for young people over 16 with a Statement or EHC Plan, whose nearest suitable school or college is more than three miles from the family home, if this is necessary for the young person to access education.

However, there is no requirement to provide transport free of charge. Parents of young people over the age of 16 who do not have SEND are expected to make a contribution to the cost of their child's transport. This charge will be £703 per pupil per annum from April 2017. There is no reason, legally, why a similar charge cannot be made in respect of young people over 16 with SEND and many councils levy such a charge. We have traditionally not asked families of young people over 16 with SEND to contribute to transport costs, but we can no longer afford to provide this service free of charge.

Our Home to School Transport Policy states that a charge may be made in respect of pupils over 16 with SEND, so charging would be compliant with this policy.

Consultation ResponseNumber of Responses

In total, 43 responses were received.

Summary of Main Points

The majority of responses received from respondents were against the proposal, feeling that the council are targeting a vulnerable and already impoverished section of the community.

Budget Proposals 2017/18: Home to School Transport for Young People aged over 16 with Special Educational Needs and Disabilities (SEND)

Consultation Summary Report

Families with children who have Special Educational Needs and Disabilities are often under financial strain, this may be due to not being able to work full time as they act as carers for their children, or the special needs of their child require expensive alterations to the home or special equipment.

However the proposal has been made to allow the council to bring the charge for Post 16 SEND student's home to school transport in line with that already in place for Mainstream Post 16 travel.

Many respondents felt that the charge should be means tested, or only made on those not receiving income related benefits or were high income families. Also it was felt that the proposal would be harder hitting on those in rural areas. Respondents felt that the families would benefit from time to pay in instalments, or a staged increase.

It was believed that the contribution charge would also affect the amount of Post 16 pupils who would no longer have the benefit and access to further education as they would not be able to attend college. This may in the long term impact on social care as the children would be less prepared and unable to pursue the opportunities they have now.

Summary of Responses by Question

1. Are you...?

	Number	%
Or anyone you care for, a user of this service	14	32.6%
A resident of West Berkshire	26	60.5%
Employed by West Berkshire Council	6	14.0%
A Parish/Town Councillor	5	11.6%
A District Councillor	0	.0%
A Service Provider	1	2.3%
A Partner Organisation	1	2.3%
Other	9	20.9%

2. How far do you agree with the proposal to charge parents of pupils aged over 16 who have SEND, £703 per annum towards Home to School Transport, with effect from April 2017?

	Number	%
Agree	6	14.0%
Neither agree nor disagree	3	7.0%
Disagree	29	67.4%
Don't know	0	.0%
Not answered	5	11.6%
Total	43	100%

Budget Proposals 2017/18: Home to School Transport for Young People aged over 16 with Special Educational Needs and Disabilities (SEND)

Consultation Summary Report

3. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

There were a large proportion of respondents who identified that low income families would be hardest hit by the proposal:

- “Many parents are carers and on low incomes”
- “These families are already on a less than ideal amount”
- “Not able to work full-time due to caring demands”
- “Some students may not be able to afford the costs”
- “Every family having a child with special needs is already impacted by higher costs than those without”

Students in rural areas were also identified as being impacted:

- “Additional hardship placed on families who have to travel to Newbury or further”
- “families with no transport available to them who live in rural communities”
- “Over 16’s in rural areas will be hit more”

Other individuals/groups that were identified as being impacted were:

- “those with more children to support (especially if more than one of them has SEND)”
- “will unfairly disadvantage young people who are unable to walk/cycle etc to college”
- “The Equality Impact Assessment mentions that it is more likely that SEN students will drop out of post 16 education if they cannot access the correct courses”
- “Many families will be faced with only one option of removing their child/children from the specialist school and being forced to use mainstream schools. This will cause mainstream schools extra costs for special training”
- “middle incomes likely to be most affected”

One respondent felt that:

- “They chose to have children. We should not subsidise them for it.”

4. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

Suggestions made from respondents focussed on:

- staggering the amount paid
- making the increase gradual and phased
- an additional bursary scheme
- allowance for low income families
- provide education in more places to avoid the need to travel
- exempt those on income related benefits
- inform families that ESA can be claimed from age 16
- provide more respite so parents can work full time to pay for transport
- means test

Budget Proposals 2017/18: Home to School Transport for Young People aged over 16 with Special Educational Needs and Disabilities (SEND)

Consultation Summary Report

- reduce the cost
- vary the contribution depending on need and distance travelled
- cut down on other council services
- continue transport for those who have difficulty making the contribution
- make parents aware of the cost to transport their child to school

5. Do you have any other suggestions as to how these savings (approximately £47,000) might be delivered within this service? If so, please provide details.

Other suggestions made to make the saving included:

- better savings made in other areas
- charge more to those with a higher income
- reinstate travel training or support schools to develop their own schemes, introduce the LIFT programme
- make personal transport budgets available to all pupils at out of county schools
- look at overheads
- consider how many PRU students there are in the district and invest in long term projects, e.g. more SEN schools, or more outreach services
- increase council tax
- reduce bureaucracy, e.g. email letters
- means tested
- more in-house transport, as taxis more expensive and over charge
- cut down on fraudulent claims
- reduce the hours on street lighting
- young offenders carry out basic street care and other supervised tasks
- provide more low value activities for young people, so that expensive provisions are less attractive and accessible, publicise shared lives more
- don't waste money buying buildings then sell at a loss
- cut councillors wages
- stop wasting money on silly schemes, like the permits for the tip

Some respondents felt that:

- it should not be up to them to make suggestions
- £47,000 not a huge saving in comparison to the amount of disruption likely to be caused by charging

6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council?

There were few suggestions made but those put forward were:

- raise council tax
- better access to a booking system for services and facilities provided by the council, an online booking system
- reduce printing costs involved with planning applications
- charge more for higher income families
- charge those not on income related benefits
- means test everything
- charge for use of libraries
- take away free bus travel for well off OAPs
- look at internal staffing costs

Budget Proposals 2017/18: Home to School Transport for Young People aged over 16 with Special Educational Needs and Disabilities (SEND)

Consultation Summary Report

- a rubbish charge
- a friend scheme for countryside areas to do physical care, e.g. litter picking, brush clearing, etc., this could also be carried out by offenders groups
- adoption of parcels of land by residents
- get advice on how to manage the council's money better
- cut councillors wages

It was also asked how this question was relevant to the ordinary parents and pupils.

7. Is there any way that you, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you can help.

Respondents identified possible ways that help could be given, these were:

- Voluntary services, such as Handibus assist with transport requirements.
- Council provide a bus and parents/volunteers drive on a rota basis.
- Will volunteer when retire and have the time.

8. Any further comments?

Responses were:

- Do not do this
- A shame that those on the lower rungs of the ladder are continually expected to make up the shortfall
- Do not invest on things that are not needed, e.g. Victoria Park Water Park.
- Pay £200 per pupil
- Expect a better service if they do have to pay, current taxi is unreliable and driver and Passenger Assistant always changing
- Don't punish the most vulnerable
- How much is this consultation process costing?

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Tina Bushell
SEN Transport Officer
Transport Services Team
22 December 2016

Please note: In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in

Budget Proposals 2017/18: Home to School Transport for Young People aged over 16 with Special Educational Needs and Disabilities (SEND)

Consultation Summary Report

conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

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Budget Proposals 2017/18: Home to School Transport for young people aged over 16 with Special Educational Needs and Disabilities (SEND)		Head of Service: Ian Pearson Author: Jane Seymour	2 March 2017 Version 3 (Council)
Proposal:	To charge parents of post 16 pupils with SEND £703 per annum as a contribution towards transport costs		
Total budget 2016/17:	£301,733	Recommended officer saving 2017/18:	£47,101 (15.6%)
Initial proposed saving 2017/18:	£47,101 (15.6%)	Final recommendation to Council 2017/18:	To proceed with this proposal
No. of responses:	In total, 43 responses were received. Of those that responded:: • 14 identified themselves as users of the service • 26 as residents of West Berkshire • 6 as council employees • 5 as Parish/Town Councils • 1 as service providers • 1 as partner organisations • 9 as other (Unison)		
Key issues raised:	The majority of responses received from respondents were against the proposal, feeling that the council are targeting a vulnerable and already impoverished section of the community. Families with children who have Special Educational Needs and Disabilities are often under financial strain, this may be due to not being able to work full time as they act as carers for their children, or the special needs of their child require expensive alterations to the home or special equipment. However the proposal has been made to allow the council to bring the charge for Post 16 SEND students home to school transport in line with that already in place for Mainstream Post 16 travel. Many respondents felt that the charge should be means tested, or only made on those not receiving income related benefits or were high income families. Also it was felt that the proposal would be harder hitting on those in rural areas. Respondents felt that the families would benefit from time to pay in instalments, or a staged increase. It was believed that the contribution charge would also affect the amount of Post 16 pupils who would no longer have the benefit and access to further education as they would not be able to attend college. This may in the long term impact on social care as the children would be less prepared and unable to pursue the opportunities they have now.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Home to School Transport for young people aged over 16 with Special Educational Needs and Disabilities (SEND)		Head of Service: Ian Pearson Author: Jane Seymour	2 March 2017 Version 3 (Council)
Equality issues:	No issues were raised during the consultation, that weren't already included in the EqIA Stage One. A Stage Two has been completed.		
Suggestions for reducing the impact on service users:	Suggestion	Council response	
	Several financially related suggestions including: staggering the amount paid, gradual/phased increase or vary the contribution based on need and distance travelled. Allowance for low income families, means test or exempt those on income related benefits. Continue transport for those having difficulty with making the contribution. Reduce the cost of the contribution.	- The contribution amount is in line with what is charged to mainstream students for home to school transport. - The proposal allows for exceptional circumstances for Post 16 students to be considered on a case by case basis, with the right to appeal against decisions that are made. - Post 16 students can apply for Bursary funding from schools and colleges, as they receive this from the government to provide for this. The West Berkshire website explains details and how it applies. - The contribution can be paid in instalments. - The proposal does not take transport away, but asks for a contribution. - The contribution is a flat rate for all students irrespective of the distance they travel or their needs.	
	An additional Bursary scheme.	The current Bursary scheme is a government funded provision, paid directly to schools; the council has no leverage on this scheme.	
	Provide more education in other establishments closer to student.	- The contribution is a flat rate and is irrespective of the distance that the pupil travels to access specialist SEN education and does not follow the government guidelines for distance for 5 to 16 year old students. - With regards to developing provision closer to home; this would always be our starting point as there is nothing to be gained from increased journey times. - We have already developed more 'local' provision e.g. secondary ASD bases and are looking to what other mainstream based resource bases might be established. At the same time, we continue to have an open dialogue with or two special schools and Newbury College about extending specialist opportunities.	

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Budget Proposals 2017/18: Home to School Transport for young people aged over 16 with Special Educational Needs and Disabilities (SEND)			Head of Service: Ian Pearson Author: Jane Seymour	2 March 2017 Version 3 (Council)
	Inform families about ESA and that can be claimed from age 16.	The council would advise all students and families to make their own investigations on the potential of external funding assistance opportunities.		
	Cut down on other council services.	This would be a matter for the Council Members and Parish Councils to decide.		
	Make parents aware of the full cost of transport.	Parents of students currently accessing home to school transport were informed by letter of the proposal and the amount that transport costs per student. This information is available on the council's website.		
Alternative options for applying the saving in this area:	Suggestion	Council response		
	Charge more to those on higher incomes and means test.	The contribution amount is in line with what is charged to mainstream students for home to school transport. Please see response in previous suggestions regarding financial issues.		
	Introduce the LIFT programme, help schools develop a scheme for travel training or reinstate travel training.	Although the Travel Training Programme was discontinued, options to provide Travel Training are being explored and findings will be presented for options that would be financially viable.		
	Look at overheads or cut Councillors wages. Better savings to be made in other areas, reduce bureaucracy, cut down on fraudulent claims, reduce hours on street lighting and stop wastage of council funds.	This would be a matter for the Council Members and Parish Councils to decide.		
	Make Personal Transport Budgets available to all out of county student placements.	- Personal Transport Budgets are currently being reviewed with the option to offer to more students. These can only be provided where they are cost effective for the council. - The Personal Transport Budget however would be reduced by the contribution amount, so parents would still be making this. - We are keen to explore these and the Transport Team would welcome all contact from parents regarding these. Information is available on the website.		

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Budget Proposals 2017/18: Home to School Transport for young people aged over 16 with Special Educational Needs and Disabilities (SEND)			Head of Service: Ian Pearson Author: Jane Seymour	2 March 2017 Version 3 (Council)
	More in-house provision, to reduce the more expensive option of taxis.	We currently utilise the in-house transport provision whenever practical and cost effective to do so and that integrates efficiently.		
	Investment in more long term projects or provide lower cost provision options.	- This would be a matter for the Council Members to decide. - The council procures these services through a tender process.		
	Increase council tax.	This would be a matter for the Council Members and Parish Councils to decide.		
	Use of young offenders to carry out basic activities.	This would be a matter for the government to consider.		
Suggestions for income generation:	Suggestion	Council response		
	Increase Council Tax.	This would be a matter for the Council Members and Parish Councils to decide.		
	Financial considerations as detailed previously. For example means testing, not charging low income families.	The contribution amount is in line with what is charged to mainstream students for home to school transport. Please see response in previous suggestions regarding financial issues.		
	Better booking system, perhaps online, to allow for services and facilities to be booked.	This is currently being reviewed and a solution will be available once all appropriate research and procurement has taken place.		
	Charge for use of libraries.	This would be a matter for the Culture and Environmental Protection service to consider in its proposals to Members.		
	Adoption of parcels of land by residents.	This would be a matter for the Council Members and Parish Councils to decide.		
	A rubbish charge.	This would be a matter for the Culture and Environmental Protection service to consider in its proposals to members.		
	A Friend Scheme, for rural areas to	This could form part of future discussions with Parish Councils in relation to		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Home to School Transport for young people aged over 16 with Special Educational Needs and Disabilities (SEND)		Head of Service: Ian Pearson Author: Jane Seymour	2 March 2017 Version 3 (Council)
	maintain and protect.	devolution.	
	Several suggestions of cuts or changes to services, which included reducing printing on planning applications, removal of free bus travel for the wealthy pensioners, internal staffing costs, money management advice and cutting councillor’s wages.	These are all matters which would need to be considered and reviewed by either Council Members or other service areas within the council.	
Suggestions for how others may help contribute:	Use of Voluntary organisations, with council providing buses in some circumstances.		
Officer conclusion and recommendation as a result of the responses:	Responses received have highlighted the impacts that we had already anticipated, with most concern for the low income families and the targeting of a group perceived to have been hit by savings quite severally already. The proposal will allow these students to access a bursary fund so that the impact is negated for the low income families, with the main aim being to bring home to school transport provision in line with that for mainstream students and the government’s guidelines for Post 16 provision. It is therefore recommended that the council progress with this proposal.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

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Equality Impact Assessment – Stage Two

.What is the decision Executive is being asked to make? Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities	To achieve savings in the Council's Home to School Transport Policy by charging families a contribution towards the cost of transport for post 16 students with SEND (Special Educational Needs and Disabilities) We are required under the Education Act 1996 to provide assistance with transport for young people over 16 with a Statement or EHC Plan, whose nearest suitable school or college is more than three miles from the family home, if this is necessary for the young person to access education. However, there is no requirement to provide transport free of charge. Parents of young people over the age of 16 who do not have SEND are expected to make a contribution to the cost of their child's transport. This charge will be £703 per pupil per annum from April 2017. There is no reason, legally, why a similar charge cannot be made in respect of young people over 16 with SEND and many councils levy such a charge. Our Home to School Transport Policy states that a charge may be made in respect of pupils over 16 with SEND, so charging would be compliant with this policy. This proposal does not conflict with any of the Council's key strategic priorities.
Budget Holder for item being assessed:	Jane Seymour
Name of assessor:	Jane Seymour
Name of Service & Directorate	Education Service, Children and Young People's Directorate
Date of assessment:	10.1.17
Date Stage 1 EIA completed:	10.1.17

STEP 1 – Scoping the Equality Impact Assessment**1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.**

Service Targets		Performance Targets	
User Satisfaction		Service Take-up	
Workforce Monitoring		Press Coverage	
Complaints & Comments		Census Data	
Information from Trade Union		Community Intelligence	
Previous Equality Impact Analysis	x	Staff Survey	
Public Consultation	x	Other (please specify)	

2. Please summarise the findings from the available evidence for the areas you have ticked above.

The proposal to introduce charging for transport for young people with SEND over the age of 16 years has been subject to public consultation.

We published all the proposals on our website on 31 October 2016 with feedback requested by midnight on 11 December 2016.

Respondents were directed to a [central index page](#), which outlined the overall background to the exercise, and provided links to each of the individual proposals on our [Consultation Portal](#).

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request. A letter was also sent out to the families of all students currently accessing Post 16 SEND transport to explain the proposal and invite feedback.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

In total, 43 responses were received. Of those that responded::

- 14 identified themselves as users of the service
- 26 as residents of West Berkshire
- 6 as council employees
- 5 as Parish/Town Councillors
- 1 as service providers

- 1 as partner organisations
- 1 as other, including Unison

The majority of responses received from respondents were against the proposal (69%), mainly on the basis that it would impact on an already vulnerable section of the community. Respondents made the point that families with children who have Special Educational Needs and Disabilities (SEND) are often under financial strain; this may be in part due to not being able to work full time as they act as carers for their children, as well as other additional costs which might be associated with their child's needs.

Many respondents felt that the charge should be means tested, or only applied to those not receiving income related benefits. Also it was felt that the proposal would be harder hitting on those in rural areas where families may not have the option of public transport. Respondents felt that families would benefit from time to pay in instalments, or a staged increase.

Some respondents believed that the charge could also mean that some students with SEND would not be able to attend college.

3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment?

If 'No' please proceed to Step 2.

No

STEP 2 – Involvement and Consultation

1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics. Where no evidence is available to suggest that there will be an impact on any specific group, please insert the following statement '*There is no evidence to indicate that there will be a greater impact on this group than on any other.*'

Target Groups	Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents
Age – relates to all ages	Families will have to pay a contribution towards the cost of transport to school or college for young people with SEN & Disabilities (SEND) who are over 16. Families already pay a contribution towards transport for young people over 16 who do not have SEND.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their	Parents of young people over 16 who have SEND will be charged a contribution for their child's transport in

ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	the same way that parents of young people over 16 who do not have SEND are already charged a contribution. The Council will continue to provide transport. Families who experience financial difficulty can seek support from their child's school or college through the Bursary Fund. There are currently 67 post 16 students with SEND who are receiving free transport, although there will be some changes to the cohort by September 2017 as some young people will have completed their education and others currently in the system will have reached the age of 16 by then.
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Race - includes colour, caste, ethnic / national origin or nationality.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Sex - applies to male or female.	There is no evidence to indicate that there will be a greater impact on this group than on any other.

Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.	There is no evidence to indicate that there will be a greater impact on this group than on any other.

2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?

The main stakeholders are young people aged 16 years and above who have Special Educational Needs and Disabilities and who live more than 3 miles from the nearest suitable school or college, and their parents. This group of young people may need transport assistance to get to school or college because of the distance. The Council will continue to provide assistance, which may take the form of a bus or train pass, a taxi or a minibus, but a contribution of £703 per annum will be charged.

3. How will this item affect the stakeholders identified above?

Parents of young people over 16 who have SEND will be charged a contribution for their child's transport to school or college in the same way that parents of young people over 16 who do not have SEND are already charged a contribution. This will be an additional cost for these families who have not previously been charged a contribution.

Families will not be expected to make their own transport arrangements unless they choose to do so. Transport will continue to be provided as long as parents make the financial contribution.

Some respondents to the consultation have argued that some young people with SEND may drop out of further education if there is a charge for transport, but exactly the same could apply to mainstream students who already have to contribute to the cost of transport. Some families will be able to afford the annual contribution of £703. Families who would have financial difficulty with the contribution due to being on a low income can request financial support from the school or college's bursary fund.

Students with SEND may be more likely than mainstream students to attend a school or college which is more than 3 miles from their home, as the nearest school or college may be unable to meet their special educational needs. Mainstream students may attend a more distant college as a matter of choice, for example, when the local college does not do the course they would like to do. They would be able to make this choice in the knowledge that they would then incur a fee for transport. A SEND student may be attending a more distant college, not through choice, but because it is the nearest placement which can meet their needs. Post 16 students with SEND may be more likely therefore to incur a charge than mainstream post 16 students.

It has also been argued by respondents to the consultation that families of young people with SEND may be on a lower income than other families, for example, if one parent is unable to work full time, or at all, due to their caring responsibilities.

STEP 3 – Assessing Impact and Strengthening the Policy

What have you assessed the impact as being? If there are potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?

Impact is as described above.

The measures to mitigate impact are that any families who will have financial difficulty with the contribution will be able to seek assistance from their school or college's bursary fund.

STEP 4 – Procurement and Partnerships

Is this item due to be carried out wholly or partly by contractors? No

If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should set out how you will make sure that any partner you work with complies with equality legislation.

STEP 5 – Making a Decision

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:-

A public authority must, in the exercise of its functions, have due regard to the need to:-

- (i) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- (ii) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, in particular the need to:-***
 - (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
 - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- (iii) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.***

The outcome of the assessment is that the proposal can go ahead, subject to monitoring that families with genuine financial difficulty receive appropriate support through school or college bursary funds. If there is evidence to suggest that this is not the case, there may need to be consideration of a more formal means testing arrangement being applied.

STEP 6 – Monitoring, Evaluating and Reviewing

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?

Families who are affected by the proposal are highly likely to contact the Local

Authority if they are in financial difficulty and are not able to get assistance from their school or college's bursary fund.

This will give an indication of the number of families affected and the extent of the impact. This information will be reported to senior managers and elected members and will inform decisions about whether a formal means testing system should be applied in the future.

STEP 7 – Action Plan

	Actions	Target Date	Responsible Person
Involvement & consultation			
Data collection	To collate information on any families who are unable to access support through bursary funds	Ongoing from implementation date	Jane Seymour
Assessing impact	To analyse data as described above including information provided in each individual case	Ongoing from implementation date	Jane Seymour
Procurement & partnership			
Monitoring, evaluation and reviewing	To report data on impact to senior managers and elected members on a termly basis	At the end of each term following implementation	Jane Seymour

STEP 8 – Sign Off

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Contributors to the Assessment

Name: Jane Seymour

Job Title: Service Manager,
SEN & Disabled Children's
Team

Date: 11.1.17

Head of Service (sign off)		
Name: Ian Pearson	Job Title: Head of Education Service	Date: 12.1.17

Budget Proposals 2017/18: Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services

Consultation Summary Report

Why we consulted?

Over the last five years, we've had to find savings of £41m. Since 2012/13, the government has given us less money by reducing the Revenue Support Grant by £30m, whilst over the same period we've seen increased demand for our services.

For 2017/18, we estimate that our budget will be £117m. To achieve a balanced budget we'll have to identify £8m of savings or increases in our income.

In order to inform this process, we published a list of those proposals which would likely have a direct impact on service users, and sought the views from those affected and interested:

- to understand the likely impact
- to identify any measures to reduce their impact
- to explore any possible alternatives for both savings and income generation

Approach

We published all the proposals on our website on 31 October 2016 with feedback requested by midnight on 11 December 2016.

Respondents were directed to a [central index page](#), which outlined the overall background to the exercise, and provided links to each of the individual proposals on our [Consultation Portal](#).

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form, and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

Budget Proposals 2017/18: Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services

Consultation Summary Report

Proposal Background

These services encompass staff and functions that are delivered as a part of the Integrated Youth Support Service, the Family Resource Service, and the service known as Help for Families, as well as the Young Carers Service.

The combined services currently employ 16.8 Full-time equivalent (F.T.E.) staff, including qualified social workers and youth workers, alongside other highly skilled professionals.

Proposal Details

To integrate the four service areas into one service called the Targeted Intervention Service. This new service will form part of the wider Children and Family Services and focus its support in a more targeted way on:

- Families at the risk of breakdown
- Children and Young People on the edge of care
- Families impacted by Domestic Abuse, parental mental health or parental substance misuse
- Children or Young People at risk of, or subject to, Child Sexual Exploitation (CSE)
- Children or Young people who are reported as missing
- Children or Young People who are experiencing caring responsibilities (Young Carers)

It is estimated that this will save us £108,000 per annum, out of a combined budget of £1,114,010 and will be largely achieved through management savings to protect front line delivery as much as is possible.

Legislation Requirements

The majority of the work within these services takes place underneath the threshold of requiring statutory intervention. The work is predominantly focussed on delivering support with the aim of avoiding any concerns escalating to a point where statutory intervention is needed. There are some statutory functions within the services which are, and will continue to be, delivered by appropriately qualified professionals who understand levels of need and risks alongside Section 17 (Children Act, 1989), as well as having the skills to meet our responsibilities under Working Together Guidance and to strengthen our Protection and Early Help provision. It also supports Young Carers alongside the expectations of the Children and Families Act and Care Act 2014.

Consultation Response

Number of Responses

In total, 20 responses were received.

Summary of Main Points

There was a significant level of support for the proposal and 55% of responses agreed with proposals

Budget Proposals 2017/18: Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services

Consultation Summary Report

The main points raised by those who disagreed were:

- Concern for any reduction in provision to a vulnerable cohort of young people
- Concern about the long term affect on statutory services (increased demand and escalation of need) through a reduction of preventative support
- Concern that bringing together family work and work with young people may dilute the focus of work particularly on young people
- Concern regarding the longevity of support to young people requiring help. The proposal is that the work will be time limited and focussed interventions.
- Ensure stronger staff utilisation efficiently and reduce bureaucracy

Summary of Responses by Question

1. Are you...?

	Number	%
Or anyone you care for, a user of this service	1	5%
A resident of West Berkshire	13	65%
Employed by West Berkshire Council	4	20%
A Parish/Town Councillor	4	20%
A District Councillor	0	0%
A Service Provider	0	0%
A Partner Organisation	1	5%
Other	2	10%

2. How far do you agree with the proposal to integrate the Youth Support, Family Resource, Help for Families and Young Carers Services into one service called the Targeted Intervention Service?

	Number	%
Agree	11	55%
Neither agree nor disagree	0	0%
Disagree	5	25%
Don't know	0	0%
Not answered	4	20%
Total	20	100%

3. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

The proposal was considered to potentially impact some of our most vulnerable young people who may benefit from longer term advice and support; both in terms of the quality of support given if this was diluted by professionals also working with whole families, and in regard to the longevity of support.

Consultation Summary Report

- 4. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.**

A suggestion given was that a reduction in the impact on those affected could be achieved through ensuring any savings are taken from senior or middle manager posts, as opposed to front line provision.

- 5. Do you have any other suggestions as to how these savings (approximately £108,000) might be delivered within this service? If so, please provide details.**

There were no specific suggestions as to how £108,000 savings may be delivered differently from within the service. However, it was suggested that consideration should be given to whether income or charging opportunities could be more fully utilised

- 6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council?**

Suggestions were raised in regard to accommodation utilisation e.g. room charging and sharing of services. Also whether some services or group work could be offered to other services or agencies, who may be willing to buy in this work and skills within the new service

- 7. Is there any way that you, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you can help.**

There were no specific contributions offered to alleviate the impact

- 8. Any further comments?**

Many of the consultation comments received were positive about the proposals outlined. 55% agreed with the proposals, with a view highlighted that combining the skills and knowledge within the proposed service may improve overall delivery.

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Mac Heath
Head of Children and Family Services
16 December 2016

Please note: *In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

Consultation Summary Report

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

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Budget Proposals 2017/18: Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services		Head of Service: Mac Heath Author: Mac Heath	2 March 2017 Version 3 (Council)
Proposal:	To integrate the four service areas into one service called the Targeted Intervention Service. This new service will form part of the wider Children and Family Services and focus its support in a more targeted way.		
Total budget 2016/17:	£1,114,010	Recommended officer saving 2017/18:	£108,000 (9.7%)
Initial proposed saving 2017/18:	£108,000 (9.7%)	Final recommendation to Council 2017/18:	To proceed with this proposal
No. of responses:	In total, 20 responses were received. Of those that responded: • 1 identified themselves as a user of the service • 13 as residents of West Berkshire • 4 as council employees • 4 as Parish/Town Councils • 1 as a partner organisation • 2 as other		
Key issues raised:	55% of responses agreed with the proposal. The main points raised by those that disagreed with the proposal were: • Concern for any reduction in provision to a vulnerable cohort of young people • Concern about the long term affect on statutory services (increased demand and escalation of need) through a reduction of preventative support • Concern that bringing together family work and work with young people may dilute the focus of work particularly on young people • Concern regarding the longevity of support to young people requiring help. The proposal is that the work will be time limited and focussed interventions. • Ensure stronger staff utilisation efficiently and reduce beaurocracy		
Equality issues:	No issues were raised during the consultation, that weren't already included in the EqIA stage 1.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services		Head of Service: Mac Heath Author: Mac Heath	2 March 2017 Version 3 (Council)
Suggestions for reducing the impact on service users:	Suggestion	Council response	
	Cuts should be made from senior and middle managers	Front line delivery is prioritised in this proposed restructure with significant savings taken through reduction in management costs	
	Working with other Local Authorities to combine services	Cross border working is being explored throughout the service redesign, but at present available options would reduce further service provision	
	Reduce beaurocracy and empower staff to make more decisions	New systems, processes and ways of working are being planned to be introduced to increase efficiency in delivery	
Alternative options for applying the saving in this area:	Suggestion	Council response	
	Increase building utilisation or charge for group work or services	The utilisation of accommodation will be considered to ensure appropriate access to services and appropriateness of provision	
	Combine other Local Authority services	As further integration is progressed, consideration will be given to whether other L.A. would also be able to be included.	
Suggestions for income generation:	Suggestion	Council response	
	Offer workshops to schools and others and charge for services	Through the progression of this integration it is considered that there may be increased opportunities for charging for services which will be considered alongside core service delivery	
Suggestions for how others may help contribute:	There were no additional suggestions as to how others may be able to contribute to this proposal		
Officer conclusion and recommendation as a result of the responses:	Overall, it is positive that there was a majority of responses that supported the proposal with comments received that this approach may be strengthened through the combined shared resource.		
	It is therefore recommended that the council progress with this proposal.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Equality Impact Assessment – Stage Two

What is the decision Executive is being asked to make? Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities	Agree to the restructuring of the Youth Support, Family Resource, Help for Families and Young Carers Services. The relevant legislation is the Childrens Act 1989 and the council's duty to provide support and assistance to those children in need and in need of protection. Also the duties towards young carers as defined in the Carer Act 2015 which requires the council to identify, assess and provide a service for those children assessed as carers Some of the proposals will impact on the Council priorities of protecting vulnerable people. There will be some families and young people with a lower level of need who will no longer receive a service or for such a long period of time. However those with the greatest needs, risks and in agreed priority groups will continue to receive a service including young carers.
Budget Holder for item being assessed:	Mac Heath
Name of assessor:	Mac Heath
Name of Service & Directorate	Communities
Date of assessment:	16/12/2016
Date Stage 1 EIA completed:	25/10/2016

STEP 1 – Scoping the Equality Impact Assessment

1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.			
Service Targets	x	Performance Targets	x
User Satisfaction	x	Service Take-up	
Workforce Monitoring	x	Press Coverage	
Complaints & Comments		Census Data	
Information from Trade Union		Community Intelligence	
Previous Equality Impact Analysis		Staff Survey	

Public Consultation	x	Other (please specify)	

2. Please summarise the findings from the available evidence for the areas you have ticked above.

I have taken into account the views and comments provided from the following:

Public consultation published on council's website and ran from 31 October 2016 with feedback requested by midnight on 11 December 2016.

The public were encouraged to complete an online form. 17 responses received

I have taken into account the service targets and performance indicators. The planned focus and priorities for work in this new service area have also been drawn from discussions with staff and partners.

There was a significant level of support for the proposal with 70% (12) of respondents in agreement. The 30% (5) of respondents who disagreed raised the following points:

- Concern for any reduction in provision to a vulnerable cohort of young people
- Concern about the long term affect on statutory services (increased demand and escalation of need) through a reduction of preventative support
- Concern that bringing together family work and work with young people may dilute the focus of work particularly on young people
- Concern regarding the longevity of support to young people requiring help. The proposal is that the work will be time limited and focussed interventions.
- Ensure stronger staff utilisation efficiently and reduce bureaucracy

3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment?

If 'No' please proceed to Step 2.

No

STEP 2 – Involvement and Consultation

1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics. Where no evidence is available to suggest that there will be an impact on any specific group, please insert the following statement '*There is no evidence to indicate that there will be a greater impact on this group than on any other.*'

Target Groups

Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents

Age – relates to all ages	Vulnerable young people will be most affected by these proposals. A few responses highlighted that services may be more limited, not reach so many young people and not be able to offer long term support. Also young people that do not fall into those targeted groups may no longer receive a service.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	The proposals may affect adults with a disability or long term health condition
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Race - includes colour, caste, ethnic / national origin or nationality.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Sex - applies to male or female.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.	There is no evidence to indicate that there will be a greater impact

	on this group than on any other.

2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?

The main stakeholders are the vulnerable families and young people who may require a service in the future and who currently receive a service from these teams. Other stakeholders include partner agencies such as schools, police, youth offending and specialist services for substance misuse, mental health and domestic abuse.

For young carers, the main stakeholders are the families where parents have a long term disability, health or other conditions that limits their parenting capacity and the agencies such as schools who identify this need. The main requirement is to provide a service that assesses and meet these particular needs

The stakeholders require a targeted service to those families and young people whose needs cannot be met by early help services and require targeted help to reduce risk and prevent family breakdown.

3. How will this item affect the stakeholders identified above?

It is proposed that the new service provide to those families and young people in greatest need and those will largely fall into the following groups

- Families at the risk of breakdown
- Children and Young People on the edge of care
- Families impacted by Domestic Abuse, parental mental health or parental substance misuse
- Children or Young People at risk of, or subject to, Child Sexual Exploitation (CSE)
- Children or Young people who are reported as missing
- Children or Young People who are experiencing caring responsibilities (Young Carers)

There is likely to be some young people and families who would currently be able to access a service, who will not be able to do so in the future. This is because they are not considered to be in the greatest need. The service will be offering time limited and focused work so it is unlikely that long term support and help will be provided except in certain circumstances such as young people at risk of CSE.

The available information, such as the JSNA, regarding prevalence of young carers would indicate that we should be reaching and offering a service to a greater number of young people.

STEP 3 – Assessing Impact and Strengthening the Policy

What have you assessed the impact as being? If there are potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?

We have set up through our Multi Agency Safeguarding Hub (MASH) and will continue to review and develop the support, advice and consultation provided to those services and agencies that are supporting families in early help and universal services. This will help them support families effectively and prevent escalation

We will ensure that the new service has effective and efficient referral, planning and review functions so that families receive timely and effective services which are targeted and evidence-based to achieve good outcomes. This will maximise the number of families and young people who can benefit from targeted work

We will look to maximise income generating opportunities particularly in selling bespoke interventions such as domestic abuse work with families and perpetrators, and reviewing the use of buildings and facilities.

We will look to maximise grants and funding opportunities to develop the work with young carers.

STEP 4 – Procurement and Partnerships

Is this item due to be carried out wholly or partly by contractors? No

If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should set out how you will make sure that any partner you work with complies with equality legislation.

STEP 5 – Making a Decision

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:-

A public authority must, in the exercise of its functions, have due regard to the need to:-

- (i) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
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 - (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***

- (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
- (iii) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**

The council has to make very difficult decisions regarding budgets and needs to find significant savings. There will be a reduction in provision to those families at lower levels of need and some may no longer be able to access a service.

This proposal brings together aligned services and seeks to meet those families and young people at greatest need and in high risk groups. The proposals seek to protect the front line delivery of service by taking the majority of the savings from management posts. The service is intended to become more focused to those groups at high need and risk, to prevent escalation to statutory services. It will continue to deliver statutory services such as to those young people and children identified as young carers.

As a result of the consultation findings and assessment in relation to this proposal, it is recommended that the council approve the plans to restructure services as outlined. It is considered that the proposed service will continue to meet the council's public sector equality duty

STEP 6 – Monitoring, Evaluating and Reviewing

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?

The impact of these changes will be monitored through the Children and Family Leadership Team, Health and Wellbeing Board and Local Safeguarding Children's Board.

STEP 7 – Action Plan

	Actions	Target Date	Responsible Person
Involvement & consultation	This will continue as set out in the C&F Participation and Engagement strategy	Ongoing consultation	Head of CFS, Communities Directorate
Data collection	Review, monitor and Evaluate the data from DataZone of TIS	From Jan 2017	As Above

Appendix N6c

Assessing impact	Data will be analysed to assess use of service	From Jan 2017	As Above
Procurement & partnership	Explore income generating and funding opportunities	From April 2017	As Above
Monitoring, evaluation and reviewing	Through C&F leadership team and partnership arrangements (H&WBB) and LSCB	From Jan 2017	As Above

STEP 8 – Sign Off

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.		
Contributors to the Assessment		
Name: Mac Heath	Job Title: Head of Children & Family Services	Date: 16/12/2016
Head of Service (sign off)		
Name: Mac heath	Job Title: Head of Children & Family Services	Date: 16/12/2016

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Consultation Summary Report

Why we consulted

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For 2017/18, we estimate that our budget will be £117m. To achieve a balanced budget we'll have to identify £8m of savings or increases in our income.

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- to understand the likely impact
- to identify any measures to reduce their impact
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As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

Consultation Summary Report

Proposal Background

As the lead organisation for local road safety activity, we've made a significant contribution to the substantial reductions in the number of people killed and seriously injured on our roads. We've worked hard over the last few years to continue to provide road safety services while coping with major reductions to our budget. However, with further budget restrictions over the next few years, we must seek to get the most out of every pound spent on our services, and will be making very difficult decisions on where to reduce spending. Road safety cannot be immune to these financial realities, but there are many reasons to protect road safety spending, as much as possible. It is an ethically, socially and economically sound policy area that delivers real cost savings, and improves peoples' lives.

Proposal Details

To delete one of the two full-time Road Safety Officer posts in our Traffic Management and Road Safety Team. This will result in a saving of approximately £35,000 per annum out of a total budget of £124,000.

We'll still be fulfilling our statutory duty regarding 'Promotion of road safety' as required by legislation.

Legislation Requirements

While central government sets the regulatory framework for roads, vehicles and road users, and national road safety strategies, road safety delivery occurs primarily at the local level with local government being the lead delivery agent, working in partnership with many other agencies and stakeholders.

Local authorities have various statutory duties related to road safety:

The Road Traffic Act 1988 (Section 39) requires local authorities in Great Britain to:

- take steps both to reduce and prevent accidents
- prepare and carry out a programme of measures designed to promote road safety
- carry out studies into accidents arising out of the use of vehicles on roads or part of roads, other than trunk roads, within their area
- take such measures as appear to the authority to be appropriate to prevent such accidents

The Road Traffic Regulation Act 1984 (Section 122) requires local authorities in Great Britain to:

- secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians)

The Traffic Management Act 2004 (Section 16) requires local authorities in England and Wales to manage and maintain their road networks to:

- secure the expeditious movement of traffic on, and the efficient use of, their road networks

Consultation Summary Report

- avoid, eliminate or reduce road congestion or other disruption to the movement of traffic on their road network or a road network for which another authority is the traffic authority

Consultation Response

Number of Responses

In total, 27 responses were received, 26 of which included comments.

Summary of Main Points

Of the 27 responses received 26 included comments. 11 agreed with the proposal, 13 were opposed to it, one neither agreed nor disagreed, one said don't know and one didn't answer the question.

Unison stated that road safety education in schools is being proposed to be reduced or removed altogether and this is at odds with providing better education in an area which can provide life-saving information, and save money overall by raising the standard of our young road users.

10 respondents were particularly concerned about the impact on children / young people who will be missing out on a valuable part of their social education, two mentioned the potential to severely affect people's lives generally and the loss of positive life skills to keep them safe on the highways and one suggested that roads would be less safe with resultant litigation, injuries or deaths.

One respondent thought that many of the safety activities are nice to have, one thought there would be no additional impacts, one thought these activities could be done by volunteers, one thought there was no need for these activities, one thought it is unnecessary expenditure and Thatcham Town Council supports the cut as our statutory duty will be fulfilled.

Summary of Responses by Question

1. Are you...?

	Number	%
A resident of West Berkshire	18	66.7%
Employed by West Berkshire Council	7	25.9%
A Parish/Town Councillor	3	11.1%
A District Councillor	0	.0%
A Service Provider	0	.0%
A Partner Organisation	0	.0%
Other	5	18.5%

Consultation Summary Report

2. How far do you agree with the proposal to delete one of the two full time Road Safety Officer posts?

	Number	%
Agree	11	40.7%
Neither agree nor disagree	1	3.7%
Disagree	13	48.2%
Don't know	1	3.7%
Not answered	1	3.7%
Total	27	100%

3. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

Respondents highlighted negative impacts on the following particular individuals:

- Children (5)
- Children and Vulnerable highway users (6)

4. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

The following suggestions were identified:

- Charge people over the age of 18 (2)
- Do not proceed with this cut because of the negative consequences (5)
- Identify those most at risk and only deliver to them (1)
- Call for volunteers (1)
- Provide more online content (1)

5. Do you have any other suggestions as to how these savings (approximately £35,000) might be delivered within this service? If so, please provide details.

The following suggestions were identified:

- Fund this from public health (1)
- Restructure management instead (1)
- Investigate sponsorship opportunities (2)
- Reduce the number of councillors and expenses that can be claimed (1)

6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council?

The following suggestions were identified:

- Increase council tax (4)
- Generate income by outsourcing / charging for our services (3)
- Share road safety services with other local authorities (1)

Consultation Summary Report

7. Is there any way that you, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you can help.

There were no offers to contribute from individuals or organisations other than from one respondent who said that she could teach her children how to cross roads safely and when they are old enough, how to be considerate and careful drivers and cyclists.

There was also one response from a school governor suggesting that governor services could ask for volunteers to assist with some tasks.

8. Any further comments?

The following individual comments were made:

- There have been enough cuts already and the council should not reduce the services it provides any further.
- You really need to think carefully before you reach your decision as lives are more important than money.
- Get funding from local corporate companies who may sponsor day glow jackets for children etc. Our children are precious; changes should not affect them at any cost. Cycling proficiency courses taken at school are hugely important, where are our stop look and listen campaigns from the 80's which are still relevant now. We have less lolly pop people helping our kids to cross major roads.
- I feel that road safety is hugely important and no changes should happen that could affect our children up to the age of 18. Cycling proficiency should also be a priority and we have to make sure that our children are equipped to be safe near our ever increasingly busy roads.

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Mark Edwards
Head of Service
Highways and Transport
20 December 2016

Please note: In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

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Budget Proposals 2017/18: Road Safety			Head of Service: Mark Edwards Author: Mark Cole	2 March 2017 Version 3 (Council)
Proposal:	To delete one of the two full-time Road Safety Officer posts in our Traffic Management and Road Safety Team.			
Total budget 2016/17:	£124,000	Recommended officer saving 2017/18:	£35,000 (28.2%)	
Initial proposed saving 2017/18:	£35,000 (28.2%)	Final recommendation to Council 2017/18:	To proceed with this proposal	
No. of responses:	In total, 27 responses were received. Of those that responded: • 18 identified themselves as residents of West Berkshire • 7 as council employees • 4 as Parish/Town Councils • 4 as other, including Unison			
Key issues raised:	Of the 27 responses received 26 included comments. 11 agreed with the proposal, 13 were opposed to it, one neither agreed nor disagreed, one said don't know and one didn't answer the question. Unison stated that road safety education in schools is being proposed to be reduced or removed altogether and this is at odds with providing better education in an area which can provide life-saving information, and save money overall by raising the standard of our young road users. 10 respondents were particularly concerned about the impact on children / young people who will be missing out on a valuable part of their social education, two mentioned the potential to severely affect people's lives generally and the loss of positive life skills to keep them safe on the highways and one suggested that roads would be less safe with resultant litigation, injuries or deaths, one respondent thought that many of the safety activities are nice to have, one thought there would be no additional impacts, one thought these activities could be done by volunteers, one thought there was no need for these activities, one thought it is unnecessary expenditure and Thatcham TC supports the cut as our statutory duty will be fulfilled.			
Equality issues:	No issues were raised during the consultation, that weren't already included in the EqIA stage 1.			
Suggestions for reducing the impact on service users:	Suggestion	Council response		
	Charge people over the age of 18.	Charging for over 18's could discourage engagement and therefore impact negatively on road safety.		
	Do not proceed with this cut because of the negative consequences.	It is true that the cost to society of this saving could far surpass the saving although this cost would not be borne by WBC. This cut will mean that a number of road safety activities will reduce or stop as identified in the consultation paper but the Council would still be fulfilling its statutory duty regarding 'Promotion of road safety'.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Road Safety		Head of Service: Mark Edwards Author: Mark Cole	2 March 2017 Version 3 (Council)
	Identify those most at risk and only deliver road safety initiatives to them.	The road safety team already uses data and reports to identify risk areas and target these areas to reduce casualties (eg children, young drivers, motorcyclists). It is the case however that this cut means that a number of road safety activities will reduce or stop.	
	Call for volunteers to assist such as retired people or groups.	It might be possible for volunteers to assist but the skills required are quite specialist. There would not be sufficient resources remaining in the team to train would be volunteers though.	
	Provide more online content.	This will be explored if the cut goes ahead.	
Alternative options for applying the saving in this area:	Suggestion	Council response	
	Fund this from the public health budget that seems well funded.	The public health service is already providing funding to support road safety initiatives but it is unknown how long this will last or whether it could provide more funding. This could be explored as an alternative however.	
	Restructure management instead.	This is already happening within the council generally and there have already been re-structures within the Highways and Transport Service in the last year.	
	Investigate sponsorship opportunities.	If the decision was taken not to proceed with this cut or delay its implementation, opportunities for sponsorship avenues could be explored further.	
	Reduce the number of councillors and expenses that can be claimed.	This is a possibility as part of boundary changes.	
Suggestions for income generation:	Suggestion	Council response	
	Increase council tax.	This would be a decision for Council Members to make.	
	Generate income by outsourcing / charging for our services.	Outsourcing elements of the road safety service is unlikely to make sufficient savings. We have previously investigated income generation in this area and will continue to do so.	
	Share road safety services with other local authorities.	This is not really an income generator as such. Sharing of services with other LA's is always worth exploring but it is necessary to have sufficient resources to be able to do this.	
Suggestions for	There were no offers to contribute from individuals or organisations other than from one respondent who said that she could		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Road Safety		Head of Service: Mark Edwards Author: Mark Cole	2 March 2017 Version 3 (Council)
how others may help contribute:	teach her children how to cross roads safely and when they are old enough, how to be considerate and careful drivers and cyclists. There was one response from a school governor suggesting that governor services could ask for volunteers to assist with some tasks. The road safety team is already engaged with schools so there would be no need to introduce another party in the process such as governor services. The activities that the road safety team undertake require specialist skills and volunteers would need to be trained. There would not be sufficient resource remaining in the team to undertake this training if the cut goes ahead.		
Officer conclusion and recommendation as a result of the responses:	Since the council would continue to fulfil its statutory duty regarding 'promotion of road safety' as required by legislation it is not unreasonable to continue with this proposed service cut despite the majority of respondents being opposed. It is therefore recommended that the council progress with this proposal.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

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Equality Impact Assessment – Stage Two

What is the decision Executive is being asked to make? Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities	Budget Proposal 2017/18: deletion of one of the two full-time road safety officer posts. While central government sets the regulatory framework for roads, vehicles and road users, and national road safety strategies, road safety delivery occurs primarily at the local level with local government being the lead delivery agent, working in partnership with many other agencies and stakeholders. Local authorities have the following statutory duties related to road safety: The Road Traffic Act 1988 (Section 39) requires local authorities in Great Britain to: • take steps both to reduce and prevent accidents • prepare and carry out a programme of measures designed to promote road safety • carry out studies into accidents arising out of the use of vehicles on roads or part of roads, other than trunk roads, within their area • take such measures as appear to the authority to be appropriate to prevent such accidents The Road Traffic Regulation Act 1984 (Section 122) requires local authorities in Great Britain to: • secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) The Traffic Management Act 2004 (Section 16) requires local authorities in England and Wales to manage and maintain their road networks to: • secure the expeditious movement of traffic on, and the efficient use of, their road networks • avoid, eliminate or reduce road congestion or other disruption to the movement of traffic on their road network or a road network for which another authority is the traffic authority The Council's key strategic priorities to '<i>Protect and support those who need it</i>' and '<i>Maintain a high quality of life within our communities</i>' could apply to improving road safety for West Berkshire residents as the role involves going into schools and educating road users. Of the six Priorities for Improvement, the following could

	also apply to road safety education: <i>'Improve educational attainment'</i> ; <i>'Close the educational attainment gap'</i> ; <i>'Good at safeguarding children and vulnerable adults'</i> ; and <i>'Support communities to do more for themselves'</i> .
Budget Holder for item being assessed:	Mark Cole
Name of assessor:	Mark Edwards
Name of Service & Directorate	Highways and Transport, Environment
Date of assessment:	21/12/2016
Date Stage 1 EIA completed:	12/10/2016

STEP 1 – Scoping the Equality Impact Assessment

1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.			
Service Targets		Performance Targets	
User Satisfaction		Service Take-up	
Workforce Monitoring		Press Coverage	
Complaints & Comments		Census Data	
Information from Trade Union	x	Community Intelligence	
Previous Equality Impact Analysis		Staff Survey	
Public Consultation	x	Other (please specify)	
2. Please summarise the findings from the available evidence for the areas you have ticked above.			
Unison has pointed out that this proposal is at odds with providing better education in an area which can provide life-saving information, and save money overall by raising the standard of our young road users. Feedback from the consultation process has indicated that of those that responded 41% were in favour of this proposal, 48% were opposed to it and 11% neither agreed nor disagreed, didn't know, or didn't answer the question. However the total number of people returning comments was low at only 27.			
3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment?			
If 'No' please proceed to Step 2.			
No.			

STEP 2 – Involvement and Consultation

1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics. Where no evidence is available to suggest that there will be an impact on any specific group, please insert the following statement '<i>There is no evidence to indicate that there will be a greater impact on this group than on any other.</i>'	
Target Groups	Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents
Age – relates to all ages	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. The respondents from the respective age ranges were: 4 from 35-44; 3 from 45-54; 4 from 55-64; and 4 from age 65-74. There were 12 respondents that did not indicate an age range. Unison responded pointing out that this proposal is at odds with providing better education in an area which can provide life-saving information, and save money overall by raising the standard of our young road users. This cut could have a negative impact on all age groups that have contact with the highway network because it will result in stopping or reducing the following road safety activities: school visits; young drivers training; older drivers training; young motorcyclists training; training for cyclists on the dangers of HGV's; and training on getting to school safely.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. The proposed changes do not specifically impact on the disability group.
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October

removing the previously legal requirement for them to undergo medical supervision.	2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. No particular gender reassignment group will be disadvantaged.
Marriage and Civil partnership – .protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. No particular marriage or civil partnership group will be disadvantaged.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. No particular pregnancy or maternity group will be disadvantaged.
Race - includes colour, caste, ethnic / national origin or nationality.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. No particular race group will be disadvantaged.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. No particular religion or belief group will be disadvantaged.
Sex - applies to male or female.	We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. The gender responses were: men 9; women 3. There were 15 respondents that did not indicate their gender. The other response came from Unison. No particular gender reassignment group will be disadvantaged.
Sexual Orientation - protects lesbian,	We undertook a public consultation of all user

gay, bi-sexual and heterosexual people.	groups as part of the council's budget proposals consultation between 31 October 2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. No particular sexual orientation group will be disadvantaged.

2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?

All customers who use the council's highway network (ie by driving, cycling, walking or using public transport) because they live, work or go to schools or colleges in the district, or because they are visiting for business, shopping or educational reasons.

3. How will this item affect the stakeholders identified above?

As the cut will result in reducing or stopping a number of road safety activities it follows that stakeholders may face increased risk when using the highway network. Providing these services has resulted in West Berkshire Council making a significant contribution to the substantial reductions in the number of people killed and seriously injured on our roads. Only time will tell if reducing or stopping them will result in an increase in the number of people killed and seriously injured. We will also lose some capacity to respond to any concerns raised by members of the public regarding non-engineering road safety issues. Despite these negative impacts the council would still be fulfilling its statutory duty regarding 'promotion of road safety' as required by the legislation.

STEP 3 – Assessing Impact and Strengthening the Policy

What have you assessed the impact as being? If there is potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?

We will prioritise our road safety activities as best we can with reduced resources and continue to fulfil our minimum statutory duty. However the risks and adverse impacts identified earlier in this EqlA will still remain and it is not possible to mitigate against these without retaining the post that is being suggested for deletion.

STEP 4 – Procurement and Partnerships

Is this item due to be carried out wholly or partly by contractors? Yes

If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should

set out how you will make sure that any partner you work with complies with equality legislation.

Safer Roads West Berkshire provides area profile reports annually and quarterly updates to assist us with monitoring and prioritising areas of road safety activity. This will continue for as long as funding for this is available. There will be no additional requirements placed on this contractor as there are no equality considerations that could usefully be included in this work.

STEP 5 – Making a Decision

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:-

A public authority must, in the exercise of its functions, have due regard to the need to:-

- (i) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- (ii) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, in particular the need to:-***
 - (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
 - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- (iii) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.***

The proposed deletion of one of the two full-time road safety officers will mean that there will be a reduction or stopping of road safety activities. This could result in increased risks to all users of the highway network. The Age group will suffer the most impact although members of all groups driving, cycling, walking or using public transport may be affected. Statutory duties will still be undertaken so the council's responsibilities in relation to its equality duty will still be met.

STEP 6 – Monitoring, Evaluating and Reviewing

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?

Accident data, including the number of people killed and seriously injured on our roads is routinely monitored by the traffic and road safety team and this will continue going forward. An annual area profile report is produced for us by Safer Roads West Berkshire who also produces quarterly updates. The data will continue to be interrogated to establish the impact of this cut on the age and sex characteristic groups and to prioritise road safety activity. Data is not available to monitor the impact on the remaining 7 characteristic groups.

STEP 7 – Action Plan

	Actions	Target Date	Responsible Person
Involvement & consultation	Not applicable	Not applicable	Mark Cole
Data collection	Routinely continued	Ongoing	Mark Cole
Assessing impact	Data interrogated	Ongoing	Mark Cole
Procurement & partnership	Continued reporting by Safer Roads West Berkshire	Ongoing	Mark Cole
Monitoring, evaluation and reviewing	Continued interrogation and evaluation of data	Ongoing	Mark Cole

STEP 8 – Sign Off

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Contributors to the Assessment

Name: Mark Cole

Job Title: Traffic Services Manager

Date: 22/12/2016

Head of Service (sign off)

Name: Mark Edwards

Job Title: Head of Highways & Transport

Date: 22/12/2016

Consultation Summary Report

Why we consulted

Over the last five years, we've had to find savings of £41m. Since 2012/13, the government has given us less money by reducing the Revenue Support Grant by £30m, whilst over the same period we've seen increased demand for our services.

For 2017/18, we estimate that our budget will be £117m. To achieve a balanced budget we'll have to identify £8m of savings or increases in our income.

In order to inform this process, we published a list of those proposals which would likely have a direct impact on service users, and sought the views from those affected and interested:

- to understand the likely impact
- to identify any measures to reduce their impact
- to explore any possible alternatives for both savings and income generation

Approach

We published all the proposals on our website on 31 October 2016 with feedback requested by midnight on 11 December 2016.

Respondents were directed to a [central index page](#), which outlined the overall background to the exercise, and provided links to each of the individual proposals on our [Consultation Portal](#).

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 800 people), local stakeholder charities, representative groups and partner organisations notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

Finally, we issued a press release on the 31 October 2016, and further publicised our consultations through our Facebook and Twitter accounts. We also placed posters in our main offices and libraries, and made them available to WBC Councillors and Parish and Town Councils to put up in the wards/parishes.

Proposal Background

The Countryside Service manages the Grounds Maintenance contract which delivers maintenance of parks, open spaces, amenity areas and highway verges in the district. As the Highway Authority, we are required to cut the rural and urban highway verges in order to maintain a safe environment for all users of the highway. Highway verge and open space grass cutting is primarily carried out to maintain a pleasant and attractive environment.

Consultation Summary Report

There has been a previous reduction to rural grass cutting to two cuts a year from the previous three.

Proposal Details

To reduce the urban open space and road verge grass cuts from ten to eight per year, saving £40,000 per year from a £193,000 budget.

Legislation Requirements

There is a duty on the Highway authority to maintain a safe highway network. The proposed reduction in grass cutting will not reduce highway safety.

Consultation Response

Number of Responses

In total, 27 responses were received.

Summary of Main Points

Most of those comments against the proposal were concerned about the aesthetic impact of the lack of grass cutting and its impact in the pride that residents take in their local environment. Concerns were also expressed about the safety issues with long grass and grass cuttings being left to lie on the surrounding hard paved areas, these being hazards to old people and children. Long grass was also seen as an attractive place for dog walkers to allow their dogs to foul. There was concern also about the untidy nature of verges and open space bringing about a general decline in the amenity of the area with potential for increased crime and antisocial behaviour.

Those in support of the proposal said that faced with the option they preferred this rather than other service reductions. Some went further to suggest that with some investment the verges and open space areas could become better for wildlife as a result. One respondent said that grass cutting should occur only when it is required, i.e. more grass cutting in wetter years when growth is strong and less in dryer years.

The parish councils who responded said that this was something that they would be interested in funding, or at least discussing, as part of the Devolution work.

Summary of Responses by Question

1. Are you...?

	Number	%
A resident of West Berkshire	19	70.4%
Employed by West Berkshire Council	4	14.8%
A Parish/Town Councillor	5	18.5%
A District Councillor	0	0%
A Service Provider	0	0%
A Partner Organisation	0	0%
Other	4	14.8%

Consultation Summary Report

2. How far do you agree with the proposal to reduce the urban open space and road verge grass cuts from ten to eight per year?

	Number	%
Agree	7	25.9%
Neither agree nor disagree	8	29.6%
Disagree	8	29.6%
Don't know	1	3.7%
Not answered	3	11.1%
Total	27	100%

3. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

Concern was raised about the impact of long grass lying on pavements and hard standing areas on health and safety, specifically the risks to older and infirm people, and children. There was a concern raised by Thatcham Town Council about the potential impact on street drainage and that, although they supported this proposal, they only do so if there is no impact on flood risk.

4. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

Council officers will have to ensure that arisings from the cutting of grass areas are blown back away from pavements and hard standing areas. There were suggestions about volunteers taking on the role or indeed the local parish and town councils. One respondent suggested that arisings should be collected and composted and then offered for sale locally.

One respondent also suggested that we only cut when required, or consider what areas need less cutting with efforts focussed on where the current level would be required for aesthetic purposes. They suggested that the local community could advise on where cutting frequency could be manipulated to make the necessary saving.

5. Do you have any other suggestions as to how these savings (approximately £40,000) might be delivered within this service? If so, please provide details.

Some respondents suggested that there might be a benefit for wildlife and that the reduction could be managed as a wildlife area. We had a suggestion that Council members might like to make up the cuts by trimming the grass themselves.

6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council?

A range of responses were forthcoming; reduced council staff pensions, review pay structures, review lease car entitlement, make councillors volunteer their time instead of drawing expenses and consider a reduction in the number of councillors in the

Consultation Summary Report

district. One respondent suggested that the council's contractors offer private grass cutting services (as a means of reducing costs). One respondent said they would be prepared to buy the compost resulting from the increased amount of grass, although it should be noted that the collection of grass cuttings is not routinely carried out as part of the verge and open space maintenance. Two respondents said that they would cut their own grass with a reduction in Council Tax.

7. Is there any way that you, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you can help.

A parish council said it was already discussing with WBDC the devolution of some services whilst another commented on similar lines by suggesting that funds be transferred to the Parish who would then make up the reduction from their own funds.

8. Any further comments?

There was a suggestion that community groups could help in some locations where there were specific health and safety concerns. This 'civic pride,' being a means for local communities to help the council in return for funds then being made available to community groups to take on certain functions.

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Paul Hendry
Countryside Manager
Planning and Countryside
28 December 2016

Please note: *In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

Budget Proposals 2017/18: Urban Grass Cutting		Head of Service: Gary Lugg Author: Paul Hendry – Countryside Manager	2 March 2017 Version 3 (Council)
Proposal:	To reduce the urban open space and road verge grass cuts from ten to eight per year.		
Total budget 2016/17:	£193,000	Recommended officer saving 2017/18:	£40,000 (20.7%)
Initial proposed saving 2017/18:	£40,000 (20.7%)	Final recommendation to Council 2017/18:	To proceed with this proposal
No. of responses:	In total, 27 responses were received. Of those that responded: • 19 identified themselves as residents of West Berkshire • 4 as council employees • 5 as Parish/Town Councils • 4 as other, including Unison		
Key issues raised:	Most of those comments against the proposal were concerned about the aesthetic impact of the lack of grass cutting and its impact in the pride that residents take in their local environment. Concerns were also expressed about the safety issues with long grass and grass cuttings being left to lie on the surrounding hard paved areas, these being hazards to old people and children. Long grass was also seen as an attractive place for dog walkers to allow their dogs to foul. Those in support of the proposal said that faced with the option they preferred this rather than other service reductions. Some went further to suggest that with some investment the verges and open space areas could become better for wildlife as a result. One respondent said that grass cutting should occur only when it is required, i.e. more grass cutting in wetter years when growth is strong and less in dryer years. The parish councils who responded said that this was something that they would be interested in funding, or at least discussing, as part of the Devolution work.		
Equality issues:	No issues were raised during the consultation, that weren't already included in the EqIA stage 1.		
Suggestions for reducing the impact on service users:	Suggestion	Council response	
	Reseed verge areas with an indigenous wildflower/plant mix that would be beneficial to biodiversity, could be left far longer before cutting was needed and could provide a	Impractical. This would require significant investment in terms of capital, and to preserve the wildflower sward we would need to regularly cut and clear (removing off site) all grass arisings to preserve the sward. If we do not cut and clear then we will lose any benefits in introducing wildflowers to the verges and open spaces.	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Urban Grass Cutting		Head of Service: Gary Lugg Author: Paul Hendry – Countryside Manager	2 March 2017 Version 3 (Council)
	sustained attractive appearance.		
	Grass cutting frequency should be based on when it is required to be done based on length. In a hot dry summer the grass does not grow as much as a wet summer, but I have seen your contractors cutting grass that looks like a bowling green before they cut it, which is not necessary.	In dry years where grass cutting is required less often then the council will actually realise a saving under the current contract. The trend however is for wetter summers and grass does actually grow much later in the year according to recent trends. Introducing a frequency based arrangement for grass cutting is something we can discuss with prospective contractors before the current contract expires, but there is not likely to be any guaranteed savings as the grass sward is expected to have a longer growing season rather than a shorter growing season.	
	Perhaps you need to use these people who have to do community service on some of these jobs, they don't need to be paid.	Impractical. There is not a reliable volunteer workforce who can undertake regular work like this. It is considered better to work with the parish and town councils as part of the devolution agenda.	
	Parish councils take on some of this work, supplementing the reduction in cuts with their own their own funded cuts.	This suggestion is being pursued as part of the devolution agenda.	
	Sponsorship of some verges for income generation.	Sponsorship of some roundabouts and grass areas is already in place but simple maintenance of grass is not an attractive proposition for sponsors.	
	Promote the cutting of verges by residents themselves.	In some cases residents already do but there is no compulsion to do this and often the practice ceases and as residents move away.	
Alternative options for applying the saving in this area:	Suggestion	Council response	
	Review of final salary pension schemes/pay and conditions/lease cars agreements for staff.	These are matters under review already.	
	Directly employ your own labour rather than paying towards	To employ a direct labour force is likely to be more costly as the council will have to set up its own labour force, recruiting staff, providing premises and machinery. These	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Urban Grass Cutting		Head of Service: Gary Lugg Author: Paul Hendry – Countryside Manager	2 March 2017 Version 3 (Council)
	contractors profits. Use prisoners and other miscreants for a lot of the work.	overhead costs are unlikely to be significantly more cost effective. The council does use the community service organisations for some of its work, however as mentioned above it is not a regular reliable workforce on which to base a key service.	
	Reduce the number of councillors and their expenses, let them volunteer their time to cut grass for the community.	Numbers of councillors is already under review.	
	Put out to contract/review the contract	This is a contracted service and we're reviewing the specification for a new contract in 2017. This may realise additional savings above the reduction in grass cutting.	
Suggestions for income generation:	Suggestion	Council response	
	Contractors offer commercial grass cutting services commercially	Contractors may be able to raise additional income this way; however we're uncertain that this would realise any income to the council. Normally this kind of additional work is not reliable enough to bring about sufficient economies of scale for savings to be realised.	
	Compost grass cuttings and sell to residents.	Impractical. This requires the collection of grass cuttings from verges and open spaces and is very costly.	
	Increase Council Tax	Noted, this is a matter for elected members.	
	Is it possible to provide paid cuts for those who want extra, or initiatives to increase civic pride (brighter village) or central resources that can be borrowed by residents groups etc if they want to take more care themselves.	We are in discussion with parish councils about their involvement in some local services and the use of community groups to carry out some services.	
	Charge for such things as tennis courts, skateboarding parks and similar such facilities.	These facilities are under the control of the Town Council. West Berkshire Council has a charging policy for similar facilities elsewhere.	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Budget Proposals 2017/18: Urban Grass Cutting		Head of Service: Gary Lugg Author: Paul Hendry – Countryside Manager	2 March 2017 Version 3 (Council)
Suggestions for how others may help contribute:	None received.		
Officer conclusion and recommendation as a result of the responses:	Working closely with local councils it may be possible to minimise the impacts of this reduction in grass cutting in local communities. This, as well as a revision of the current grounds maintenance contract, seems to present the best options for realising this and other savings. It is therefore recommended that the council progress with this proposal.		

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our [Consultation Portal](#).

Equality Impact Assessment – Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

Name of policy, strategy or function:	Urban Grass Cutting
Version and release date of item (if applicable):	
Owner of item being assessed:	Paul Hendry, Countryside Manager
Name of assessor:	Paul Hendry
Date of assessment:	13 October 2016

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	No
Function	Yes	Is changing	Yes
Service	No		

1 What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	Budget Reduction
Objectives:	Reduced expenditure on urban grass maintenance
Outcomes:	Grass verges are cut less often, reducing from 10 cuts per annum to 8 cuts per annum.
Benefits:	Council meets savings targets.

- 2 Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.**

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)

Group Affected	What might be the effect?	Information to support this.
None		

Further Comments relating to the item:

No equalities groups are impacted by this proposal.

3 Result

Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?

No

Please provide an explanation for your answer:

The Councils primary function is to maintain the safety of the highway network. This services maintenance of verges is for amenity purposes only. No one derives any benefit from verges other than an amenity within the local streetscene.

Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?

No

Please provide an explanation for your answer:

There will be a visual reduction in the local amenity but there is no greater impact on the lives of service users.

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	-
Timescale for Stage Two assessment:	-

Signed: Paul Hendry

Date: 13October 2016

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Statutory Pay Policy 2017

Committee considering report:	Council
Date of Committee:	2 March 2017
Portfolio Member:	Councillor James Fredrickson
Date Portfolio Member agreed report:	18 January 2017
Report Author:	Katie Penlington
Forward Plan Ref:	C3122

1. Purpose of the Report

- 1.1 To seek Council's approval of the Statutory Pay Policy Statement for publication from 1st April 2017.

2. Recommendation

- 2.1 Council is asked to approve the policy statement attached as appendix C for publication in accordance with s38 of the Localism Act 2011.

3. Implications

3.1	Financial:	None
3.2	Policy:	None
3.3	Personnel:	None
3.4	Legal:	None
3.5	Risk Management:	None
3.6	Property:	None
3.7	Other:	None

4. Other options considered

- 4.1 Not applicable – this is a statutory requirement.

5. Executive Summary and Report

- 5.1 Section 38 of the Localism Act 2011 requires local authorities to publish an annual pay policy statement. The method of publication is at the discretion of the authority, but it is expected to comply with the principles set out in the Local Government Transparency Code. The statement must be approved by the full Council.
- 5.2 Council approved the annual publication of the statement, in principle, on 1st March 2012. This report seeks Council's for approval, for publication of the 2017 Pay Policy Statement (attached at appendix C) with effect from 1st April 2017.
- 5.3 The statement should set out the policies in relation to;
- (1) Remuneration of its chief officers
 - (2) The remuneration of its lowest paid employees (and our definition and reasons for defining it)
 - (3) The relationship between the remuneration of its chief officers and those who are not chief officers
- 5.4 The definition of chief officers includes the Chief Executive, the Monitoring Officer, the Section 151 Officer, Corporate Directors, as well as those who report directly to any of these post holders. Thus, in West Berkshire Council, this definition would include all Heads of Service.
- 5.5 Chief Officer remuneration includes salary, bonuses, performance-related pay, fees or allowances (including as returning officer), benefits in kind, etc. The policy should also state how chief officer salary will be determined on appointment and any arrangements for payments upon leaving office.
- 5.6 The Pay Policy Statement for 2017 has been updated to reflect the increase to the Living Wage by the Living Wage Foundation to £8.45 per hour. The Council pays a 'living wage supplement' to corporate employees who would otherwise be paid less than £8.45 per hour.
- 5.7 A two year pay award came into effect from April 2016. The increase for spinal column points 6 to 17 from April 2017 will be between 3.4% and 1.3%, those on scp 18 to 49 will receive 1%.

6. Conclusion

- 6.1 The Pay Policy Statement attached as Appendix C should be published on the Council website with effect from 1st April 2017, to comply with our statutory duty under the Localism Act.

7. Appendices

- 7.1 Appendix A - Supporting Information
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Statutory Pay Policy 2017

Statutory Pay Policy 2017 –Supporting Information

Background Papers:

- The Localism Act Nov 11, s38-43 (legislation.gov.uk);
- Openness and accountability in local pay: Guidance under section 40 of the Localism Act Feb 2012, and supplementary guidance Feb 2013 (CLG);
- Localism Act: Pay Policy Statement Guidance for Local Authority Chief Executives Nov 11 (JNC for Chief Officers)

Subject to Call-In:

Yes: ☐ No: ☒

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

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

Delays in implementation could compromise the Council's position ☐

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

Item is Urgent Key Decision ☐

Report is to note only ☐

Wards affected: n/a

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

☒ **MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priority:

☒ **MEC1 – Become an even more effective Council**

Officer details:

Name: Katie Penlington

Job Title: Human Resources Officer

Tel No: 01635 519325

E-mail Address: Katie.penlington@westberks.gov.uk

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

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

Name of policy, strategy or function:	Statutory Pay Policy
Version and release date of item (if applicable):	2017
Owner of item being assessed:	Human Resources
Name of assessor:	Katie Penlington
Date of assessment:	6 th January 2017

Is this a:		Is this:	
Policy	Yes	New or proposed	
Strategy		Already exists and is being reviewed	Yes
Function		Is changing	Yes
Service			

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	Publication of a policy statement, which sets out the Council's approach to paying its staff, to comply with legislation
Objectives:	See above
Outcomes:	Compliance with statutory duty
Benefits:	n/a

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.		
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this

Further Comments relating to the item:

3. Result

Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	No

Please provide an explanation for your answer: Publication of this Policy is a statutory requirement, it simply brings together information from policies and procedures that are subject to separate EIAs.

Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	No

Please provide an explanation for your answer: Publication of this Policy is a statutory requirement, it simply brings together information from policies and procedures that are subject to separate EIAs.

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

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

4. Identify next steps as appropriate:

Stage Two required	No

Owner of Stage Two assessment:	

Timescale for Stage Two assessment:	

Stage Two not required:	

Name: Katie Penlington

Date:

Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC web

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Pay Policy Statement – April 2017

Change History

Version	Date	Description	Change ID
1	April 2012	First publication	
2	April 2013	Second publication	
3	April 2014	Third publication	
4	April 2015	Fourth publication	
5	April 2016	Fifth publication	
6	April 2017	Sixth publication	

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1. **Purpose**

1.1 This document covers the requirements to publish a pay policy statement under s38 of the Localism Act 2011.

1.2 Full Council has approved the Pay Policy Statement.

2. **Definitions used in this document**

2.1 **Chief Officers** (as defined in s43 of the Localism Act);

2.1.1 Chief Executive

2.1.2 Corporate Director (Communities)

2.1.3 Corporate Director (Environment)

2.1.4 Heads of Service

- Head of Legal Services (Monitoring Officer)
- Head of Finance and Property (Section 151 Officer)
- Head of Education
- Head of Human Resources
- Head of Strategic Services
- Head of Customer Services and ICT
- Head of Public Health and Wellbeing
- Head of Streetcare and Transport
- Head of Public Protection and Culture
- Head of Development and Planning
- Head of Children and Family Services
- Head of Prevention and Safeguarding
- Head of Adult Social Care
- Head of Commissioning

2.2 **Employees who are not chief officers**; all other employees (including those employed on a casual basis) employed directly by the Council.

This policy does not cover the remuneration of other 'workers' employed by the Council, as employees of agencies or as self-employed consultants.

2.3 **Lowest paid employee**; minimum of grade A (SCP 6) on WBC pay scales plus a 'living wage supplement'; a total of £8.45 per hour. Notes on this definition are set out below;

2.3.1 Maximum Grade A is equivalent to scale point 6 of the NJC pay scale for Local Government Employees.

2.3.2 Any employee whose basic hourly rate on the WBC salary scale is below the 'Living Wage' calculated by the Living Wage Foundation receives a supplement to take the hourly rate up to £8.45 per hour.

2.3.3 Apprentices aged 16-18, may be paid on the age-related National Minimum Wage. The Apprentice NMW rate is not used. Apprentices have been excluded from this definition on the basis that they are in specific posts created for training purposes.

2.4 **Median salary;** £27,667 (full time equivalent). This is a measure of the 'average' salary for employees in the Council. It is defined as the 'midpoint' salary, such that there is an equal probability of falling above or below it.

2.5 **Mean salary;** £29,548 (full time equivalent). This is an alternative measure of the 'average' salary for employees in the Council. The arithmetic mean is defined as the sum of all the salaries divided by the number of salaries.

2.6 **Highest paid employee:** the Chief Executive is paid £136,100 plus £5,000 car allowance per annum = £141,100.

3. **Pay Policy from April 2017**

3.1 All jobs within the Council are paid on salary grades with five or more incremental points.

3.2 Job evaluation – employees below grade N

3.2.1 The Hay (Local Government) job evaluation scheme is used to establish the grade for each post relative to all other jobs within the Council. The job evaluation procedure is used to evaluate all new jobs and to re-evaluate existing jobs where there have been significant changes.

3.2.2 All jobs are assigned to a grade within the West Berkshire Council salary structure on the basis of the job evaluation score. The individual salary scale points are based on the National Joint Council for Local Government Employees (Green Book) salary scale.

3.3 Salary structure – employees on Grade N and above

3.3.1 Heads of Service are all paid on Grade N. They constitute the second tier of management and may be allocated new responsibilities as required to meet the needs of the Council at this level, within their grade. Heads of Service report to either a Corporate Director or the Chief Executive.

3.3.2 Corporate Directors are paid on the Corporate Director grade and the Chief Executive is paid on a specific grade for this post. All three may be allocated new responsibilities as required to meet the needs of the Council within their grade.

3.4 Salary on appointment – all employees

3.4.1 Appointments will normally be made to the minimum point of the grade. Managers may take into account the previous experience and skills of the employee to offer appointment above the salary minimum for the post.

3.5 Incremental progression – all employees

- 3.5.1 Each employee progresses through the grade band for the post by the award of one increment (or spinal column point (SCP)) on 1st April each year until the maximum of the grade band is reached, subject to six months service in the grade band (whether that band has been attained by appointment, promotion or regrading) and satisfactory performance in the job, as assessed at appraisal.
- 3.5.2 Any existing employee who is appointed to a new post within the Council whose salary, on 1st April, would otherwise be less than one column point in excess of the salary they would have received on that day in their old grade band, will be entitled to an increment on that day even if he/she has not been 6 months in the new post, subject to satisfactory performance.
- 3.5.3 An increment may be withheld if an employee is subject to formal disciplinary or capability procedures during the year leading up to the. An increment will be withheld if the employee's performance at appraisal is assessed as unsatisfactory.
- 3.5.4 An additional increment may be awarded in any one year to an employee, at the discretion of the Head of Service, on the grounds of special merit or ability, provided the maximum of the grade is not exceeded.

3.6 Additional payments – all employees

- 3.6.1 Additional payment may be made for additional hours, overtime, undertaking higher responsibilities, and for non-standard working arrangements such as stand-by or evening work, or for exceptional working conditions. See Appendix 2 for details.
- 3.6.2 Car allowance payments for new senior managers ceased to be paid from November 2007. Some senior employees who were already in receipt of such allowances continue to receive them on a protected basis whilst in post.
- 3.6.3 Essential car users (defined as those who travel at least 2,500 business miles per annum or for whom a car is essential for the performance of the job) receive an allowance.
- 3.6.4 All employees can claim expenses for essential business travel at the rate of the cost of public transport, or a mileage rate. Subsistence expenses may be claimed at the rates recommended by HMRC.
- 3.6.5 The Council does not operate a separate bonus scheme for its Chief Officers. No other charges, fees or allowances or remuneration are payable to Chief Officers in connection with their responsibilities. No fees for election duties are included in Chief Officer salaries, nor are any additional fees payable for such responsibilities.
- 3.6.6 There are no benefits in kind, such as private health insurance, payable to Chief Officers.

3.6.7 Chief Officers are eligible to join the Local Government Pension Scheme in the same way as other employees.

3.7 Severance arrangements

3.7.1 Chief Officers are subject to the same redundancy payment and pension arrangements as other employees. These are set out in the Council's [Employer Statement of Policy on Discretionary Compensation](#) and the [Employer Statement – Local Government Pension Scheme Discretions Policy](#).)

3.7.2 All redundancy or severance costs (including the cost of mandatory early payment of pension) of over £10k must be approved by the Executive.

3.7.3 An employee who has left the Council, with a redundancy or other severance payment under the discretionary compensation scheme, will not normally be re-engaged by the Council within two years of the termination date. In exceptional circumstances the Head of Human Resources may make a decision, after consultation with the Chief Executive, the Monitoring Officer, the Section 151 Officer, and the Leader and Shadow Leader of the Council, to authorise re-engagement where it is in the interests of the Council to do so. (See the [Re-Employment Policy](#).)

4. Pay ratios in the Council

4.1 It is the Policy of the Council to ensure that the ratio of the salary of the highest paid officer and the lowest paid officer is well below the 20:1 ratio recommended as a maximum in the terms of reference for the 2011 Hutton Review of Fair Pay in the Public Sector.

4.2 As at 1st April 2017, pay ratios within the Council stand as follows;

- Highest:lowest = 8.66:1
- Highest:median = 5.1:1

4.3 This is based on the following salary packages;

- Highest paid (maximum CX including car allowance) = £141,100
- Lowest paid (minimum grade A) = £16,302 (including living wage supplement)
- Median (average excluding car allowances) = £27,667

5. Review

5.1 This policy will be reviewed at least annually and more frequently if necessary to respond to any changes.

LOCAL GOVERNMENT PAY RATES - 1st April 2017

* denotes SCPs that fall below the living wage, so

receive a supplement to bring their pay up to £8.45 per hour.

<u>Grade</u>	<u>SCP</u>	<u>Salary</u>
A	3	-
	4	-
	5	
	6*	15014
B	7*	15115
	8*	15246
	9*	15375
	10*	15613
C	11*	15807
	12*	16123
	13	16491
	14	16781
D	15	17072
	16	17419
	17	17722
	18	18070
E	19	18746
	20	19430
	21	20138
	22	20661
F	23	21268
	24	21962
	25	22658
	26	23398
G	27	24174
	28	24964
	29	25951
	30	26822
H	31	27668
	32	28485
	33	29323
	34	30153
I	35	30785
	36	31601
	37	32486

	J	38	33437
		39	34538
		40	35444
		41	36379
		42	37306
K		43	38237
		44	39177
		45	40057
		46	41025
		47	41967
M	L	48	42899
		49	45113
		50	47361
		51	49074
		52	50780
		53	52504
		54	53256
		55	55291
		56	57320
		57	59350
	N	61	66190
		62	67714
		63	69996
		64	72287
		65	74558
		66	76846
		67	79126
		68	81414
		72	94087
Corporate Directors		73	96572
		74	99065
		75	101551
		76	104040
		77	106537
	Chief Executive		127327
			130253
			133178



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Appendix 2 – additional payments scheme

Criteria for making service related additional payments

5.2 The scheme provides for additional payments to be made where:

- There is a clear service need to resolve organisational and/or staffing difficulties;
- Other organisational responses (e.g. restructuring or re-allocation of work) will not overcome the difficulties;
- No other provision exists for payments to be made under WBC Conditions of Service;
- Costs can be contained within service budgets;
- The relevant Corporate Director is satisfied that payments are necessary and appropriate in all the circumstances.

If the above criteria apply, and other conditions and criteria are met (see sections below) additional payments may be made at the discretion of the Head of Service.

Payment for Exceptional Working Patterns

The normal working week will be the working week or regular work pattern defined in the contract of employment, normally based on any 5 named days out of seven.

Some jobs require regular working patterns which, because of service demands, are particularly disruptive to social or domestic life and these jobs may therefore present difficulties of recruitment and retention e.g. week end working, split duty or sleeping in.

Others may require acceptance of occasional severe disruption to regular work patterns which are not commonly acceptable under normal basic pay arrangements. Where there is clear evidence that such circumstances present service delivery problems, additional payments, based on a maximum of time and a third of basic pay may be made at the discretion of the Head of Service.

Payment for night work

Time and a third may be paid for night work undertaken between the hours of 10pm and 6am.

Payment for stand-by duty

For some jobs, where stand-by duty is a regular requirement, specific stand-by payments may be written into the employment contract. The Head of Human Resources or the relevant Head of Service will advise where these apply.

Where there is no contractual requirement or payment for stand-by duty, and stand-by duty is not reflected in the grading of the post, payment of one third of basic pay may be paid. Payment will be at the discretion of the Head of Service.

Payment for higher responsibility

WBC Conditions of Service provide for an employee, who for reasons other than annual leave of another employee, is called upon to undertake the duties and responsibilities of a higher graded post for a period of at least 4 weeks may, at the discretion of the Head of Service, receive an honorarium to reflect the additional duties and responsibilities.

In determining the appropriate level of additional payment, the Head of Service should take into account factors like:

- The difference between grading between the absent employee and the employee providing cover
- The duration of the period of absence
- The level of support provided to the covering employee
- Arrangements relating to the employee's normal duties;

Although not normally provided for in WBC Conditions, Heads of Service may, exceptionally, make additional payments to employees covering for absence resulting from annual leave. The above criteria are relevant in deciding to make payments in these circumstances, in particular, the duration of cover and the difference in grading.

Payment for Regular Overtime

Some jobs require regular overtime working that cannot, practicably, be compensated by time off in lieu. These jobs may be held by employees above the normal ceiling for overtime payment (scp32).

Where regular overtime is a feature of the job (e.g. regular requirement for attendance at evening Council and/or Committee meetings), the Head of Service may agree the payment of a flat rate allowance that reflects the regular nature of the demand and the normal basis for calculating additional payments (time and one third).

Payment for Exceptional Working Conditions

WBC job evaluation takes account of physical aspects of jobs where they are a regular feature e.g. heavy and awkward working conditions. Normal pay reflects the conditions of such jobs. However, in some jobs such conditions may occur only occasionally and will not, therefore, be reflected in grading.

In other jobs, employees may be required, from time to time, to work in particularly dirty or otherwise unpleasant circumstances.

Where job grading has not taken exceptional working conditions into account, additional payments may be made. Where the exceptional conditions extend over a period of time, payment of time and a third for hours worked in those conditions will be appropriate. In the case of a short, one-off situation, a payment for Other Exceptional Circumstances, as described below, may be paid.

Payment for Other Exceptional Circumstances

From time to time, other exceptional circumstances may arise that merit an additional payment e.g. short and unusual exposure to particularly unpleasant work conditions, reward for a sustained period of particularly heavy increased responsibility, or exceptional achievement. In such circumstances, an additional payment may be made. Although not a limit in truly exceptional circumstances, the normal ceiling of time and a third for

additional payments should be taken into account when determining an appropriate additional payment.

Payment for Emergency Operations Centre (EOC) work

Where the Emergency Operations Centre (EOC) is set up to respond to an emergency, staff carrying out EOC work will be paid as follows:

- All hours worked on EOC duties outside 0800 to 1700 Monday to Friday will be paid at £15 per hour.
- Full time employees working the day shift (8am to 4pm) will receive an honorarium payment of £30 for each day shift worked.
- Part time employees working extra hours on the day shift will be paid £15 per hour for each additional hour worked in addition to the £30 honorarium payment for each day shift worked.
- The hours paid will include the time it takes to come in and go home if the employee would not have had to make this journey in normal circumstances (for example travelling back in for a midnight start or travelling at weekends). However employees cannot claim 'petrol costs'.
- These payments are payable to all employees regardless of grade.

Where employees who have worked weekends, late or night shifts would prefer to take the extra hours they worked as time off in lieu (TOIL) rather than receive £15 per hour they should inform HR by email.

Staff who had booked annual leave but come in for a day shift should swap their leave to another day. If the EOC work occurs towards the end of an annual leave period, and as a result, there is a need to carry forward leave after the end of the leave year, the employee should agree this with his/her line manager. The employee will receive the £30 honorarium for each day shift worked.

Public Sector Audit Appointments

Committee considering report:	Council on 2 March 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	26 January 2017
Report Author:	Lesley Flannigan
Forward Plan Ref:	C3211

1. Purpose of the Report

- 1.1 The purpose of this report is to provide Members with the opportunity to discuss the merits of West Berkshire Council opting into the national scheme for auditor appointments for the financial year 2018/19 onwards. The report was discussed at the Governance and Ethics Committee meeting on the 13 February 2017 and they supported the Officer's proposal to opt into the national scheme for auditor appointments.

2. Recommendation

- 2.1 Members are requested to agree the invitation to opt into the national scheme for auditor appointments.

3. Implications

- 3.1 **Financial:**
The scheme will save time and resources for Local Government bodies. They are proposing that a collective procurement on behalf of all opted-in authorities will enable them to secure the best prices, keeping the cost of audit as low as possible, without compromising on audit quality.

3.2 **Policy:** None

3.3 **Personnel:** None

3.4 **Legal:** None

3.5 **Risk Management:** None

3.6 **Property:** None

3.7 **Other:** None

4. Other options considered

- 4.1 Establish a stand-alone Auditor Panel to make the appointment on behalf of the Council. The members of the panel must be made up of wholly or a majority of independent members as defined by the act. Independent members for this purpose are independent appointees, this excludes current and former elected members (or officers) and their close families and friends. This means that elected members will

not have a majority input to assessing bids and choosing which firm of accountants to award a contract to for the Council's external audit.

- 4.2 The recruitment and servicing of the Auditor Panel, running the bidding process and negotiating the contract is estimated by the LGA to cost in the order of £15,000 plus ongoing expenses and members allowances. The Council also will not be able to take advantage of reduced fees that may be available through joint or national procurement contracts.

5. Executive Summary

- 5.1 Following the closure of the Audit Commission and the end of the transitional arrangements at the conclusion of the 2017/18 audits, the Council will need to consider the options available and put in place new arrangements in time to make a first appointment by 31 December 2017.
- 5.2 Members are requested to consider their preferred approach of the options set out below:
- (1) Support the national scheme for auditor appointments, by indicating intention to opt-in. The National scheme would have the ability to negotiate contracts with the firms nationally, maximising the opportunities for the most economic and efficient approach to procurement of external audit on behalf of the whole sector.
 - (2) Establish a stand-alone Auditor Panel to make the appointment on behalf of the Council. The members of the panel must be wholly or a majority independent members as defined by the act.
 - (3) Commence work on exploring the establishment of local joint procurement arrangements with neighbouring authorities. Again this will need to be constituted of wholly or a majority of independent appointees (members).
- 5.3 The costs of establishing a local or joint Auditor panel have been estimated at £15k, added to this will be member's allowances and expenses for the independent members (this will be dependent upon the number appointed). This additional cost will need to be included in the Council's budget for 2017/18 and there maybe some costs in the current year. This budget will include the cost of recruiting independent appointees (members), servicing the panel, running a bidding and tender evaluation process, letting a contract and paying member's allowances and expenses.
- 5.4 Opting in to a national scheme provides maximum opportunity to limit the extent of any increases by entering in to a large scale collective procurement arrangement and would remove the costs of establishing an auditor panel. There will not be a fee to join the national scheme, the audit fees that opted in bodies will be charged by the sector led body will cover the costs of appointing auditors. The Local Government Association believes that audit fees achieved through block contracts will be lower than the costs that individual authorities will be able to negotiate. In addition by using this national scheme the Council will avoid the cost of having to do their own procurement and the legal requirement to set up a panel of independent members.

6. Conclusion

- 6.1 The Council have until December 2017 to make an appointment of external auditors and the Committee are being requested to give early consideration to their preferred approach. If the Council would like to accept the invitation of the PSAA they would need to opt in by the 9th March 2017. The officer recommendation would be to approve the opting into the National Scheme.

- 6.2 The members at Full Council are requested to consider and endorse the Government and Ethics committee's decision to opt into the National Scheme for appointing auditors as outlined in the report.

7. Appendices

Appendix A – Supporting information

Appendix B – Equalities Impact Assessment

Appendix C – Invitation to opt into the national scheme for auditor appointments.

Appendix D – List of opted in Authorities to PSAA

Appendix E – The prospectus of PSAA

Appendix F – Procurement Strategy

Appendix A

Public Sector Audit Appointments

1. Background

- 1.1 The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and the established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England. On 5 October 2015 the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18 and this will be undertaken by our current external auditors KPMG LLP.
- 1.2 Regulations made under the Act allow authorities to 'opt in' for their auditor to be appointed by an 'appointing person'. In July 2016 Public Sector Audit Appointments (PSAA) were specified by the Secretary of State as an appointing person under regulation 3 of the Local Audit (Appointing Person) Regulations 2015. The appointing person is sometimes referred to as the sector led body and PSAA has wide support across local government. PSAA was originally established to operate the transitional arrangements following the closure of the Audit Commission under powers delegated by the Secretary of State.
- 1.3 An outline procurement strategy was published in November 2016 that sets out how PSAA intends to fulfil the LGA's objectives in practice. The prospectus and procurement strategy can be found on the PSAA website (www.psaa.co.uk) and are attached as background information in Appendix E and F.
- 1.4 PSAA is an independent, not-for-profit company limited by guarantee and established by the Local Government Association (LGA). PSAA is inviting West Berkshire Council to opt in, along with all other authorities, so that PSAA can enter into a number of contracts with appropriately qualified audit firms and appoint a suitable firm to be the Authority's auditor. The principal benefits from such an approach are as follows:
- PSAA will ensure the appointment of a suitably qualified and registered auditor and expects to be able to manage the appointments to allow for appropriate groupings and clusters of audits where bodies work together;
 - PSAA will monitor contract delivery and ensure compliance with contractual, audit quality and independence requirements;
 - Any auditor conflicts at individual authorities would be managed by PSAA who would have a number of contracted firms to call upon;
 - It is expected that the large-scale contracts procured through PSAA will bring economies of scale and attract keener prices from the market than a smaller scale competition;
 - The overall procurement costs would be lower than an individual smaller scale local procurement;
 - The overhead costs for managing the contracts will be minimised through a smaller number of large contracts across the sector;

- There will be no need for the Authority to establish alternative appointment processes locally, including the need to set up and manage an 'auditor panel';
 - The new regime provides both the perception and reality of independent auditor appointment through a collective approach; and
 - A sustainable market for audit provision in the sector will be easier to ensure for the future.
- 1.5 The Authority's current external auditor is KPMG LLP, this appointment having been made under a contract let by the Audit Commission. Following closure of the Audit Commission the contract was transferred to PSAA, and since this date PSAA has demonstrated its capability in terms of auditor appointment, contract management, and monitoring audit quality. Over recent years authorities have benefited from a reduction in fees. This has been the result of a combination of factors including new contracts negotiated nationally with the audit firms and savings from closure of the Audit Commission. The Authority's current external audit fees for 2016/2017 are expected to be £107,468 which includes certification of the Council's Housing Benefit claim.
- 1.6 The proposed fees for subsequent years cannot be known until the procurement process has been completed, as the costs will depend on proposals from the audit firms. The scope of the audit will still be specified nationally, the National Audit Office (NAO) is responsible for writing the Code of Audit Practice which all firms appointed to carry out the Authority's audit must follow. Not all audit firms will be eligible to compete for the work, they will need to demonstrate that they have the required skills and experience and be registered with a Registered Supervising Body approved by the Financial Reporting Council.
- 1.7 Currently, there are only nine providers that are eligible to audit local authorities and other relevant bodies; all of these being firms with a national presence. This means that a local procurement exercise, would seek tenders from these same firms, subject to the need to manage any local independence issues. Local firms could not be invited to bid.
- 1.8 It is understood that a large majority of Council's are opting for this route or have already opted in, see appendix D where there is a list of those Councils who have already opted into PSAA as at 4th January 2017.

2. Other options considered

- 2.1 Establish a stand-alone Auditor Panel to make the appointment on behalf of the Council. The members of the panel must be made up of wholly or a majority of independent members as defined by the act. Independent members for this purpose are independent appointees, this excludes current and former elected members (or officers) and their close families and friends. This means that elected members will not have a majority input to assessing bids and choosing which firm of accountants to award a contract to for the Council's external audit.
- 2.2 The recruitment and servicing of the Auditor Panel, running the bidding process and negotiating the contract is estimated by the LGA to cost in the order of £15,000 plus ongoing expenses and members allowances. The Council also will not be able to take advantage of reduced fees that may be available through joint or national procurement contracts.

- 2.3 CIPFA published in December 2015 a guide to Auditor Panels, which are required if authorities do not opt in to an “appointing person” arrangement. The minimum number of members for an Auditor Panel is 3, of which 2 must be considered independent from the authority. A panel member job description should be drawn up and agreed before commencing recruitment and the requirement or desire for relevant knowledge or expertise should be clearly determined. Vacancies must be publicly advertised, as is good practice for any public appointment, but particularly as a person may only be appointed as an independent member of an auditor panel if that vacancy has been advertised in accordance with the Auditor Panel Regulations.
- 2.4 CIPFA highlighted that appropriate skills and knowledge need to be sought when appointing members to an Auditor Panel. Some of these can be fairly generic, such as knowledge of the authority itself, values of good governance and ethics and public procurement rules. However, others are likely to be fairly specialist, including understanding of:
- a. local authority finance
 - b. accountancy (public sector or commercial)
 - c. audit processes and regulation (public or private sector, external/local audit or internal audit), including more specifically,
 - d. the role and responsibilities (statutory duties) of a local public auditor in local government.
- 2.5 The issue of what level of allowances and expenses to pay Panel members is at the discretion of individual organisations. CIPFA suggests that authorities may wish to mirror arrangements for other allowances within their governance arrangements. There would clearly be an expectation of some financial recompense to engage a suitably qualified, independent individual.
- 2.6 Turning to the actual auditor appointment, this will need to be taken in accordance with EU procurement rules which specify particular stages and timescales. There are five key stages of the process which are likely to be common across authorities:
- i) Decide on the appointment process (a decision for Council whether to use the sector led body or appoint independently)
 - ii) (If appointing independently) determine the important criteria to be considered when selecting the auditor and invite expressions of interest against these
 - iii) Evaluate expressions received
 - iv) Final evaluation of tenders
 - v) Recommendation to the authority.
- 2.7 While the Auditor panel would play a key role at each of these stages, in reality the detailed work to inform the Panel’s considerations would need to be undertaken by Council officers. While the skills exist to do so, the issue of capacity in the context of reducing resources is a key challenge across the local government sector. This is a key factor cited by other authorities who have decided to opt in to the PSAA arrangement.
- 2.8 Based on the following key issues, the Head of Finance does not recommend that West Berkshire Council independently seeks to appoint its local external auditor:

- As a small unitary authority, the Council is unlikely to attract competitive prices from suitably qualified organisations;
 - It is likely to prove difficult to attract sufficient independent members for an Auditor Panel that have an understanding of the authority and the broader skills required to play a key advisory role;
 - There is insufficient capacity internally to support the appointment process.
- 2.9 Another option available would be to commence work on exploring the establishment of local joint procurement arrangements with neighbouring authorities. Again this will need to be constituted of wholly or a majority of independent appointees (members). Further legal advice would be required on the exact constitution of such a panel having regard to the obligations of each Council under the Act.
- 2.10 Recent years have seen increased partnership working across the Berkshire Unitaries, to deliver a range of specific functions. This indicates that such an approach could potentially be applied to the appointment of a local external auditor. However, to date no proposal has been made or received by West Berkshire for joint working in this area. This should not be taken as an indication that there is no interest, but rather as a reflection of the scale of other challenges facing Local Authorities at this time.
- 2.11 A key issue for consideration is the timescale involved. Local Authorities must have appointed an auditor for their 2018/19 accounts by no later than 31 December 2017. An important and necessary first stage in this is to make a formal decision on their approach to appoint a local auditor and, if necessary, to establish an Auditor Panel by no later than 9 March. While this represents a timetable determined by the PSAA, it also reflects a realistic deadline to start a formal and complex procurement process to ensure a local auditor is in place.
- 2.12 Another factor is that the approach to local authority audit is tightly defined by the Local Audit and Accountability Act 2014 and the National Audit Office's (NAO) Code of Audit Practice, which came into force on 1 April 2015. There is no real scope for local variation of the approach required and the number of bodies qualified to audit local authority accounts is very small.
- 2.13 For these reasons, together with the likelihood of the PSAA being able to secure better value bids for work through a national collective process, very few authorities are expected to undertake their own procurement processes for a local auditor. The Head of Finance has also been unable to find any examples of unitary authorities working together outside of the PSAA arrangement, for the same reasons.
- 2.14 Therefore, while recognising the potential in future years to develop a local partnership that can learn from the experience of appointing a local auditor for the first time, the Head of Finance recommends that West Berkshire Council should join the overwhelming majority of local authorities in opting in to the collective arrangements of the PSAA.

3. Conclusion

- 3.1 The Council have until December 2017 to make an appointment of external auditors and the Committee are being requested to give early consideration to their preferred approach. If the Council would like to accept the invitation of the PSAA they would need to opt in by the 9th March 2017. The officer recommendation would be to approve the opting in of the National Scheme.

- 3.2 The member recommendation will need to go to full Council, members are requested to ask full Council to consider and endorse the Government and Ethics committee's decision.

Subject to Call-In:

Yes: ☐ No: ☒

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

☒ **MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priority:

☒ **MEC1 – Become an even more effective Council**

The proposals contained in this report will help to achieve the above Council Strategy aim and priority.

Officer details:

Name: Andy Walker
Job Title: Head of Finance
Tel No: 01635 519433
E-mail Address: andy.walker@westberks.gov.uk

Appendix B

Equality Impact Assessment – Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

Please complete the following questions to determine whether a Stage 2, Equality Impact Assessment is required.

Name of policy, strategy or function:	Not Applicable
Version and release date of item (if applicable):	
Owner of item being assessed:	
Name of assessor:	
Date of assessment:	

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	No
Function	No	Is changing	No
Service	No		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	
Objectives:	
Outcomes:	
Benefits:	

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.		
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this

Further Comments relating to the item:

3. Result	
Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: Not a policy just setting out audit appointment route.	
Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer: Not a policy just setting out audit appointment route.	

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

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

4. Identify next steps as appropriate:	
Stage Two required	Not Applicable
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

Name: Andy Walker

Date: 23rd January 2017

Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.

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27 October 2016

Email: appointingperson@psaa.co.uk

Nick Carter
West Berkshire Council
Council Offices
Market Street
Newbury Berkshire RG14 5LD

Copied to: Andy Walker, Head of Finance, West Berkshire Council
David Holling, Head of Legal Services, West Berkshire Council

Dear Mr Carter

Invitation to opt into the national scheme for auditor appointments

As you know the external auditor for the audit of the accounts for 2018/19 has to be appointed before the end of 2017. That may seem a long way away, but as there is now a choice about how to make that appointment, a decision on your authority's approach will be needed soon.

We are pleased that the Secretary of State has expressed his confidence in us by giving us the role of appointing local auditors under a national scheme. This is one choice open to your authority. We issued a prospectus about the scheme in July 2016, available to download on the [appointing person](#) page of our website, with other information you may find helpful.

The timetable we have outlined for appointing auditors under the scheme means we now need to issue a formal invitation to opt into these arrangements. The covering email provides the formal invitation, along with a form of acceptance of our invitation for you to use if your authority decides to join the national scheme. We believe the case for doing so is compelling. To help with your decision we have prepared the additional information attached to this letter.

I need to highlight two things:

- we need to receive your formal acceptance of this invitation by 9 March 2017; and
- the relevant regulations require that, except for a body that is a corporation sole (a police and crime commissioner), the decision to accept the invitation and to opt in needs to be made by the members of the authority meeting as a whole. We appreciate this will need to be built into your decision making timetable.

If you have any other questions not covered by our information, do not hesitate to contact us by email at appointingperson@psaa.co.uk.

Yours sincerely



Jon Hayes, Chief Officer

Appointing an external auditor

Information on the national scheme

Public Sector Audit Appointments Limited (PSAA)

We are a not-for-profit company established by the Local Government Association (LGA). We administer the current audit contracts, let by the Audit Commission before it closed.

We have the support of the LGA, which has worked to secure the option for principal local government and police bodies to appoint auditors through a dedicated sector-led national procurement body. We have established an advisory panel, drawn from representative groups of local government and police bodies, to give access to your views on the design and operation of the scheme.

The national scheme for appointing local auditors

We have been specified by the Secretary of State for Communities and Local Government as the appointing person for principal local government bodies. This means that we will make auditor appointments to principal local government bodies that choose to opt into the national appointment arrangements we will operate for audits of the accounts from 2018/19. These arrangements are sometimes described as the 'sector-led body' option, and our thinking for this scheme was set out in a prospectus circulated to you in July. The prospectus is available on the [appointing person](#) page of our website.

We will appoint an auditor for all opted-in authorities for each of the five financial years beginning from 1 April 2018, unless the Secretary of State chooses to terminate our role as the appointing person beforehand. He or she may only do so after first consulting opted-in authorities and the LGA.

What the appointing person scheme will offer

We are committed to making sure the national scheme will be an excellent option for auditor appointments for you.

We intend to run the scheme in a way that will save time and resources for local government bodies. We think that a collective procurement, which we will carry out on behalf of all opted-in authorities, will enable us to secure the best prices, keeping the cost of audit as low as possible for the bodies who choose to opt in, without compromising on audit quality.

Our current role means we have a unique experience and understanding of auditor procurement and the local public audit market.

Using the scheme will avoid the need for you to:

- establish an audit panel with independent members;
- manage your own auditor procurement and cover its costs;
- monitor the independence of your appointed auditor for the duration of the appointment;
- deal with the replacement of any auditor if required; and
- manage the contract with your auditor.

Our scheme will endeavour to appoint the same auditors to other opted-in bodies that are involved in formal collaboration or joint working initiatives, if you consider that a common auditor will enhance efficiency and value for money.

We will also try to be flexible about changing your auditor during the five-year appointing period if there is good reason, for example where new joint working arrangements are put in place.

Securing a high level of acceptances to the opt-in invitation will provide the best opportunity for us to achieve the most competitive prices from audit firms. The LGA has previously sought expressions of interest in the appointing person arrangements, and received positive responses from over 270 relevant authorities. We ultimately hope to achieve participation from the vast majority of eligible authorities.

High quality audits

The Local Audit and Accountability Act 2014 provides that firms must be registered as local public auditors with one of the chartered accountancy institutes acting in the capacity of a Recognised Supervisory Body (RSB). The quality of registered firms' work will be subject to scrutiny by both the RSB and the Financial Reporting Council (FRC), under arrangements set out in the Act.

We will:

- only contract with audit firms that have a proven track record in undertaking public audit work;
- include obligations in relation to maintaining and continuously improving quality in our contract terms and in the quality criteria in our tender evaluation;
- ensure that firms maintain the appropriate registration and will liaise closely with RSBs and the FRC to ensure that any quality concerns are detected at an early stage; and
- take a close interest in your feedback and in the rigour and effectiveness of firms' own quality assurance arrangements.

We will also liaise with the National Audit Office to help ensure that guidance to auditors is updated as necessary.

Procurement strategy

In developing our procurement strategy for the contracts with audit firms, we will have input from the advisory panel we have established. The panel will assist PSAA in developing arrangements for the national scheme, provide feedback to us on proposals as they develop, and helping us maintain effective channels of communication. We think it is particularly important to understand your preferences and priorities, to ensure we develop a strategy that reflects your needs within the constraints set out in legislation and in professional requirements.

In order to secure the best prices we are minded to let audit contracts:

- for 5 years;
- in 2 large contract areas nationally, with 3 or 4 contract lots per area, depending on the number of bodies that opt in; and
- to a number of firms in each contract area to help us manage independence issues.

The value of each contract will depend on the prices bid, with the firms offering the best value being awarded larger amounts of work. By having contracts with a number of firms, we will be able to manage issues of independence and avoid dominance of the market by one or two firms. Limiting the national volume of work available to any one firm will encourage competition and ensure the plurality of provision.

Auditor appointments and independence

Auditors must be independent of the bodies they audit, to enable them to carry out their work with objectivity and credibility, and in a way that commands public confidence.

We plan to take great care to ensure that every auditor appointment passes this test. We will also monitor significant proposals for auditors to carry out consultancy or other non-audit work, to protect the independence of auditor appointments.

We will consult you on the appointment of your auditor, most likely from September 2017. To make the most effective allocation of appointments, it will help us to know about:

- any potential constraints on the appointment of your auditor because of a lack of independence, for example as a result of consultancy work awarded to a particular firm;
- any joint working or collaboration arrangements that you think should influence the appointment; and
- other local factors you think are relevant to making the appointment.

We will ask you for this information after you have opted in.

Auditor appointments for the audit of the accounts of the 2018/19 financial year must be made by 31 December 2017.

Fee scales

We will ensure that fee levels are carefully managed by securing competitive prices from firms and by minimising our own costs. Any surplus funds will be returned to scheme members under our articles of association and our memorandum of understanding with the Department for Communities and Local Government and the LGA.

Our costs for setting up and managing the scheme will need to be covered by audit fees. We expect our annual operating costs will be lower than our current costs because we expect to employ a smaller team to manage the scheme. We are intending to fund an element of the costs of establishing the scheme, including the costs of procuring audit contracts, from local government's share of our current deferred income. We think this is appropriate because the new scheme will be available to all relevant principal local government bodies.

PSAA will pool scheme costs and charge fees to audited bodies in accordance with a fair scale of fees which has regard to size, complexity and audit risk, most likely as evidenced by audit fees for 2016/17. Pooling means that everyone in the scheme will benefit from the most competitive prices. Fees will reflect the number of scheme participants – the greater the level of participation, the better the value represented by our scale fees.

Scale fees will be determined by the prices achieved in the auditor procurement that PSAA will need to undertake during the early part of 2017. Contracts are likely to be awarded at the end of June 2017, and at this point the overall cost and therefore the level of fees required will be clear. We expect to consult on the proposed scale of fees in autumn 2017 and to publish the fees applicable for 2018/19 in March 2018.

Opting in

The closing date for opting in is 9 March 2017. We have allowed more than the minimum eight week notice period required, because the formal approval process for most eligible bodies, except police and crime commissioners, is a decision made by the members of an authority meeting as a whole.

We will confirm receipt of all opt-in notices. A full list of authorities who opt in will be published on our website. Once we have received an opt-in notice, we will write to you to request information on any joint working arrangements relevant to your auditor appointment, and any potential independence matters that would prevent us appointing a particular firm.

If you decide not to accept the invitation to opt in by the closing date, you may subsequently make a request to opt in, but only after 1 April 2018. The earliest an auditor appointment can be made for authorities that opt in after the closing date is therefore for the audit of the accounts for 2019/20. We are required to consider such requests, and agree to them unless there are reasonable grounds for their refusal.

Timetable

In summary, we expect the timetable for the new arrangements to be:

• Invitation to opt in issued	27 October 2016
• Closing date for receipt of notices to opt in	9 March 2017
• Contract notice published	20 February 2017
• Award audit contracts	By end of June 2017
• Consult on and make auditor appointments	By end of December 2017
• Consult on and publish scale fees	By end of March 2018

Enquiries

We publish frequently asked questions on our [website](#). We are keen to receive feedback from local bodies on our plans. Please email your feedback or questions to: appointingperson@psaa.co.uk.

If you would like to discuss a particular issue with us, please send an email to the above address, and we will make arrangements either to telephone or meet you.

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Appendix D

Authorities opted in with PPSA as at 4th January 2017

County Councils

Buckinghamshire County Council

Cumbria County Council

Derbyshire County Council

Devon County Council

Essex County Council

Hampshire County Council

Lancashire County Council

Leicestershire County Council

Lincolnshire County Council

Norfolk County Council

Nottinghamshire County Council

Oxfordshire County Council

Suffolk County Council

Warwickshire County Council

West Sussex County Council

District Councils

Amber Valley Borough Council

Arun District Council

Ashfield District Council

Ashford Borough Council

Aylesbury Vale District Council

Babergh District Council

Basildon Borough Council

Basingstoke and Deane Borough Council

Bolsover District Council

Borough Council of King's Lynn and West Norfolk

Boston Borough Council

Braintree District Council

Breckland Council

Broadland District Council

Carlisle City Council

Castle Point Borough Council

Chelmsford City Council

Chesterfield Borough Council

Chichester District Council

Corby Borough Council

Cotswold District Council

Craven District Council

Crawley Borough Council

Dartford Borough Council

Derbyshire Dales District Council

Dover District Council

East Lindsey District Council

East Northamptonshire Council

East Staffordshire Borough Council

Eastbourne Borough Council

Eastleigh Borough Council

Eden District Council

Epping Forest District Council

Erewash Borough Council

Fenland District Council

Forest Heath District Council

Forest of Dean District Council

Gloucester City Council

Gravesham Borough Council

Great Yarmouth Borough Council

Guildford Borough Council

Harlow District Council

Harrogate Borough Council

Hertsmere Borough Council

Horsham District Council

Ipswich Borough Council

Lewes District Council

Lichfield District Council

Malvern Hills District Council

Melton Borough Council

Mid Suffolk District Council

Newark & Sherwood District Council

North East Derbyshire District Council

North Hertfordshire District Council

North Norfolk District Council

North Warwickshire Borough Council

Northampton Borough Council

Norwich City Council

Nuneaton And Bedworth Borough Council

Oxford City Council

Pendle Borough Council

Rother District Council

Runnymede Borough Council

Rushcliffe Borough Council

Sevenoaks District Council
South Holland District Council
South Kesteven District Council
South Lakeland District Council
South Norfolk District Council
St Edmundsbury Borough Council
Stroud District Council
Suffolk Coastal District Council
Surrey Heath Borough Council
Tamworth Borough Council
Taunton Deane Borough Council
Test Valley Borough Council
Tunbridge Wells Borough Council
Uttlesford District Council
Waveney District Council
Waverley Borough Council
Wealden District Council
West Somerset District Council
Woking Borough Council
Worcester City Council
Wychavon District Council
Wycombe District Council
Wyre Forest District Council

Unitary Councils

Luton Borough Council

Hartlepool Borough Council

Slough Borough Council

Central Bedfordshire Council

Medway Council

Darlington Borough Council

Leicester City Council

Bedford Borough Council

Borough of Telford and Wrekin

Bath and North East Somerset Council

Southampton City Council

Shropshire Council

Peterborough City Council

North East Lincolnshire Council

North Lincolnshire Council

Halton Borough Council

London Borough Councils

Bexley London Borough Council

Croydon London Borough Council

London Borough of Lambeth

London Borough of Richmond Upon Thames

London Borough of Waltham Forest

Royal Borough of Kensington and Chelsea

Royal Borough of Kingston Upon Thames

Southwark Council

Wandsworth Borough Council

Fire Authorities

Buckinghamshire and Milton Keynes Fire Authority

Cleveland Fire Authority

County Durham and Darlington Fire and Rescue Authority

Essex Fire Authority

Hampshire Fire and Rescue Authority

Hereford and Worcester Fire And Rescue Authority

Kent And Medway Fire And Rescue Authority

Leicester, Leicestershire and Rutland Combined Fire Authority

Nottinghamshire and City of Nottingham Fire and Rescue Authority

Stoke on Trent and Staffordshire Fire and Rescue Authority

Tyne and Wear Fire and Rescue Authority

Other Local Government Bodies

Broads Authority

Dartmoor National Park Authority

Exmoor National Park Authority

Merseyside Recycling and Waste Authority

Peak District National Park Authority

West London Waste Authority

Western Riverside Waste Authority

Yorkshire Dales National Park Authority

Metropolitan Councils

Liverpool City Council

Solihull Metropolitan Borough Council

St Helens Metropolitan Borough Council

Walsall Metropolitan Borough Council

Wolverhampton City Council

Police Authorities

Police and Crime Commissioner for Nottinghamshire

Chief Constable for Nottinghamshire Police

Police and Crime Commissioner for Thames Valley

Chief Constable for Thames Valley Police

Police and Crime Commissioner for Norfolk

Chief Constable for Norfolk Police

Police and Crime Commissioner for South Yorkshire

Chief Constable for South Yorkshire Police

Chief Constable for Northamptonshire Police

Chief Constable for Leicestershire Police

Police and Crime Commissioner for Humberside

Chief Constable for Humberside Police

Police and Crime Commissioner for Derbyshire

Chief Constable for Derbyshire Police

Police and Crime Commissioner for Staffordshire

Chief Constable for Staffordshire Police

Police and Crime Commissioner for Lancashire

Chief Constable for Lancashire Police

Police and Crime Commissioner for Avon and Somerset

Chief Constable for Avon and Somerset Police

Police and Crime Commissioner for Sussex

Chief Constable for Sussex Police

Police and Crime Commissioner for Kent

Chief Constable for Kent Police

Police and Crime Commissioner for Cheshire

Chief Constable for Cheshire Police



Developing the option of a national scheme for local auditor appointments



“The LGA has worked hard to secure the option for local government to appoint auditors through a dedicated sector-led national procurement body. I am sure that this will deliver significant financial benefits to those who opt in.”

– Lord Porter CBE, Chairman,
Local Government Association

Over the next few months all principal authorities will need to decide how their auditors will be appointed in the future. They may make the appointment themselves, or in conjunction with other bodies. Or they can take advantage of a national collective scheme which is designed to offer them a further choice. Choosing the national scheme should pay dividends in quality, in cost, in responsiveness and in convenience.

Public Sector Audit Appointments Ltd (PSAA) is leading the development of this national option. PSAA is a not-for-profit company which already administers the current audit contracts. It has been designated by the Department for Communities & Local Government (DCLG) to operate a collective scheme for auditor appointments for principal authorities (other than NHS bodies) in England. It is currently designing the scheme to reflect the sector's needs and views.

The Local Government Association (LGA) is strongly supportive of this ambition, and 200+ authorities have already signalled their positive interest. This is an opportunity for local government, fire, police and other bodies to act in their own and their communities' best interests.

We hope you will be interested in the national scheme and its development. We would be happy to engage with you to hear your views – please contact us at **generalenquiries@psaa.co.uk**

You will also find some questions at the end of this booklet which cover areas in which we would particularly welcome your feedback.

Audit does matter

High quality independent audit is one of the cornerstones of public accountability. It gives assurance that taxpayers' money has been well managed and properly expended. It helps to inspire trust and confidence in the organisations and people responsible for managing public money.

Imminent changes to the arrangements for appointing the auditors of local public bodies are therefore very important. Following the abolition of the Audit Commission, local bodies will soon begin to make their own decisions about how and by whom their auditors are appointed. A list of the local government bodies affected can be found at the end of this booklet.

The Local Government Association (LGA) has played a leadership role in anticipating these changes and influencing the range of options available to local bodies. In particular, it has lobbied to ensure that, irrespective of size, scale, responsibilities or location, principal local government bodies can, if they wish, subscribe to a specially authorised national scheme which will take full responsibility for local auditor appointments which offer a high quality professional service and value for money.

The LGA supported PSAA's successful application to the Department for Communities & Local Government (DCLG) to be appointed to deliver and manage this scheme.

PSAA is well placed to award and manage audit contracts, and appoint local auditors under a national scheme

PSAA is an independent, not-for-profit company limited by guarantee and established by the LGA. It already carries out a number of functions in relation to auditor appointments under powers delegated by the Secretary of State for Communities & Local Government. However, those powers are time-limited and will cease when current contracts with audit firms expire with the completion of the 2017/18 audits for local government bodies, and the completion of the 2016/17 audits for NHS bodies and smaller bodies.

The expiry of contracts will also mark the end of the current mandatory regime for auditor appointments. Thereafter, local bodies will exercise choice about whether they opt in to the authorised national scheme, or whether they make other arrangements to appoint their own auditors.

PSAA has been selected to be the trusted operator of the national scheme, formally specified to undertake this important role by the Secretary of State. The company is staffed by a team with significant experience in appointing auditors, managing contracts with audit firms and setting and determining audit fees. We intend to put in place an advisory group, drawn from the sector, to give us ready access to your views on the design and operation of the scheme. We are confident that we can create a scheme which delivers quality-assured audit services to every participating local body at a price which represents outstanding value for money.



“Many district councils will be very aware of the resource implications of making their own appointment. Joining a well-designed national scheme has significant attractions.”

– Norma Atlay, President,
Society of District Council Treasurers

“Police bodies have expressed very strong interest in a national scheme led by PSAA. Appointing the same auditor to both the PCC and the Chief Constable in any area must be the best way to maximise efficiency.”

– Sean Nolan, President,
Police and Crime Commissioners
Treasurers’ Society (PACCTS)

The national scheme can work for you

We believe that the national scheme can be an excellent option for all local bodies. Early indications are that many bodies agree - in a recent LGA survey more than 200 have expressed an interest in joining the scheme.

We plan to run the scheme in a way that will save time and resources for local bodies - time and resources which can be deployed to address other pressing priorities. Bodies can avoid the necessity to establish an auditor panel (required by the Local Audit & Accountability Act, 2014) and the need to manage their own auditor procurement. The scheme will take away those headaches and, assuming a high level of participation, be able to attract the best audit suppliers and command highly competitive prices.

The scope of public audit is wider than for private sector organisations. For example, it involves forming a conclusion on the body's arrangements for securing value for money, dealing with electors' enquiries and objections, and in some circumstances issuing public interest reports. PSAA will ensure that the auditors which it appoints are the most competent to carry out these functions.

Auditors must be independent of the bodies they audit, to enable them to carry out their work with objectivity and credibility, and in a way that commands public confidence. PSAA plans to take great care to ensure that every auditor appointment passes this test. It will also monitor any significant proposals, above an agreed threshold, for auditors to carry out consultancy or other non-audit work to ensure that these do not undermine independence and public confidence.

The scheme will also endeavour to appoint the same auditors to bodies which are involved in formal collaboration/joint working initiatives or within combined authority areas, if the parties consider that a common auditor will enhance efficiency and value for money.

PSAA will ensure high quality audits

We will only contract with firms which have a proven track record in undertaking public audit work. In accordance with the 2014 Act, firms must be registered with one of the chartered accountancy institutes acting in the capacity of a Recognised Supervisory Body (RSB). The quality of their work will be subject to scrutiny by both the RSB and the Financial Reporting Council (FRC). Current indications are that fewer than ten large firms will register meaning that small local firms will not be eligible to be appointed to local public audit roles.

PSAA will ensure that firms maintain the appropriate registration and will liaise closely with RSBs and the FRC to ensure that any concerns are detected at an early stage and addressed effectively in the new regime. The company will take a close interest in feedback from audited bodies and in the rigour and effectiveness of firms' own quality assurance arrangements, recognising that these represent some of the earliest and most important safety nets for identifying and remedying any problems arising. We will liaise with the National Audit Office (NAO) to help ensure that guidance to auditors is updated when necessary.

We will include obligations in relation to maintaining and continuously improving quality in our contract terms and quality criteria in our tender evaluation method.

PSAA will secure highly competitive prices

A top priority must be to seek to obtain the best possible prices for local audit services. PSAA's objective will be to make independent auditor appointments at the most competitive aggregate rate achievable.

Our current thinking is that the best prices will be obtained by letting three year contracts, with an option to extend to five years, to a relatively small number of appropriately registered firms in two or three large contract areas nationally. The value of each contract will depend on the prices bid, with the firms offering the best prices being awarded larger amounts of work. By having contracts with a number of firms we will be able to ensure independence and avoid dominance of the market by one or two firms.

Correspondingly, at this stage our thinking is to invite bodies to opt into the scheme for an initial term of three to five years.

The procurement strategy will need to prioritise the importance of demonstrably independent appointments, in terms of both the audit firm appointed to each audited body and the procurement and appointment processes used. This will require specific safeguards in the design of the procurement and appointment arrangements.

“Early audit planning is a vital element of a timely audit. We need the auditors to be available and ready to go right away at the critical points in the final accounts process.”

– Steven Mair, City Treasurer,
Westminster City Council

“In forming a view on VFM arrangements it is essential that auditors have an awareness of the significant challenges and changes which the service is grappling with.”

– Charles Kerr, Chair,
Fire Finance Network

PSAA will establish a fair scale of fees

Audit fees must ultimately be met by individual audited bodies. PSAA will ensure that fee levels are carefully managed by securing competitive prices from firms and by minimising PSAA's own costs. The changes to our role and functions will enable us to run the new scheme with a smaller team of staff. PSAA is a not-for-profit company and any surplus funds will be returned to scheme members.

PSAA will pool scheme costs and charge fees to audited bodies in accordance with a fair scale of fees which has regard to size, complexity and audit risk. Pooling means that everyone within the scheme will benefit from the most competitive prices. Current scale fees are set on this basis. Responses from audited bodies to recent fee consultations have been positive.

PSAA will continue to consult bodies in connection with any proposals to establish or vary the scale of fees. However, we will not be able to consult on our proposed scale of fees until the initial major procurement has been completed and contracts with audit firms have been let. Fees will also reflect the number of scheme participants - the greater the level of participation, the better the value represented by our scale of fees. We will be looking for principal bodies to give firm commitments to join the scheme during Autumn 2016.

The scheme offers multiple benefits for participating bodies

We believe that PSAA can deliver a national scheme which offers multiple benefits to the bodies which take up the opportunity to collaborate across the sector by opting into scheme membership.

Benefits include:

- assured appointment of a qualified, registered, independent auditor
- appointment, if possible, of the same auditors to bodies involved in significant collaboration/joint working initiatives or combined authorities, if the parties believe that it will enhance efficiency and value for money
- on-going management of independence issues
- securing highly competitive prices from audit firms
- minimising scheme overhead costs
- savings from one major procurement as opposed to a multiplicity of small procurements
- distribution of surpluses to participating bodies
- a scale of fees which reflects size, complexity and audit risk
- a strong focus on audit quality to help develop and maintain the market for the sector
- avoiding the necessity for individual bodies to establish an auditor panel and to undertake an auditor procurement
- enabling time and resources to be deployed on other pressing priorities
- setting the benchmark standard for audit arrangements for the whole of the sector

We understand the balance required between ensuring independence and being responsive, and will continually engage with stakeholders to ensure we achieve it.

How can you help?

We are keen to receive feedback from local bodies concerning our plans for the future. Please let us have your views and let us know if a national scheme operated by PSAA would be right for your organisation.

In particular we would welcome your views on the following questions:

1. Is PSAA right to place emphasis on both quality and price as the essential pre-requisites for successful auditor appointments?
2. Is three to five years an appropriate term for initial contracts and for bodies to sign up to scheme membership?
3. Are PSAA's plans for a scale of fees which pools scheme costs and reflects size, complexity and audit risk appropriate? Are there any alternative approaches which would be likely to command the support of the sector?
4. Are the benefits of joining the national scheme, as outlined here, sufficiently attractive? Which specific benefits are most valuable to local bodies? Are there others you would like included?
5. What are the key issues which will influence your decisions about scheme membership?
6. What is the best way of us continuing our engagement with you on these issues?

Please reply to: generalenquiries@psaa.co.uk

The following bodies will be eligible to join the proposed national scheme for appointment of auditors to local bodies:

- county councils in England
- district councils
- London borough councils
- combined authorities
- passenger transport executives
- police and crime commissioners for a police area in England
- chief constables for an area in England
- national park authorities for a national park in England
- conservation boards
- fire and rescue authorities in England
- waste authorities
- the Greater London Authority and its functional bodies.

BOARD MEMBERS

Steve Freer (Chairman), former Chief Executive CIPFA

Caroline Gardner, Auditor General Scotland

Clive Grace, former Deputy Auditor General Wales

Stephen Sellers, Solicitor, Gowling WLG (UK) LLP

CHIEF OFFICER

Jon Hayes, former Audit Commission Associate Controller

“Maintaining audit quality is critically important. We need experienced audit teams who really understand our issues.”

– Andrew Burns, Director of
Finance and Resources,
Staffordshire County Council

PSAA Ltd
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www.psaa.co.uk



Audit services procurement strategy

December 2016

High quality independent audit is one of the cornerstones of public accountability. It gives assurance that taxpayers' money has been well managed and properly expended. It helps to inspire trust and confidence in the organisations and people responsible for managing public money.

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Introduction

1. Public Sector Audit Appointments Limited (PSAA) is an independent company limited by guarantee and incorporated by the Local Government Association (LGA) in August 2014. It has a Board of non-executive directors supported by a Chief Officer and a team of staff who have significant experience and skills in managing contracts for public audit services. More information about the PSAA Board and Executive team can be found at <http://www.psaa.co.uk/about-us/who-we-are/>.
2. The Secretary of State for Communities and Local Government delegated statutory functions (from the Audit Commission Act 1998) to PSAA on a transitional basis under powers contained in the Local Audit and Accountability Act 2014. In accordance with these arrangements, PSAA is currently responsible for appointing auditors to local government, police, smaller authorities and local NHS bodies, and for setting audit fees.
3. From 2017/18, the transitional arrangements will end for local NHS bodies and smaller authorities, and PSAA will no longer be responsible for appointing their auditors. The transitional arrangements have been extended by one year for local government and police bodies, and PSAA will therefore continue to be responsible for appointing their auditors for the audit of the accounts for 2017/18.
4. In July 2016, the Secretary of State for Communities and Local Government specified PSAA as an appointing person under regulation 3 of the Local Audit (Appointing Person) Regulations 2015. This new role means that PSAA is able to make auditor appointments for audits of the accounts from 2018/19 of principal authorities in England (other than NHS bodies) that choose to opt into its arrangements. PSAA's specification as an appointing person fulfils the LGA's objective of establishing a national sector-led body which is able to deliver high quality, economic and efficient external audit arrangements for all authorities that choose to opt into its scheme.
5. Appointments for 2018/19 must be made by 31 December 2017. By early 2017, all principal authorities will need to decide how their auditors will be appointed in the future. They may make an appointment themselves, or in conjunction with other bodies. Or they can take advantage of the national collective scheme developed by PSAA which is designed to meet sector needs. We believe that, by opting into the PSAA appointing person scheme, audited bodies will secure real benefits in terms of quality, cost, responsiveness and convenience.

Purpose of the document

6. PSAA needs to enter into new contracts with audit firms in order to make auditor appointments to opted-in authorities by 31 December 2017. This procurement strategy sets out the basis on which the procurement of audit services will be carried out.

Objectives of this procurement

7. The primary driver for this procurement is securing high quality audit services at the most competitive prices.

8. To secure the right balance, quality will be assessed against a broad range of relevant criteria through a combination of the regulatory regime (which tests quality and competence as part of registration and monitoring processes), the pre-qualification process and the invitation to tender responses.
9. The objectives of the procurement are to maximise value for local public bodies by:
 - securing the provision of high quality, independent audit services
 - incentivising audit suppliers to submit highly competitive prices;
 - awarding contracts to a sufficient number of firms to enable the appointment of an appropriately qualified auditor to every participating body; and
 - supporting a long term competitive, sustainable market for local public audit services which has value for all relevant authorities.
10. It is necessary to enter into contracts with a number of audit suppliers to enable PSAA to manage auditor independence, and meet the needs of the increasing numbers of bodies participating in joint or shared working arrangements.

Scope of this procurement

11. The procurement will cover the audits of the accounts of all principal local government bodies that opt in to the appointing person scheme. Eligible entities include local authorities, combined authorities, police and crime commissioners, chief constables, fire and rescue authorities, waste authorities, passenger transport executives and national park authorities.
12. There are currently 493 eligible principal local government bodies that have been invited to opt in to the appointing person arrangements. Invitations were issued on 27 October 2016. The closing date for acceptance of the opt-in invitation is 9 March 2017. We expect to receive acceptances throughout the opt-in period and will maintain an up to date record of bodies joining the scheme on the PSAA website. (www.psaa.co.uk).
13. PSAA has allowed a considerably longer period during which an authority can opt in compared to the statutory minimum period of eight weeks. It is hoped this will enable authorities to meet the requirement under the regulations to make the decision to opt in at a full council meeting. (As corporations sole, the full council requirement does not apply to police and crime commissioners.)
14. In order to maximise the potential economies of scale from entering into large contracts with firms, and to manage any auditor independence issues, PSAA will seek to provide as much clarity and certainty as possible concerning the volume and location of work it is able to offer to firms.

Evolution of the strategy

15. This strategy has been developed in the light of the practical knowledge and experience of previous procurements for audit and related services. It has been particularly informed

by lessons learned from the procurements carried out by the Audit Commission that resulted in the current audit contracts.

16. This procurement strategy was agreed by the PSAA Board on 15 December 2016. It supersedes the outline strategy agreed by the Board on 9 November.

The procurement strategy

The procurement route

17. The Public Contract Regulations 2015 (the Contract Regulations) will apply to the procurement and it will be carried out in accordance with those Regulations.

Choice of procurement procedure

18. PSAA is keen to enter into contracts with a number of firms registered as local public auditors. This will give PSAA the ability to manage auditor independence issues, for example, where an audit supplier has a pre-existing relationship with an audited body which prevents it from accepting an audit appointment. It will also provide the flexibility to enable PSAA to respond to the increasing popularity of joint or shared working arrangements as a result of which partner audited bodies often express a preference for the appointment of a common audit supplier. By entering into contracts with multiple suppliers PSAA will also help to support a long term competitive, sustainable market for local public audit services.
19. Because the nature of the services being procured is highly specialised, PSAA will follow the restricted procedure (rather than the open procedure) in accordance with the Contract Regulations. This will enable PSAA to identify a short-list of suppliers with the necessary financial standing, technical capacity, skills and experience to provide services and then invite all those shortlisted to tender.
20. Suppliers invited to tender will be asked to quote prices for a contract length of five years, which matches the opt-in period for principal bodies. The contracts will include the option for PSAA to extend the contract by a further two years, should it choose to do so.
21. Bids will not be accepted unless they are submitted by suppliers which are registered as local public auditors with a supervisory body approved by the Financial Reporting Council. Consortium bids are permitted where all member organisations within the consortium are individually registered with such a body (currently ICAEW and ICAS). Variant bids will not be permitted.

Contract lots

22. PSAA will structure its procurement and invite bids as set out in the paragraphs below, subject to confirmation once the number of principal authorities opting in to the appointing person scheme is known.

23. There will be a single contract area, with six contract lots.
24. The size of the lots one to five will be graduated to reward the better tenders with larger volumes of work. For each individual lot, PSAA will give an indication of the minimum level of work which the lot will contain. The smallest lots are likely to have a value of approximately £2.5m per audit year. Each lot, in its final form, will reflect a sensible balance of geography and a blend of the different authority types.
25. The sixth lot will be used by PSAA to appoint a provider to undertake audits at any authorities where all of the other successful suppliers awarded contract lots one to five are conflicted. This situation may or may not arise. There is therefore no guaranteed minimum volume of work associated with the sixth contract lot.
26. PSAA has structured its procurement in this way to enable the greatest degree of flexibility for the appointment of auditors to eligible bodies, which will follow once the procurement has been completed, and to avoid undue dominance by one or two suppliers across the opted in authorities as a whole.
27. The indicative value of each lot will be clearly set out in the invitation to tender. Authorities will not be allocated to a lot until the procurement is complete and the subsequent consultation processes with authorities and audit firms have taken place.
28. Bidders will not be required to bid for all lots, although this is strongly encouraged.
29. The indicative value of each lot will be expressed by reference to the 'audited body notional value' (ABNV), which comprises the published scale fees for 2016/17 for all opted-in bodies. This will establish a consistent baseline against which suppliers will submit their competitive bids.

Bidding rules relating to lots

30. Subject to receiving sufficient bids, PSAA will award six suppliers with contracts to enable it to:
 - manage any independence issues that may arise when making auditor appointments to opted-in audited bodies;
 - respond to shared or joint working arrangements between audited bodies; and
 - make an appropriate auditor appointment to each opted-in audited body after fulfilling its statutory duty to consult such bodies on proposed appointments.
31. Subject to the outcome of the evaluation of responses to the invitation to tender, PSAA expects to award no more than one lot to any successful supplier. Contract lots will be awarded to the suppliers submitting the most economically advantageous tenders.
32. Suppliers will be invited to express their bids for each lot as a fixed proportion of the relevant ABNV.

Audit Fees

34. PSAA believe that audit fees achieved through large contracts will be lower than those that individual authorities will be able to negotiate. In addition, by opting into the PSAA offer, authorities will avoid the costs of their own procurement and management of contracts and also the requirement to set up an auditor panel with independent members.
35. PSAA's costs of managing the scheme will need to be covered by audit fees. We expect future annual operating costs to be lower than current costs because we plan to employ a smaller team to manage the scheme. The costs of developing and setting up the scheme will be funded from the share of our current deferred income which is relevant to eligible principal authorities.
36. PSAA will develop and consult on a system for setting fees for audit work. PSAA will pool scheme costs and charge fees to audited bodies in accordance with a scale of fees which has regard to the size of the audited body, audit risk and the complexity of the work required. In all probability this will reflect past fees adjusted for any fee variations that have a recurring impact. Pooling means that all scheme participants will benefit from the most competitive prices. The number of scheme participants will be critically important – the greater the level of participation, the more advantageous the scale fees.
37. As a not-for-profit organisation, PSAA will be able to return any surplus funds generated by the scheme, after all costs have been met, to opted-in authorities. This obligation is set out clearly in our articles of association and our memorandum of understanding with the Department for Communities and Local Government and the LGA.
38. Scale fees from 2018/19 cannot be set until the audit services procurement has been concluded. PSAA will consult on the proposed scale of fees in autumn 2017 and will publish the fees applicable in March 2018. A fee variation process will apply if substantially more or less work is required than is envisaged in the scale fee or the auditor is entitled to recover costs or expenses from the audited body under specific provisions in the regulations, for example in relation to public interest reports or objection work. The process will require that fees for additional work are discussed with and explained to the audited body and approved by PSAA before they can be invoiced.

Procurement process

39. The key stages in the procurement process are set out below. In accordance with the Contract Regulations, PSAA will ensure that at each stage the process complies with the requirements of equal treatment, non-discrimination, transparency and proportionality.
40. PSAA will use the Delta e-tendering platform to undertake this procurement.

Timetable and key milestones

41. The timetable and key milestones for the procurement are summarised in Table 1. The target dates are provisional and may be subject to change.

Table 1:

Key milestone	Target Date
Issue OJEU Contract Notice and Selection Questionnaire (SQ) available on request	16 February 2017
Deadline for eligible bodies to notify PSAA of their decision to opt in to the scheme for audits of 2018/19 accounts	9 March 2017
Deadline for submission of SQs	21 March 2017
Issue ITT to short-listed suppliers	6 April 2017
Deadline for submission of tenders	10 May 2017
PSAA Board approves contract award	30 June 2017

42. Following a statutory consultation process auditor appointments for opted-in principal authorities will be made by 31 December 2017 for audit years from 2018/19.
43. This timetable is consistent with the requirement set out in the Local Audit and Accountability Act 2014, for an authority to appoint an auditor to audit its accounts for a financial year by no later than 31 December in the preceding financial year.

OJEU Contract Notice

44. The purpose and scope of the procurement will be set out in the Contract Notice to be published in the Official Journal of the European Union (OJEU).

Pre-qualification (selection) stage

45. The pre-qualification (selection) stage will be designed to enable PSAA to assess potential audit suppliers' eligibility, technical knowledge and experience, capability and capacity, and organisational and financial standing to meet PSAA's requirements.
46. Evaluation at this stage will result in a pass or fail outcome for each potential supplier. All suppliers achieving a pass outcome will be invited to tender.
47. The selection questionnaire evaluation criteria are:
- compliance with grounds that would otherwise lead to mandatory or discretionary rejection under the Contract Regulations;
 - satisfactory financial and economic standing and insurance arrangements;
 - technical and professional ability; and
 - eligibility for appointment under the Act.

Tender stage

- 48. All potential suppliers who pre-qualify, by meeting the minimum threshold determined by PSAA, will be invited to tender for the contract areas for which they have pre-qualified.
- 49. The tenders for each lot will be evaluated in accordance with the published evaluation criteria to identify the most economically advantageous tenders. The relative weighting of price and quality will be 50:50.
- 50. Suppliers will only be requested to provide one response on audit quality irrespective of the number of contract lots they bid for.
- 51. The formal ITT evaluation criteria and methodology will be approved by the PSAA Board and published on the PSAA website.

Health and Wellbeing Strategy Refresh

Committee considering report: Council on 2 March 2017

Portfolio Member: Councillor Graham Jones

Date Portfolio Member agreed report: 26 January 2017

Report Author: Lesley Wyman

Forward Plan Ref: C3114

1. Purpose of the Report

- 1.1 To seek approval for the refreshed Health and Wellbeing Strategy.

2. Recommendation

- 2.1 That the Council accepts the Health and Wellbeing Strategy refresh and agrees the priorities within it. That the Health and Wellbeing Board bases future commissioning decisions on the Health and Wellbeing Strategy

3. Implications

3.1 **Financial:** None

3.2 **Policy:** The Health and Wellbeing Strategy should be taken into account in all policies and strategies that are developed within the council and for all partner agencies represented on the Health and Wellbeing Board.

3.3 **Personnel:** None

3.4 **Legal:** None

3.5 **Risk Management:** None

3.6 **Property:** None

3.7 **Other:**

4. Other options considered

- 4.1 None.

5. Executive Summary

Introduction

- 5.1 West Berkshire's Health and Wellbeing Board (HWB) was formally established in 2013 and is a partnership that brings together the leaders of the health and social care system in West Berkshire. The Board is required by legislation to deliver specific responsibilities including the production of a Joint Strategic Needs assessment (JSNA), the development of a Health and Wellbeing Strategy (HWS) and to encourage and enable integrated working between health and social care.
- 5.2 The first Health and Wellbeing Strategy (HWS) was developed in 2013 and an updated version was published in early 2015. Although this amended version still has the relevant priorities that were agreed from the Joint Strategic Needs Assessment, it has become apparent following an LGA Peer Review in March 2016 that the strategy needs to be refreshed for a number of reasons:
- To decrease the number of priorities to a more realistic number.
 - To set out a clearer vision of the Health and Wellbeing Board.
 - To demonstrate how the strategic aims and objectives will be achieved.
 - To demonstrate the governance of the Health and Wellbeing Board.
 - To be clearer about how the Board operates as systems leaders.
 - To ensure that the Health and Wellbeing Strategy drives the commissioning of all partners.
 - To integrate the work of the Building Community Together partnership.
 - To fully integrate work around the wider determinants of health into the strategy.
- 5.3 Many Health and Wellbeing Boards across the country are refreshing their HW strategies to ensure that new changes in systems and structures can be incorporated, new priorities addressed as they arise and to include public feedback. The refreshed HWS will be shorter without the inclusion of all the background data that supports the priorities. Relevant links to JSNA will be included throughout the document.

Supporting Information

- 5.4 The Health and Wellbeing Board Governance paper is interlinked with the HWS refresh, demonstrating how the Peer Review recommendations are being addressed. These two papers need to be read and understood together; this is attached as appendix B.
- 5.5 Peer review recommendations in relation to the HWS:
- HWS needs to have clearer outcomes and show how the Board will drive change and act as systems leaders in implementation of the strategy's priorities
 - The West Berkshire Council Health and Wellbeing Board 29 September 2016
 - HWS needs to demonstrate how the HWB will hold partners to account for delivering the outcomes.
 - Public engagement in the strategy should be integrated across the system and priorities agreed by the public.

- HWS needs to drive health and social care integration

- 5.6 There are options regarding membership of the HWB outlined within the Governance paper. The inclusion of other statutory partners will enable the integration of the wider determinants priorities which have been the focus of meetings and workshops over the past year.
- 5.7 The governance structure showing where the HWB is positioned in the health and wellbeing system, with the inclusion of Boards and groups at the STP, County and Berkshire West level are helpful in understanding the health and wellbeing agendas and priorities influencing the HWB. In addition the development of new subgroups, as well as the inclusion of existing groups/partnerships will enable the Board to be clear about how work across the priorities is progressing. A clear and comprehensive reporting system which is currently missing from the strategy can be demonstrated.

The Priorities

- 5.8 The 11 priorities within the current HWS that came out of the JSNA have not changed significantly. There was a paper to the HWB in January 2016 proposing that the priorities remain the same however the HWB would focus on 2 priority areas in 2016/17 these being mental health and wellbeing for children and young people and older people living independently (includes long term conditions, falls prevention and dementia). The focus for 2017/18 would be prevention of cardiovascular disease and cancer and carers health and wellbeing. Although this approach was agreed there was also acknowledgement that for 2016/17 the priority areas were already being addressed in other parts of the system, so it would be difficult for the HWB to add value or lead.

HWS workshop

- 5.9 A HWS workshop was held on April 28th for Board members and other key stakeholders. The following issues were discussed:
- (1) The process of being involved in the LGA Peer Review and the recommendations.
 - (2) The setting of new priorities.
 - (3) How the Brilliant West Berkshire approach can be incorporated into the HWS and Board.
 - (4) How tackling inequalities in health can be better incorporated into the HWS and Board.
 - (5) How addressing the wider determinants of health can be incorporated into the HWS and Board.
- 5.10 As a result it was agreed that the Peer Review recommendations could be achieved through further Board development work and a HWS refresh; that the number and scope of priorities should be more focused and take into account work in the system already addressing the priorities and lastly that integration, building community

resilience, tackling inequalities in health and prevention should be cross cutting themes within the refreshed strategy.

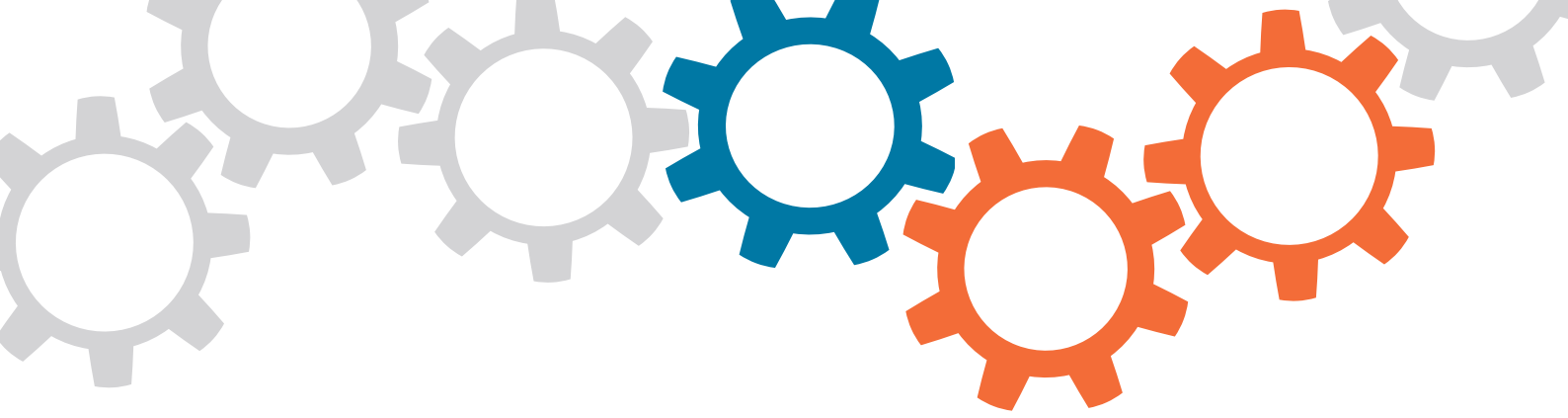
- 5.11 Taking on board the suggestions and comments received at this development workshop and following advice and guidance from Kay Burkett of the LGA, the HWS has been refreshed utilising ideas and approaches from a number of HWSs across the country including Leeds, Suffolk, Stoke-on-Trent, Bristol City, Essex, Ealing, Wiltshire, Plymouth, Durham and Bedford.
- 5.12 There is a recommendation that the HWB produces an Annual Report each year to demonstrate how it has achieved against priorities throughout the year. In this way the public will be fully informed of progress in each of the priorities.
- 5.13 A number of meetings have also taken place of a West Berkshire Leaders group, convened and supported by the Chief Executive of the council. This group was established to focus on the wider determinants of health including housing, crime and community safety, education and skills and enterprise. The West Berkshire Leaders group came together with the Health and Wellbeing Board to consider how the wider determinants of health could be integrated into the Health and Wellbeing Board and into the Strategy. There was a consensus that there should be 2 areas of focus for 2016/17 which are reducing alcohol related harm and building community resilience across the district. These priorities will be the focus of the Health and Wellbeing Board from October 2016 to October 2017 and are included in the Health and Wellbeing Strategy refresh. Membership of the Board will change to take account of these 2 priorities and this is detailed in the governance paper.

6. Conclusion

- 6.1 The Health and Wellbeing Strategy refresh contains a set of key aims and objectives that are the priorities for West Berkshire Council and Newbury and District and North and West Reading CCGs relating to the health and wellbeing of the population. Whilst it is acknowledged that there are too many priorities for the Health and Wellbeing to be able to focus on, these still remain the health and wellbeing priorities for the district. A compromise has been reached to highlight 2 specific priorities for the Health and Wellbeing Board to focus on from October 2016 to October 2017, those being the reduction of harm related to alcohol and building community resilience. The new governance structure allows other groups and strategies to continue working on other key aims and objectives within the strategy and progress on all of these will be communicated to the Board through the Health and Wellbeing Steering Group.

7. Appendices

- 7.1 Appendix A – West Berkshire Joint Health and Wellbeing Strategy 2017-2020
- 7.2 Appendix B – Health and Wellbeing Board Governance Arrangements
- 7.3 Appendix C – Peer Challenge Recommendations
- 7.4 Appendix D – Health and Wellbeing Board Terms of Reference
- 7.5 Appendix E – Health and Wellbeing Steering Group Terms of Reference



West Berkshire Joint Health and Wellbeing Strategy

2017-2020



NHS
Newbury and District
Clinical Commissioning Group

NHS
North and West Reading
Clinical Commissioning Group

healthwatch
West Berkshire

 **THAMES VALLEY
POLICE**

**ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE**



WestBerkshire
C O U N C I L

Foreword



Councillor Graham Jones,
Chair of the Health and Wellbeing Board



Dr Bal Bahia,
*Vice Chair of the
Health and Wellbeing Board*

We are pleased to present the refreshed health and wellbeing strategy which is the result of development sessions with the local government association. As a board we have agreed to be more focussed and widen the membership to help tackle health inequalities. We plan to reduce harms from alcohol and build community resilience in this coming year.

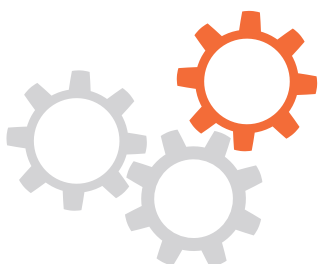
In the development work we have come across a new term called “Systems Leadership”.

It is a way of working where you share the burden of leadership to achieve large scale change across communities at all levels, beyond organisational boundaries, professions and sectors. It involves the users and carers in the design and delivery of services.

It requires sharing leadership with others and coming together on the basis of a shared ambition and working together for solutions.

We are moving from joint working to joint leading between our respective organisations and being able to see the wider picture and interests of the wider system ahead of our own organisational priorities. Reaching this point has required us to develop shared narratives and form strong relationships. We aim to rethink services from the System perspective with users at the centre.

Hopefully you can see this reflected in this refreshed strategy which follows.



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Introduction and context

West Berkshire's Health and Wellbeing Board was formally established in 2013 and is a partnership that brings together the leaders of the health and social care system in West Berkshire. The Board is required by legislation to deliver specific responsibilities:

- the production of a Joint Strategic Needs Assessment (JSNA)
- the development of a Health and Wellbeing Strategy
- to encourage and enable integrated working between health and social care.

The JSNA uses current data and evidence about health and wellbeing in West Berkshire, to highlight the health needs of the whole community. It shows how needs might vary for different age groups and identifies health differences for disadvantaged or vulnerable groups. The JSNA also looks at a wider range of factors that help shape the health and wellbeing of individuals, families and local communities such as education, employment, housing, transport and the environment. There is also an inclusion of ward profiles bringing together many available statistics at the ward level.

In West Berkshire the JSNA is being integrated into the District Profile and will become the **District Needs Assessment**, covering all available data sets from all partner organisations and public consultations.

Key challenges within the JSNA

The residents of West Berkshire have good health overall and the District is in the top 10% of all localities for health and wellbeing according to the Index of Multiple Deprivation in 2015. Life expectancy is good and above the national and regional averages. Healthy life expectancy is also higher than the national and regional averages.

There is a growing population of older people with a projected increase of 20% of people over 65 years in 2025 (POPPI) and therefore increasing numbers of people with long term conditions, including diabetes, depression and dementia – all projected to carry on increasing. Children with complex conditions are also living longer and those with learning disabilities have life long health and wellbeing needs. The pressure on health, mental health and social care services is growing and there is a need for more carers, better integrated services as well as a necessity for individuals and communities to play a pivotal role in maintaining good health and wellbeing.

There is a significant gap in life expectancy between wards in the district: males: 75.3 years in Victoria ward compared to 85.2 years in Bucklebury. Females: 80.6 years in Thatcham North compared to 90.2 years in Birch Copse. There is a notable challenge for the Health and Wellbeing Board to address this health inequality through the HWS.

These challenges require a variety of approaches to be adopted, including new models of service delivery. The West Berkshire Health and Wellbeing system will focus on health and social care integration to break down barriers to how and where care is delivered. Our communities will be encouraged to become stronger and more resilient, with residents being empowered to take responsibility for living healthier lives. There will be a focus on prevention across all services and tackling inequalities in health through addressing the wider determinants of health across the system

This refreshed strategy is informed by the JSNA, as well as by input from West Berkshire residents and the representative body of Healthwatch West Berkshire who are one of the partners on the HWB. The strategy has also been informed through 'community conversations' across the district where residents have an opportunity to share their views, communicate their needs and demonstrate how they can work in partnership with the statutory and voluntary sectors to improve health and wellbeing for local residents.

What is a Health and Wellbeing Strategy?

The Health and Wellbeing Strategy is a long-term strategy for meeting the health and wellbeing needs of the local population, as identified in West Berkshire's District Needs Assessment (DNA). It is a statutory requirement and has been developed by the Health and Wellbeing Board, who will, as systems leaders ensure it is delivered jointly by partners. The partners include West Berkshire Council, Newbury and District Clinical Commissioning Group (CCG), North and West Reading CCG, Public Health and Wellbeing, West Berkshire Healthwatch and the Voluntary Sector. New partners on the Board who deliver outcomes on the wider determinants of health include the Police, the Fire Service and Newbury College.

Statutory guidance on health and wellbeing strategies highlights the importance of setting out a small number of key strategic priorities for action that will make a real impact on people's lives. There should be clear outcomes derived from the DNA, that the board wants to achieve. The strategy must inform commissioning and lead to locally-led initiatives to meet the stated outcomes and address the local needs. CCGs and local authority services and commissioning plans are also required to take account of the priorities set out in their local Health and Wellbeing Strategy.

It is important to recognise that health and wellbeing strategies are not required to cover every health issue facing a local area. The statutory guidance emphasises that this is not about taking action on everything at once, but about setting a small number of key strategic priorities for action. Therefore, not all of the 'needs' that are highlighted in the DNA will be addressed in this Strategy.

The aims that are proposed have been agreed by Health and Wellbeing Board members, based on an understanding of issues in the DNA and wider factors, and the outcomes that they want to achieve for the district. Engagement with service commissioners, providers and users helped to inform these 5 aims.

Scope and development of the Health and Wellbeing Strategy

This Strategy has been developed within a local, regional, and national context, and an overarching legal framework. It has been informed by, and seeks to align with, the broader strategic priorities of West Berkshire Council, Newbury and District CCG and North and West Reading CCG as well NHS England and Public Health England. This is a strategic document, that sets out a number of high-level objectives in relation to five broad aims. It does not provide detailed information about how the aims will be achieved as this information will be contained in supporting strategies and evidence-based action plans that are developed by the Health and Wellbeing Subgroups.

In West Berkshire, the Health and Wellbeing Strategy is linked at the overarching level to the West Berkshire Council Strategy, the NHS Five Year Forward View and Berkshire West Primary Care Strategy. Other important strategies that underpin and link into the HWS include the Community Safety Strategy, Housing Strategy, Transport Plan, Carers Strategy and others that are still in development.

The Vision for Health and Wellbeing in West Berkshire

The Health and Wellbeing Board's ambition is to enable communities to live healthy lives and to close the gap between communities that are doing well and those that need help. We will listen together, deliberate together and make decisions together to overcome barriers and improve opportunities for everyone to support and sustain healthy, independent living.

Overarching principles that drive the strategy:

- The people of West Berkshire will live longer, healthier lives
- Fewer people will die prematurely
- The gap in healthy life expectancy between the most vulnerable and least well off in our district and the rest will be reduced.

Key cross cutting themes of the Health and Wellbeing Strategy

The following four themes will underpin all of the priorities that are outlined in the Health and Wellbeing Strategy:

Integrated care – working in partnership to ensure that health and social care is personalised and delivered in the right place at the right time, in community settings and close to home wherever possible.

Prevention - Improving health and wellbeing by encouraging and supporting West Berkshire residents to take responsibility for improving and maintaining their own health.

Building Communities together – enabling communities to be stronger and resilient, solving problems for themselves, working together with partner agencies and the voluntary sector to meet their health and wellbeing needs.

Tackling inequalities in health – addressing the wider determinants of health such as housing, unemployment, homelessness, education, social isolation, transport and community safety. Ensuring those who have the most need in our district are as healthy as everyone.

The cross cutting themes will underpin each of the 5 key aims and the 2 shorter term priorities. Services will be integrated and targeted, focusing on prevention and community engagement.



The Role of the HWB Board

The Health and Wellbeing Board was established in 2013 with a duty to encourage integrated working between health, social care and other public services in order to improve health and wellbeing outcomes for West Berkshire residents.

It has an important strategic influence on encouraging joined up, integrated and system wide working to improve outcomes for local people.

Public spending has and will continue to reduce by unprecedented levels; therefore, joint working across the public sector and beyond with the voluntary and community sectors and local businesses is essential to ensure those most in need are supported and that people and communities become as independent and resilient as possible.

This significant financial pressure on all public sector organisations results in a challenge to support those in need whilst radically reducing spend. This has provided an increased incentive for collaboration, integration and transformative change in the way public services are delivered, shifting to prevention, community support and early help, enabling residents to live as independently as possible. For health and care, this means having more of a focus on prevention and self-care. The Health and Wellbeing Board is an important systems leader in identifying opportunities to help make these shifts.

Our aim, therefore, is to create stronger, resilient communities so that individuals have less need for interventions from public services. When communities and individuals do need services, these will be delivered at a local level so that people will receive seamless, coordinated and integrated care, without duplication or gaps. In this way resources are used more effectively, and by taking early action the need for long term care can be prevented or delayed.

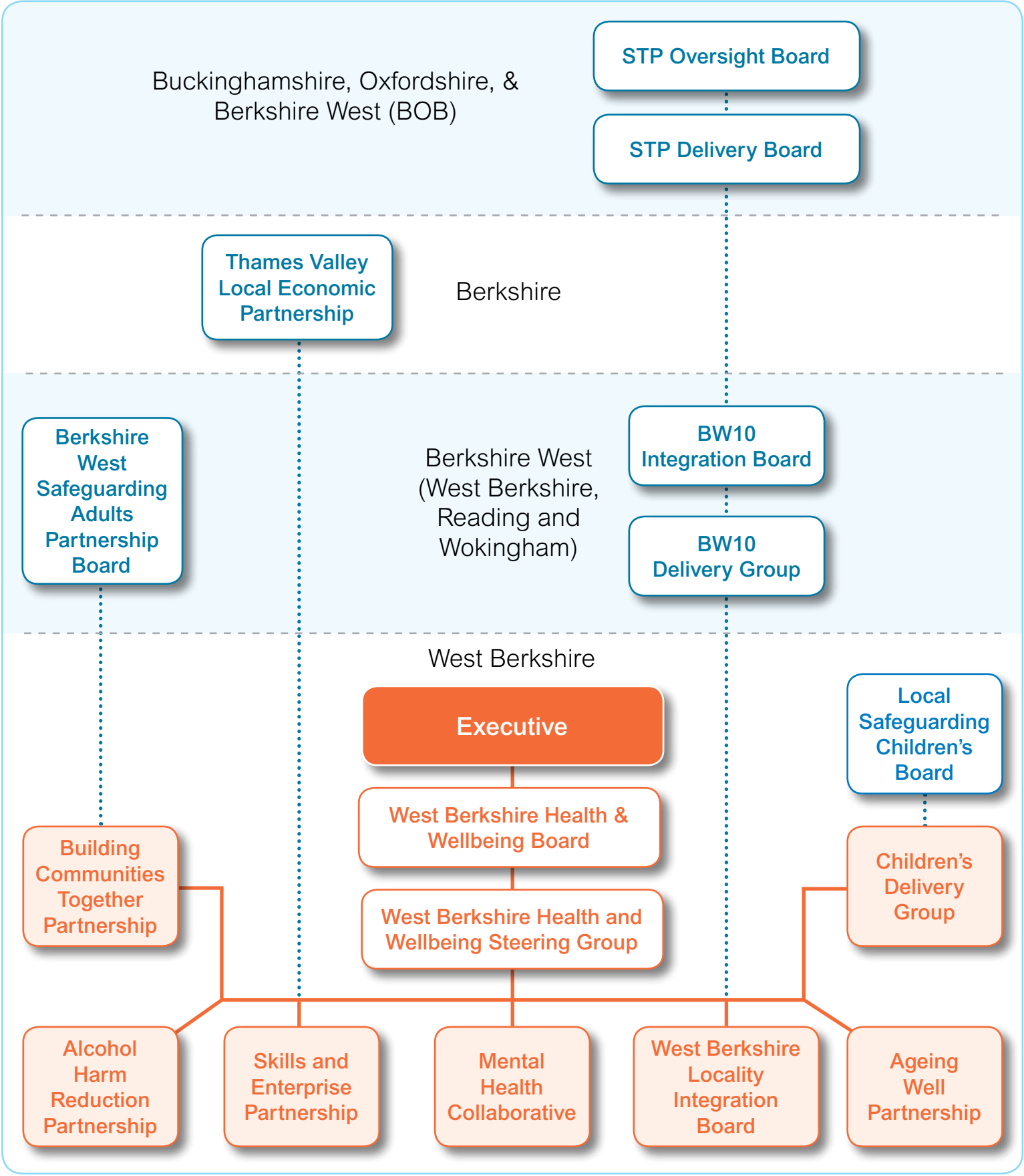
To achieve the Board's overarching aims of increasing healthy life expectancy and decreasing health inequalities, we will take wide ranging actions across West Berkshire to prevent ill health where this is possible and ensure that we reach those most likely to suffer the effects of health inequalities. We will focus on prevention and decreasing the gap for healthy life expectancy between vulnerable groups and deprived communities and the rest. We know that we must also focus on how we deliver our services since those most in need sometimes do not take advantage of what is available. We therefore need to reach out to communities and vulnerable groups and build upon their strengths and assets.

Governance

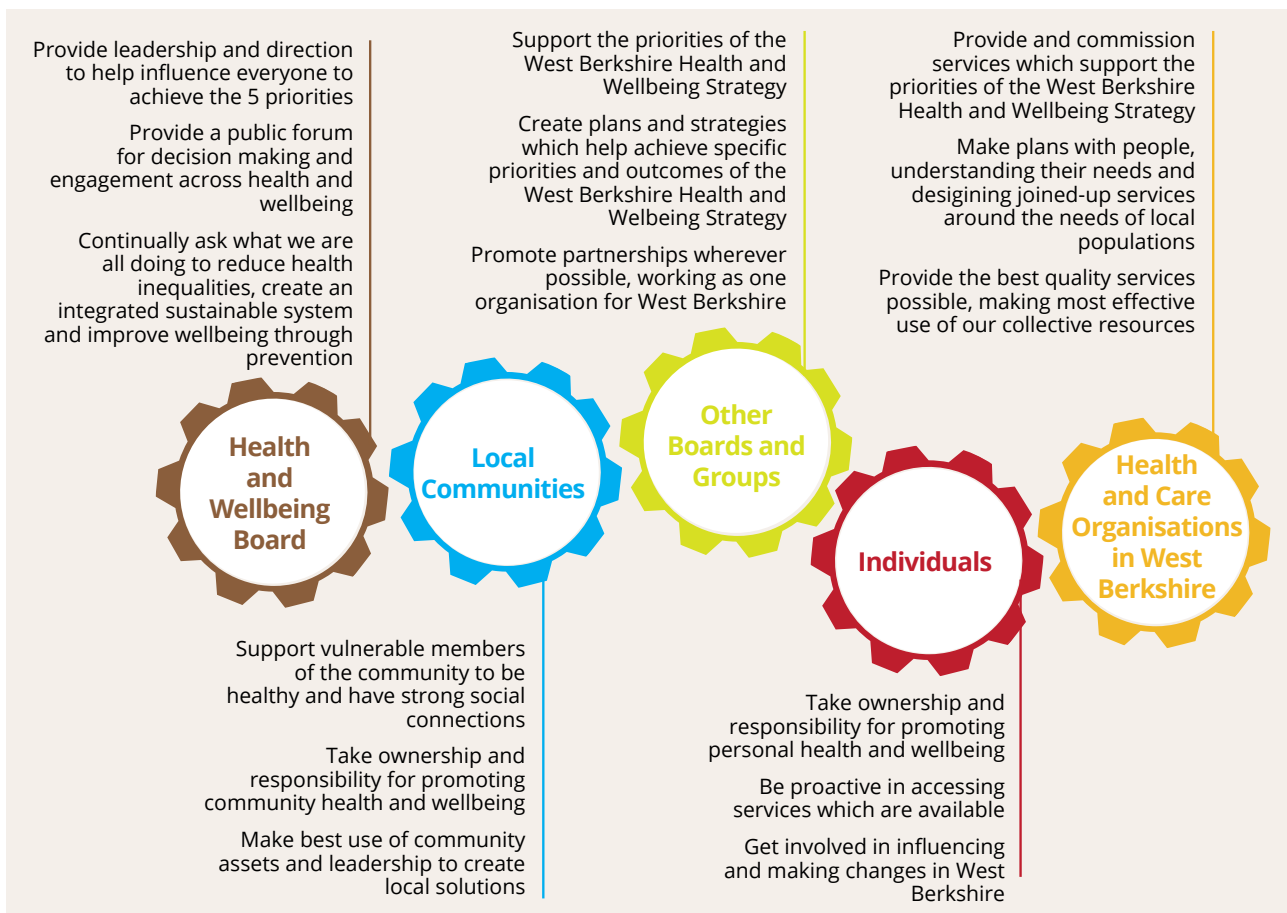
The governance of West Berkshire's whole health and wellbeing system is challenging. It is multi-layered and operates at West Berkshire, Berkshire West, and Berkshire levels. The emergence of Sustainability and Transformation Plans (STPs) adds another level of governance on a wider footprint: Buckinghamshire, Oxfordshire and Berkshire West (West Berkshire, Wokingham and Reading).

So that the Board itself can be accountable to its partners and the communities in West Berkshire, it will produce an annual report to summarise its activity and demonstrate delivery of the Health and Wellbeing Strategy.

West Berkshire Health and Wellbeing System Governance



How the Health and Wellbeing Systems fit and work together



Focus of the Health and Wellbeing Board in 2017

The Health and Wellbeing Board has selected two specific priorities from the aims and objectives listed within the strategy to focus their attention in the first year of the strategy refresh. These were decided following meetings and discussions of the Health and Wellbeing Board and the West Berkshire Leaders Group brought together to explore the wider determinants of health.

It was agreed that all partners could be instrumental in reducing alcohol related harm and that a multiagency Alcohol Harm Reduction Partnership should be convened to develop an Alcohol Strategy and action plan for the district addressing all aspects of reducing alcohol related harm including health and wellbeing and crime prevention.

In recognition of West Berkshire Council's financial context and the need to work differently with communities, the Building Communities Together Programme has run community conversations in specific areas including Calcot, Greenham, Burghfield, Mortimer, North Thatcham, Hungerford and Lambourn to connect with these communities and support them to become stronger and more resilient. The Health and Wellbeing Board will support this work and bring together community focused programmes in different agencies to facilitate a cohesive effort to further build community resilience across the district.



Health and Wellbeing

Aims and Objectives for 2017-2020

Give every child the best start in life

- Decrease the educational attainment gap between children on free school meals and the rest
- Reduce childhood obesity
- Improve educational and health outcomes for Looked After Children
- Support the health and wellbeing of young carers

Support mental health and wellbeing throughout life

- Promote the emotional health and wellbeing of children
- Promote positive mental health and wellbeing for adults
- Prevent suicide and self-harm for adults and young people
- Decrease social isolation
- Ensure early assessment of and good provision of care for those with dementia

Reduce premature mortality by helping people lead healthier lives

- Reduce alcohol related harm across the district for all age groups
- Increase uptake of NHS Health Checks
- Support residents to stop smoking and reduce substance misuse
- Support residents to be more physically active, achieve a healthy weight and eat a healthy diet

Build a thriving and sustainable environment in which communities can flourish

- Increase the number of Community Conversations through which local issues are identified and addressed
- Ensure that housing is of good quality, accessible and affordable.
- Improve rural access to services
- Decrease levels of air pollution in areas that need it
- Increase the number of reports of Domestic Abuse and reduce the number of repeat incidents of abuse reported to Thames Valley Police

Help older people maintain a healthy, independent life for as long as possible

- Prevent falls and ensure integrated care for those who have sustained a fall
- Maximise independence for older people and those with long-term conditions
- Ensure good end of life care is available and residents are able to die where they



Tackling Health Inequalities

Cross cutting themes

Prevention

Building Community Resilience

Integration



How we will deliver the strategy

The Health and Wellbeing Board is a strategic board, that is required to use the information available, their collective knowledge and expertise plus what residents say is important to them to provide leadership, direction and challenge. They will use their influence to encourage everyone who lives, works and provides services in the district to work together to improve health and wellbeing and to reduce inequalities in partnership.

All of the partners on the Health and Wellbeing Board have agreed the strategy and will reflect it within their organisational plans and work. The board will assess commissioning plans against the health and wellbeing aims set out in this strategy and hold commissioners accountable for performance. This is a statutory requirement. In addition, all organisations represented agree to shape their own strategies in order to coherently underpin and help deliver the Joint Health and Wellbeing Strategy. This demonstrates a whole system that is driven by the HWB.

All relevant plans will also be formulated with regard to the District Needs Assessment and be developed to achieve against outcomes within the National Outcomes Frameworks including Adult Social Care, NHS and Public Health. In addition to demonstrate progress in delivery, West Berkshire's Health and Wellbeing Board will require all partners to contribute to a Joint Annual Report each year.

Planning will be developed with communities so that their needs are understood and joined-up services are designed around the needs of local populations. Communities will be enabled to take ownership and responsibility for promoting community health and wellbeing, making best use of community assets and leadership to create local solutions. Vulnerable members of the community will also be supported to be healthy and have strong social connections,

Integration and public engagement will be the key in the delivering of the Joint Health and Wellbeing Strategy

Public engagement

Our vision is for community engagement that will drive change for the benefit of patients, service users and the public as a whole. The public, individually and collectively, will be able to participate as equal partners in the development of their own health and wellbeing and of the overall health and wellbeing system

The HWB has agreed a Community Engagement Strategy to help to improve health and social care services and the public's health and wellbeing more generally. Through engaging directly with communities we will increase democracy and accountability and generate direct benefits to participants from engaging. This direct engagement with communities will help build stronger, more self-reliant communities.

The benefits of working together with communities include saving money by reducing duplication and achieving economies of scale; increasing effectiveness through sharing skills and capacity; achieving outcomes which may not have been possible without community input; developing deeper insight into the needs and views of residents; opening up opportunities for collaboration and innovation.

The principles of good engagement will be adhered to: open, representative, informed, two-way, realistic, regular and ongoing and impactful.

Goals for the first 2 years within the strategy included:

- Communications and engagement teams of the partner organisations will meet regularly to scan for opportunities and plan and organise jointly for the period ahead.
- Engagement activities will be better co-ordinated and aligned e.g. Health and Wellbeing Hot Focus sessions, annual plans and calendars, plus online list of all consultations resulting in a publicly accessible register of consultations and engagement activities.
- Early public engagement on key strategic issues will be carried out including Health and Wellbeing Strategy, Better Care Fund, new models of care.
- One joint consultation exercise in the first year will be carried out.

A multi-agency Health and Wellbeing Communication and Engagement Group (CEG) now operates to co-ordinate engagement and communication with communities, working to achieve the aims of the Community Engagement Strategy.

In addition community engagement will also be accomplished through work that is already happening across the district: holding Community Conversations, plus interacting with Parishes and building on Parish Plans. The new Building Communities Together Partnership will lead on much of this work in the first instance.

Integration

Integrated working needs to happen in different ways. This includes horizontal integration – through the development of multidisciplinary teams, vertically – through joint structures and budgets and enabling integration – through seamless working.

Horizontal integration means the development of multi-disciplinary teams based in community based clusters, working across community health, social care, mental health, the voluntary and community sector and friends and family networks to provide integrated and accessible care. This will mean health and social care services are wrapped around the individual.

Vertical integration is the development of joint working arrangements, joint decision making structures, pooled or aligned budgets and shared staffing arrangements

Enabling integration

Shared workforce strategies

Better use of technology to improve communication – Connected Care etc.

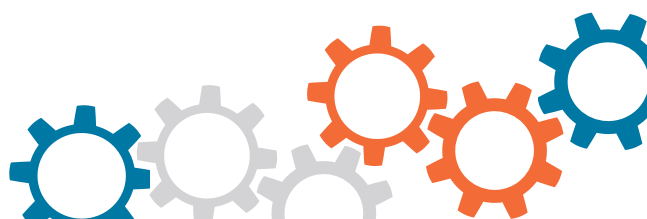
Record sharing

Shared market position statements

Shared plans for better use of estates – co-location of multidisciplinary teams

New commissioning models that focus on prevention, developing community resilience and integration, focusing on whole population approaches

More co-operative working with voluntary and community sector to deliver and sustain interventions.



West Berkshire examples of integration

The leaders of the 10 Health and Unitary Authority partners, known as the Berkshire West 10, have developed a direction setting vision around integration which formed the basis for a Pioneer Bid in 2013. Despite being unsuccessful with this bid, the 10 partners are united in their ambition to undertake a methodical and systematic journey towards more integrated care for the people we serve. The integration programme presents an opportunity now underpinned by the Better Care Fund to test different models of integration across different settings and care groups.

It has been agreed as a partnership we will make commissioning decisions based on what works best for our communities. This may be across the West of Berkshire (West Berkshire, Reading and Wokingham) or on a more local level. All the work will need to deliver the following:

- Enable us to respond to the needs of our local populations by targeting services to give the greatest impact on health and social care outcomes
- Address the views expressed by our local populations of how they wish services to be provided through partnership and co-production
- Avoid duplication, focus on strengths and ensures value for money & efficiency
- Promote further health and social care integration where a case for change is made
- Where appropriate we will combine resources, sharing best practice and expertise

Extensive work is already underway in the frail elderly pathway, which was identified as a key Integration work stream. This Berkshire West wide work stream forms the backbone of system change and our local West Berkshire BCF schemes are critical to delivering a number of elements. Below are the West of Berkshire work streams underway:

1. **Connected Care** – Technology leads across the organisations are actively working to establish robust mechanisms that allow us to communicate and share information more effectively. As well as looking at systems that support organisations delivering health and social care we are also at technological solutions to support patients and services to live independently.
2. **Care Homes project** – The locality community health teams will respond within 2 hours of receipt of a referral or within 2 hours of a patient returning home from A&E. The Rapid Response and Treatment provides increased and targeted Community Geriatrician input, including active treatment interventions including crisis support and the use of telehealth to support those at risk of admission
3. **Workforce** – this project is focusing on how we develop the workforce and improve recruitment to create resilience.
4. **Home first** – this project aims to create consistency in discharge arrangements across the West of Berkshire.
5. **Carers integrated commissioning** – the focus is on creating a common offer for information advice and support services to all carers across the West of Berkshire.

Locally in West Berkshire we are working towards the second phase of establishing a Joint Care Provider. Our focus has been to streamline the discharge arrangements for patients in West Berkshire and enhancing them so support is available 7 days a week. This has involved bringing together three teams to work together so that the patient is the central focus and any support or care provided is wrapped around them. The changes we have made mean that we are much quicker in making contact with a patient and understanding what they need and can access resources more effectively across health and social care.

Accountability for health and wellbeing progress in West Berkshire

The five aims that are the focus for the HWB for this strategy refresh will have specific objectives that will be agreed by each Health and Wellbeing subgroup. Action plans will be developed to achieve against the objectives and progress monitored.

A Health and Wellbeing Steering Group has been set up to act on the Board's behalf to develop new ways of working and to ensure that all subgroups and partnerships work better together for Health and Wellbeing. Sub-groups of the HWB will report back to the Board through the Steering Group on a regular basis.

The Board are also empowered by law to encourage organisations involved in delivering services that affect health (such as education, housing, employment, transport, planning and the environment) to work closely with those who plan and deliver health and care services and with the Health and Wellbeing Board itself

The HWB will ensure that progress is being made through the following subgroups:

Aim	Delivery Group
Giving every child the best start in life	Through the Children's Delivery Group
Support mental health and wellbeing throughout life	Through the Mental Health Collaborative
Reduce premature mortality by helping people lead healthier lives	Through Public Health and Wellbeing, Clinical Commissioning Groups and the multi-agency network - the West Berkshire Healthy Lifestyle Network. In addition the West Berkshire Alcohol Harm Reduction Partnership will take forward the work on alcohol.
Build a thriving and sustainable environment in which communities can flourish	Through a variety of groups and partnerships including the Building Communities Together Partnership and the Skills and Enterprise Partnership.
Help older people maintain a healthy, independent life for as long as possible	Through the Ageing Well Partnership and West Berkshire Locality Integration Board

The Berkshire West 10 Locality Board and the Adult and Children's Safeguarding Boards will inform and guide work of all the subgroups that are focused on the Aims and objectives within the Health and Wellbeing Strategy.

How will we know we are making a difference?

The overarching principles that drive this strategy are:

- The people of West Berkshire will live longer, healthier lives
- Fewer people will die prematurely
- The gap in healthy life expectancy between the most vulnerable and least well off in our district and the rest will be reduced.

Sub groups will report their progress to the Health and Wellbeing Board on a regular basis to report the outcomes they have changed. The HWB, as the Health and Wellbeing System Leaders, will hold the sub-groups and partners to account for the delivery of his strategy





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Delivering the Health and Wellbeing Strategy – Governance Arrangements for the Health and Wellbeing Board

1. Introduction

- 1.1 The Health and Wellbeing Board (the Board) discussed a governance paper at its meeting on 29th September 2016 and ratified this publicly on 24th November 2016. This followed on from recommendations made as part of the Peer Challenge in March 2016 and a series of meetings and workshops set up to consider the Peer Challenge's recommendations.
- 1.2 On the 29th September 2016 the Board resolved;
 - (1) to invite the Portfolio Holder for Partnerships and Community Resilience, a representative from Thames Valley Police, Royal Berkshire Fire and Rescue Service and a representative from the Housing Sector (Sovereign Housing) to become Board Members;
 - (2) the current Steering Group to be split into two groups, one to be named the West Berkshire Locality Integration Board and one to remain the Steering Group;
 - (3) to review the governance arrangements with regard to the Steering Group and its sub-groups.
- 1.3 A second governance paper was discussed on 26th January 2017 set out in a little more detail how the governance arrangements for the Board, and in particular the Steering Group, will work to deliver measurable outcomes against the Health and Wellbeing Strategy.
- 1.4 On the 26th January 2017 the Board agreed;
 - (1) To approve the new format of Health and Wellbeing Board agendas;
 - (2) To approve the membership and terms of reference of the Health and Wellbeing Steering Group;
 - (3) To approve a new reporting framework/ structure of sub-groups.
- 1.5 The purpose of this report is to summarise in one document the context for the changes that the Board has made to its governance arrangements to explain the framework that has been put in place for the Health and Wellbeing Strategy to be delivered.

2. Background

- 2.1 In 2015 Berkshire West's three Health and Wellbeing Boards invited a team of Peers to conduct a peer challenge as part of the Local Government Association (LGA) support offer to local authorities.
- 2.2 The peer challenge focussed on the Boards and partners who form the local health and wellbeing system, recognising that there was a window of opportunity to put Boards in the driving seat of local system leadership whilst being able to take on a place-based approach to commissioning adult social care/health and address the wider determinants of health. The peer challenge focussed on enabling the leadership of Boards to move into this space effectively.
- 2.3 In summary, the key recommendations from the peer challenge were:
- (1) Be clear about what you want from your Board - is it the systems leader?
 - (2) Continue to hold difficult discussion about critical and important issues
 - (3) Generate pace and momentum to accelerate local improvement
 - (4) Strengthen performance management
 - (5) Develop and implement your communications and engagement strategy
- 2.4 The full list of recommendations arising from the Peer Challenge are included in Appendix B.
- 2.5 To agree a way forward from the recommendations of the peer challenge, the Board held two development sessions, a 'Wider Determinants of Health' conference and the Steering Group conducted a mapping exercise to identify current activity working to deliver the Health and Wellbeing Strategy.
- 2.6 As a result of this development, the Board has agreed a shared narrative to underpin its work and has identified areas of focus. These are outlined in detail in the Health and Wellbeing Strategy.
- 2.7 The Board has also redefined its role in recognition of its status as a group of system leaders. As such, other system leaders (representatives from Thames Valley Police, Royal Berkshire Fire and Rescue Service and the housing sector - Sovereign housing) have been invited to become Board members.
- 2.8 The Health and Wellbeing Board's Terms of Reference are included in Appendix C.

3. Board meetings

- 3.1 The Board has begun to alternate its meetings being held in public and in private in order to respond to the Peer Challenge recommendation outline in 2.3(2) above. Private meetings do not take decisions.
- 3.2 In terms of the agenda for Board meetings, the following structure is appropriate given where the Board has got to and the issues that need to be considered;

Systems Resilience

- System dashboard – as at present, although it should perhaps be broadened to reflect the wider role that the Board has now assumed. The ‘system’ is now somewhat broader than it was 12 months ago.

Programme Management

- Report from the Steering Group on status of current activity. This would take the form of exception reporting and would take a ‘system wide’ perspective.
- Medium Term Objectives - update on progress with the five objectives. It may be appropriate to conduct 1-2 ‘deep dives’ at each meeting where the project manager is asked to provide a 20 to 30 minute update on where they are.
- Short term priorities - given these have a 12 month timescale it is proposed that these are the subject of discussion at each meeting of the Board.
- Health and Social Integration – this would take the form of a progress report from the Locality Integration Board and would include an update on integration matters at a Berkshire West and BOB level.

Strategic Matters

- There will be a range of topics that would be included here including Health and Wellbeing Strategy, JSNA, BCF Plans and those strategic and operational plans which individual organisations might consider as requiring consideration by the HWBB. The Steering Group would consider what the Board needs to debate and when.

Consultation and Communication

- It is proposed that this is made a separate item on the HWBB agenda with a specific Forward Plan being prepared on what should be communicated by whom and when.

4. Steering Group

- 4.1 The Board is directly supported by a Steering Group which was formed through the combination of the West Berkshire Locality Board and the Board’s Management Group. With a broadening of the Board’s remit it is proposed that both are now separated. Since the combination of both of the previous groups, the agenda of the Steering Group has been dominated by health and social integration matters and this will make the new Steering Group unworkable going forward.
- 4.2 Steering Group agendas will to a large degree be reflected by those of the Board. Programme/performance management around the five objectives and two priorities will be the primary activity along with effective Forward Planning and continued support for the system dashboard. The Steering Group will need to consider how it provides the necessary impetus and support to deliver on the need to enhance the Board’s communication activities.
- 4.3 The terms of reference for the Steering Group are in Appendix D.

5. Sub-Groups

5.1 It is proposed that to aid its system leadership role the Board continues to be supported by a number of sub groups/partnerships. These would all report through the Steering Group. Fig 1 sets out the proposed structure of this arrangement and how it relates to wider reporting arrangements across Berkshire West, Berkshire and Buckinghamshire, Oxfordshire and Berkshire West (BOB). Clearly, the emphasis for the Health and Wellbeing Board needs to be on the delivery of its objectives and priorities and the supporting partnership structure needs to reflect that.

5.2 **West Berkshire Locality Integration Board** – this Board is effectively the Programme Board for health and social care integration in West Berkshire. It links through to arrangements across Berkshire West which in turn, now link to the sub regional Sustainability and Transformation Plan which covers a Buckinghamshire, Oxfordshire and Berkshire West footprint. Health and social care integration is focused around three themes; elderly frail, children's services and mental health. Much of the funding has been around the Better Care Fund where the main focus has been on reducing non elective admissions to the acute hospitals and reducing delayed transfers of care from the acute hospitals. As stated in the Peer Review, the BCF has dominated the HWBBs past agenda.

The BCF also skews discussion around integration, a topic which goes beyond the current focus on the acute sector. There is a need for the Locality Board to lead a broader integration agenda at a local level and for that agenda to perhaps be framed in the context of the three themes mentioned above.

5.3 **Children's Delivery Group** – this is an existing group and will be responsible for the aim in the Health and Wellbeing Strategy to 'give every child the best start in life'. It includes multi-agency representation and is chaired by the Head of Prevention and Community Resilience. The Board will need clarity through the Steering Group on what work is already being done in support of this aim and what opportunities exist for improving integration to bring additional benefit. The Children's Delivery Group has a number of additional roles, including support for the LSCB but the purpose of this paper is to clarify its role in respect of the HWBB.

5.4 **Ageing Well Partnership** – this group will be accountable for delivering against the aim to 'help older people maintain a healthy, independent life for as long as possible' and will focus initially on falls prevention. It includes multi-agency representation and is chaired by the Programme Manager in the Public Health team. This group will need to develop a whole system, cross organisational Falls Prevention Pathway in West Berkshire.

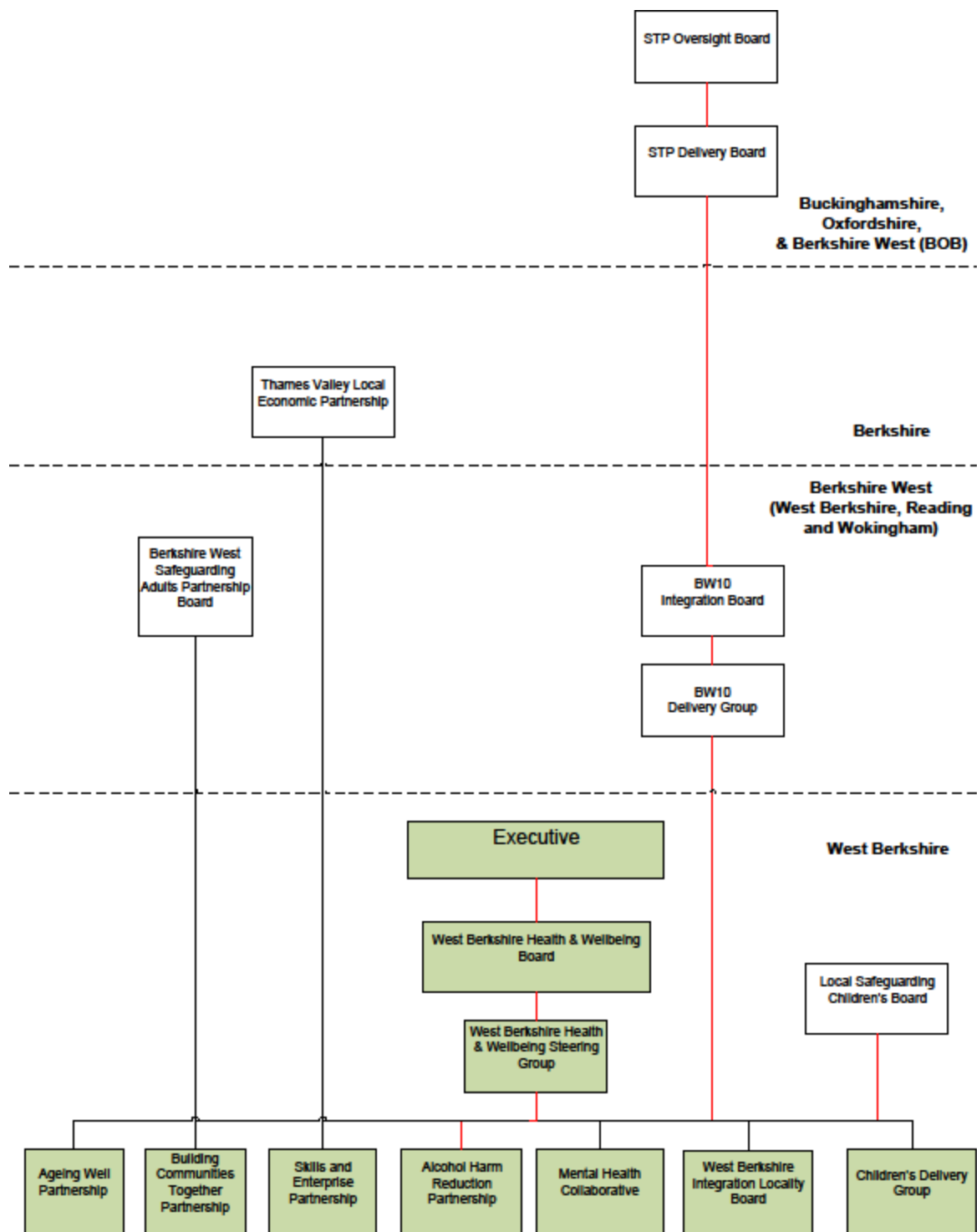
5.5 The **Alcohol Harm Reduction Partnership** has been set up to address the short term priority of reducing alcohol related harm across the District for all age groups, under the aim to 'reduce premature mortality by helping people to live healthier lives'. The Partnership will conduct a needs assessment and develop an alcohol strategy.

5.6 **Skills and Enterprise Partnership** – this Partnership was established under the former Local Strategic Partnership arrangements and currently acts as an information sharing platform between local employers. There is scope to redefine the Partnership's remit to bring it into line with the aim to 'build a thriving and

sustainable environment in which communities can flourish’. There is an opportunity for the Partnership to take a role in supporting the health and wellbeing system, in addition to the Districts residents.

- 5.7 The **Mental Health Collaborative** works to provide a strategic overview of mental health services and mental health promotion, including the planning of new activities and opportunities around mental health and wellbeing. The Collaborative will develop a strategy and engage service users.
- 5.8 **Building Communities Together Partnership**– it is being proposed to merge the Safer Communities Partnership with the Building Communities Board to create this new Partnership. The Peer Review made mention of the need for the Board to become more sighted on the Building Communities Together Programme and this would help facilitate it. This Partnership would focus on the Board’s priority building stronger community resilience and would be directly responsible for delivering on the Board’s priority of enhancing community conversations. The Safer Communities Partnership has a statutory remit which needs to be retained. This will include the creation of a multi-agency team to help support the work of the Board.
- 5.9 Sub-groups of the Board will be responsible for developing action plans that will achieve the aims and underlying objectives set out within the Health and Wellbeing Strategy. Progress will be reported to the Steering Group and through to the Board on a regular basis.

Fig 1. The proposed reporting framework for the Health and Wellbeing Board from April 2017



A **red** line demonstrates accountability; a **black** line demonstrates a reporting line.

6. Conclusion

- 6.1 Since the Peer Challenge in March 2016, a number of partners have been involved in the development of a refreshed strategy and governance framework. There has been a desire to ensure that the changes made are thought-through so that focus can be diverted to achieving outcomes, rather than thinking about processes.

- 6.2 The Board will review the effectiveness of these new ways of doing things and publish its findings in an Annual Report, to be published in 2018.

7. Consultation and Engagement

- 7.1 Corporate Board, Operations Board, the Health and Wellbeing Board and the Health and Wellbeing Steering Group have been consulted and participated in the design of the new governance and reporting framework.

Background Papers:

Health and Wellbeing Governance (presented to the Health and Wellbeing Board on 24 November 2016)

Governance Arrangements for the Health and Wellbeing Board (presented to the Health and Wellbeing Development Session on 26 January 2017)

Subject to Call-In:

Yes: ☐ No: ☒

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

Wards affected: n/a

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

- ☒ **BEC – Better educated communities**
- ☒ **SLE – A stronger local economy**
- ☒ **P&S – Protect and support those who need it**
- ☒ **HQL – Maintain a high quality of life within our communities**
- ☒ **MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priorities:

- ☒ **BEC1 – Improve educational attainment**
- ☒ **BEC2 – Close the educational attainment gap**
- ☒ **P&S1 – Good at safeguarding children and vulnerable adults**
- ☒ **HQL1 – Support communities to do more to help themselves**
- ☒ **MEC1 – Become an even more effective Council**

The proposals contained in this report will help to achieve the above Council Strategy aims and priorities by ensuring there is a framework under which the aims in the Health and Wellbeing Strategy can be delivered.

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Councillor Graham Jones, Deputy Leader of the Council and Chair of the HWB
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West Berkshire Council
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Market Street
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West Berkshire
RG14 5LD

March 2016

Dear Graham, Bal and Nick,

Health and Wellbeing Peer Challenge 1st – 4th March 2016

On behalf of the peer team, I would like to thank you for the courtesy and support we received during the recent Health and Wellbeing Peer Challenge, as part of the LGA's Health and Wellbeing System Improvement Programme. The Peer Challenge covered West Berkshire individually, and also considered the wider Berkshire West system for health and wellbeing.

The programme is based on the principles of sector led improvement that:

- Councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area
- Councils are primarily accountable to local communities (not government or the inspectorates) and stronger accountability through increased transparency helps local people drive further improvement
- Councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc.)

Challenge from one's peers is a proven tool for sector led improvement. Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at West Berkshire Council were:

- Chris Bull, Lead peer & LGA Associate
- Cllr. Sue Woolley, Executive Member for NHS Liaison & Community Engagement, Chair, Lincolnshire Health & Wellbeing Board
- Cllr. Rory Palmer, Deputy Mayor Leicester City Council and Chair, Leicester City Health & Wellbeing Board

- Dr. Ian Orpen, Chair Bath and North East Somerset CCG and Co-Chair Health and Wellbeing Board
- Gill Moffett, Healthwatch Policy Lead, Department of Health
- Liam Hughes, LGA Associate
- Deb Watson, Director of Public Health peer & LGA Associate
- Kay Burkett, Programme Manager, LGA
- John Tench, Adviser, LGA

Scope and focus of the peer challenge

Health and wellbeing peer challenges focus on the health and wellbeing board and partners who form the local health and wellbeing system. They recognise that 2015/16 brings a window of opportunity to put health and wellbeing boards in the driving seat of local system leadership; able to take on a place-based approach to adult social care and health, and address the wider determinants of health. The peer challenges are focused on enabling the leadership of health and wellbeing boards to move into this space effectively.

The peer challenge took place across Reading Borough Council, West Berkshire Council and Wokingham Borough Council with the peer team spending a day in each area looking at five headline questions for each authority, and an additional three questions that the health and wellbeing boards wanted to explore together across the wider system. The peer challenge for West Berkshire focused on the following:

1. To what extent is the purpose and role of the Health and Wellbeing Board established?
2. How strong is work with key partners to develop system leadership?
3. To what extent is the Health and Wellbeing Board ensuring the delivery of the health and wellbeing strategy?
4. To what extent is there a clear approach to engagement and communication?
5. To what extent is the Health and Wellbeing Board enabling closer integration and the change to a cohesive and effective health system?

The following three questions were the ones the Berkshire West health and wellbeing system wanted to explore across the patch:

6. Are there any opportunities for the three boards to work together and if so do they meet clearly identified needs and can they be shown to be beneficial to local residents in all 3 areas?
7. Are there any opportunities for the three boards to work together to further develop their individual leadership roles in the integration of Health & Social care?
8. Is there opportunity for the three boards to frame and energise the integration agenda across Berkshire West?

It is important to stress that this was not an inspection. Peer challenges are improvement focused. The peers used their experience and knowledge to reflect on the information presented to them by people they met, things they saw and material they read.

This letter provides a summary of the peer team's findings specific to West Berkshire building on the verbal feedback delivered by the team on 4th March and includes the collective feedback given to all 3 areas. In presenting this feedback, the peer challenge team acted as fellow local government and health officers and members, not professional consultants or inspectors. We hope this will help provide recognition of the progress West Berkshire Council and its Health and Wellbeing Board (HWB) have made whilst stimulating debate and thinking about future challenges.

Headline Messages

There are strengths in a number of areas related to the work of West Berkshire's Health and Wellbeing Board and its local partners. Partners enjoy working together, they have a realistic understanding of the challenges facing the local health and wellbeing system and are closely involved with colleagues from Reading and Wokingham in work across the West of Berkshire footprint. There are examples of good and interesting practice in services for children and young people, in adult social care and in public health, where there has been a strong formal and informal collaboration across all six local authorities in Berkshire.

However, it was not clear to members of the peer challenge team how the HWB was adding value to the improvement of health and wellbeing in West Berkshire. It was not seen as the driving force for producing and implementing the strategic vision for health and wellbeing in the area, nor for its delivery. It seemed to several local partners to be reacting more to external agendas rather than shaping them and driving change. Board members want to change this situation, and may wish to review how work is planned, agendas are set and progress monitored.

Board members agreed about the importance of helping to maintain a high quality of life for the communities of West Berkshire. They could not demonstrate the direct impact of the Health and Wellbeing Strategy (HWS) on the improvement of local health and wellbeing, and they found it hard to point to other tangible outcomes, outputs or milestones that could be attributed to the work of the board. It seems to be a place where decisions and proposals developed elsewhere are brought for discussion and endorsement.

Board members were well informed about key issues, and had spent time revising the original HWS. However, the perception was that more time has been spent on Better Care, with less attention being given to the development and performance management of the HWB Strategy and the Children's Plan's health objectives. Some people we spoke to were also concerned that, with the exception of "Brilliant West Berkshire", little progress had been made in tackling health inequalities systematically.

The Council provides the Chair and the CCG provides the Vice-Chair of the HWB, demonstrating the involvement of health commissioners in the leadership of the board. There is a public health representative on the CCG. Relationships across the system are positive. Partners within West Berkshire liked working with each other, and board attendance has been good. The downside to this situation might be that difficult conversations could be avoided by the board, and this would bring with it the risk of serious disagreement later on because the early groundwork has not been done properly. However, the peer challenge team was given several examples of difficult discussions that had taken place at the board, especially in the first round of BCF Plan discussions, and this culture of open discussion and debate will need to be nurtured and supported to make sure that the board can continue to function effectively.

Several board members said that the HWB had recognized that it had lost pace and direction. There had been some earlier difficulties in organizing the work of the board and managing the agenda. Improvements were made last year which are leading to more effective planning and delivery, although there is still some catching-up to be done. The HWB should now be in a better position to become more confident about its role, clearer about its priorities, ready to move forwards at pace, and prepared to take up more of the leadership space in the local system.

In relation to working on the Berkshire West footprint, there is common feedback to the three local authorities and HWBs that were part of the peer challenge. In summary, we found a consistent commitment from all organisations across the patch to work together, and there was a shared recognition of the potential benefits from doing this. However, there was not an agreed understanding about the nature of integration, nor about the scale of the local ambition. There was also concern about the extent to which the work taking place at the Berkshire West level was being properly connected to the HWBs and other governance bodies. There is a risk that proposals from the Integration Board might not be followed through when they reach the formal decision-makers for endorsement. For arrangements to be effective and to mitigate against the risk set out above, it seems to us that it would help to have appropriate political involvement at the joint Integration Board as well as protocols for involving individual HWBs, CCGs and related organisations at the right time in their business cycles. It would also help to have an agreed programme of work, and clear statements about the aims and scope of joint projects.

1. To what extent is the purpose and role of the Health and Wellbeing Board established?

Board members have a realistic understanding of its current role in providing oversight across the local health and wellbeing system, understanding local needs, developing a strategic response and providing good governance. They realise that progress has been slow and there is some catching-up to be done. Board members understand that they still have some way to go to drive change at the pace that is required given all the pressures in the health and wellbeing system.

The board now needs to express its vision in a way that can be communicated widely and used to mobilise change. The local JSNA demonstrates a sound grasp of health needs, health inequalities and service pressures in West Berkshire. The new HWS broadly reflects the priorities associated with these needs. It was noted that some additional priorities, not evidenced in the JSNA, had also been included. It is a strength that work is underway to merge the JSNA with the previous District Profile to create a District Needs Assessment and a single point of reference about population needs. There are technical and descriptive issues in relation to aligning the content of the HWS, the BCF Plan and the Children's Plan, and showing how they link together to tell a single coherent story supported by an integrated dashboard. A start has been made on the integrated narrative and the outcomes framework required. This work will need to be developed further, so that the story of better health and wellbeing in West Berkshire can be told from the perspective of "place".

More of a challenge, practically, is the limited time allocated to board meetings. Board agendas are still very full, and there may be better approaches to handling some of the business, e.g., using electronic communications to prepare the sign-off of non-contentious documents. The arrival of the BCF Plan was described to us as "taking up a lot of oxygen in the system" and has certainly reduced the time for board attention on other issues, especially prevention, so that both the wider determinants

and lifestyle issues have had only limited recent coverage. Issues relating to children and young people also seem to have been under-developed, although the recently established Children's Delivery Group should help. Some of the bigger and more important themes might be better tackled in workshops led by HWB members rather than as constrained agenda items.

The upshot of this is that there is no sense at this stage that the HWB is really able to drive forwards the wider agenda for health and wellbeing as a whole and to implement the strategic vision. It has become more of an assurance body than a strategy board. This may be because it has yet to develop the strong local narrative mentioned above for health and wellbeing improvement in West Berkshire. Without this, it will also struggle to work collaboratively on strategy development at the level of Berkshire West.

However, over the past year, the board has been making improvements. The support arrangements for programmed work are stronger. The board subgroups have been reconfigured by partners - the merger of the HWB Management Group and the West Berkshire Locality Board into the West Berkshire Health and Wellbeing Steering Group has been well received. It also serves as a conduit between the HWB and the West of Berkshire Integration Board. HWB development sessions have been regarded as helpful, and there is an appetite for more time for formative and informal discussions e.g. by alternating "public" and "not public meetings".

2. How strong is work with key partners to develop system leadership?

It is very evident that board members like working together. The CCG is an enthusiastic member, and this is balanced by the public health team's attendance at the CCG. As well as the core members, the police, fire and rescue and South Central Ambulance Service have been active participants in the work of the board. Trust and maturing relationships are strong enough to support some difficult conversations without the system pulling apart, and the planned development sessions will support this ambition. It is worth noting that⁴ there was only limited awareness of the Sustainability and Transformation Plan and its implications for West Berkshire.

The HWB makes a concerted effort to include a wide range of partners to address the wider determinants of health through the bi-annual 'Wider Determinants of Health Conference'. Some key partners who are critical to tackling wider determinants of health could be involved more systematically with the revision and delivery of the HWS e.g. police and fire and rescue both link closely to the mental health elements of the strategy.

Some partners have referred to the belief that the NHS is leading the local system. This has been reinforced by the announcement of the NHS Sustainability and Transformation Plan on a wider footprint. Given the clear, integrated leadership arrangements for health across the patch, and the distinct identity of each local authority, it was likely to be the case that the CCG Federation would be felt as a strong local force. It will be important, therefore, to nurture the sense that all the members of the board have a role as systems leaders.

3. To what extent is the Health and Wellbeing Board ensuring the delivery of the health and wellbeing strategy?

The first HWS was intended to be a comprehensive guide to local action. It is a valuable compendium of actions signposted from the JSNA. It was not always obvious in the first version of the HWS how the impact of the strategy could be

evaluated, because not all the elements were stated as outcomes, and there were some data collection issues. It wasn't always clear who was tasked with delivering which priority from HWS. The strategy was seen by some staff as an additional burden, with only limited impact on the work of frontline staff. It did not seem to be embedded into the routine work of the partner organisations, and there were different understandings of key terms such as integration and prevention. There was only limited evidence that the HWS had driven local transformation and change.

Efforts have been made in the revised HWS to give more focus to the work on improvement by programming activity over two years and expressing activity in outcome terms. The focus will be on Children & Young People and Older People in 2016 /17, and on Cardiovascular Disease and Carers in 2017/18. This additional focus will help with agenda planning. The HWB will need to make sure that there is capacity within the system to deliver the HWS, and that partners are being held to account for their part in the delivery.

4. To what extent is there a clear approach to engagement and communication?

The HWB has agreed that there should be an engagement and communication strategy, and there should be at least one whole systems engagement event per year. There are useful examples of community engagement methods in use locally e.g. online surveys, social media, pop up shop in Newbury. The Healthwatch engagement work has been well regarded. So far, communications and community engagement has been fragmented between agencies and organisations. It needs to be joined up around key themes. There is an extensive network of community groups and organisations that mean that the council is able to reach into hard to reach communities and this presents a huge advantage for partner organisations. However, there is no "agreed script" owned by the board and used by its members to reinforce key messages (this goes back to the absence of a shared storyline for health and wellbeing). The processes for deciding that engagement should take place can be opaque. It is good that there is agreement about whole systems engagement events, but if these are to take place only once a year this may not sufficiently ambitious given the imperative to drive change through engagement.

Brilliant West Berkshire is a new way of working that has recently been developed to help communities become more resilient and less reliant on public services. It involves engaging communities in some of the more deprived parts of West Berkshire and is a positive example of community engagement at a very local level. This initiative had its origins outside the HWB, and a separate board has been established to oversee Brilliant West Berkshire. It is not clear what relationship exists between the new board and the HWB, and it is possible that an opportunity for greater cohesion has been missed

5. To what extent is the Health and Wellbeing Board enabling closer integration and the change to a cohesive and more effective health system?

The relationships between the HWB, the CCGs, and the Integration Board have evolved as the local and sub-regional systems have changed. They are not yet well understood, and elected members are concerned about the political oversight and

governance of the system. The HWB is a key player in this process, but it is not seen by others as the systems leader. Several people told us that they were not clear about the governance arrangements and lines of accountability between groups at the top in West Berkshire.

The West Berkshire HWB is growing in confidence and maturity as demonstrated by some difficult conversations about issues like hospital discharge, the capacity of mental health services and Child and Adolescent Mental Health. The Better Care Fund Plan has also been the subject of difficult conversations, particularly the first round of BCF Plan sign-off. It's not clear, however, that the HWB is influencing the shift of resources towards prevention and early intervention. There is a view shared by some members of the board that there isn't yet a collective understanding of what the BCF is delivering. The board is seen as having been helpful in raising difficult issues, but less good at ensuring that they will get resolved.

Working together across Berkshire West

The three local authorities involved in this peer challenge asked for the team to look at the arrangements across the West of Berkshire and advise them on options for improvement. The peer review team has endorsed the view that a good start has been made by the Berkshire West 10 Group, that more could and should be done to develop this dimension of the work and that it needs to be linked more directly to the governance of the HWBs.

6. Are there any opportunities for the three boards to work together and if so do they meet clearly identified needs and can they be shown to be beneficial to local residents in all 3 areas?

People from the three local authorities, their CCGs and other partners all said that it was important to work together on the wider footprint to tackle issues that could best be handled on that scale. Whilst there was certainly no appetite for the merger of the HWBs across Berkshire West, the requirement for closer integration in the BCF, the development of Sustainable Transformation Plans (STPs) and the common agreement that there is a case for the three local authority areas to work more closely together on key themes, means that the three boards may find that they need to work more closely together in order to maintain good governance, hold the system to account and drive change for the people in Berkshire West.

Although there were no dissenting voices, the peer challenge team felt that there were important differences of understanding about some key issues such as the meaning of integration, the depth of the shared work to be undertaken and the scope for local variety within shared programmes. Examples were given of shared commitments that had failed to materialise once more detailed work had been done into the feasibility of proposals. This suggests that more attention needs to be given to defining and scoping joint work programmes, and having in place a formal process of commitment to prevent the loss of trust that comes with the late abandonment of projects. Operational delivery plans need to be tested for their congruence with strategies and assured for their feasibility before being approved by HWBs. One person commented that it would be better to suspend the presumption of integration until detailed work had been done to show that proposed changes were feasible.

An example of good practice is the long-standing arrangements for joint working in public health across Berkshire. Individual public health teams take on lead roles for specific themes across the whole Berkshire West patch. This seems to be working well, it concentrated expertise, and it makes best use of scarce resources. It would be helpful for these arrangements to be reported to the HWBs if this has not already happened. This is an example of productive collaboration that is working well in practice and it is a source of strength for all three areas, which is probably almost invisible to the boards.

7/8. Are there opportunities for the three boards to work together to further develop their individual leadership roles for the integration of health and social care? Is there an opportunity for the three boards to frame and energise the integration agenda across the whole of Berkshire West?

The Integration Board and the Delivery Board have the potential to frame the agenda for cross-authority working on integration in the Berkshire West. Participants spoke well of the Berkshire West 10 Group, and reported that it had picked up pace and was tackling important issues. There was concern about governance and political accountability, especially the lack of a formal connection with the 3 HWBs, and through them with the councils. It was understood that an elected member would soon be joining the Group to make a link with the local democratic system.

The new Prevention Board that is being set up across Berkshire West looks like an important initiative. It will focus on making sure that evidence-based interventions are in place (or are being developed) relating to the management of cholesterol, blood pressure, diabetes, obesity and alcohol problems. Peer team members were interested in its relationship with the HWBs, with the development of NHS Sustainability and Transformation Plans, and with the patch's public health arrangements more generally. Governance arrangements were not clear to the peer challenge team, and there was insufficient time to follow this up in more detail.

There is a long list of practical issues for which a shared approach to problem-solving might be of value. However, in many cases the local arrangements currently in place might limit the options available. From the outside, the requirement for three different systems for access to assessment and care services at the Berkshire Royal looks like a confusing and expensive arrangement. For each local authority, of course, it makes sense in the light of local circumstances. The three councils and the CCGs will need to consider these kinds of issues with an open mind, look for common ground but be prepared to understand that single solutions may not always be possible given the nature of the area of Berkshire West.

All three HWBs will need to consider their individual and collective approach to major providers, and whether they can take a shared approach to building relations with them. The peer challenge team thought that the three boards might also need to meet together (and with their CCGs) from time to time, for joint briefings and development sessions on the key emerging issues. Without this opportunity, they might find themselves ill-prepared for discussions in a bigger group covering a larger footprint. A similar point relates to overview and scrutiny committees, which might

need to combine for specific purposes such as the review of reconfiguration proposals.

There is a similar point about the development of local leadership through sharing and learning with neighbouring HWBs. It is certainly possible that subject briefings and development sessions could be done jointly, despite local differences in local needs, strategic approaches and politics. There are a number of themes where there could be advantages in cost and convenience in running local workshops for board members from all 3 HWBs. Given the confusion that can often be found between the role of HWBs and Overview and Scrutiny, it might be useful to hold a session on this particular theme. Other themes might include mental health, loneliness, physical activity and health, and spatial planning – these illustrations are all of relevance for HWBs and local health improvement.

Finally, the three HWBs and their partners will need to evaluate whether the current joint delivery arrangements have sufficient capacity and are robust enough to deliver these kinds of programmes across the Berkshire West footprint with appropriate depth and pace.

7. Moving forward

In moving forward our key recommendations for West Berkshire are:

- Be clear about what you want from your HWB - is it the systems leader?
- Continue to hold difficult discussion about critical and important issues
- Generate pace and momentum to accelerate local improvement
- Strengthen performance management
- Develop and implement your communications and engagement strategy

8. Next steps

The Council's political leadership, senior management and members of the HWB will undoubtedly wish to reflect on these findings and suggestions before determining how the Council wishes to take things forward. As part of the peer challenge process, there is an offer of continued activity to support this. If you wish to take this up then I look forward to finalising the detail of that activity as soon as possible.

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date. Mona Sehgal, Principal Adviser for the South East, is the main contact between your authority and the Local Government Association. Mona can be contacted at mona.sehgal@local.gov.uk (or tel. 07795291006) and can provide access to our resources and any further support.

In the meantime, all of us connected with the peer challenge would like to wish the Council and Health and Wellbeing Board every success going forward. Once again, many thanks for inviting the peer challenge and to everyone involved for their participation.

Yours sincerely,

Kay Burkett

Programme Manager
Local Government Association

Tel: 07909 534126 Email: kay.burkett@local.gov.uk

On behalf of the peer challenge team

DRAFT

Health and Wellbeing Board – Terms of Reference

Introduction

West Berkshire's Health and Wellbeing Board (the Board) was established in 2013 with a duty to encourage integrated working between health, social care and other public services in order to improve health and wellbeing outcomes for West Berkshire residents.

It has an important strategic influence on encouraging joined up, integrated and system wide working to improve outcomes for local people.

Following a Peer Challenge in 2016 the role of the Board was broadened. It is now the primary partnership in West Berkshire with the role of promoting health and wellbeing across the District.

Our vision for West Berkshire

The Health and Wellbeing Board's ambition is to enable communities to live healthy lives and to close the gap between communities that are doing well and those that need help. We will listen together, deliberate together and make decisions together to overcome barriers and improve opportunities for everyone to support and sustain healthy, independent living.

What outcomes do we want to achieve?

- the people of West Berkshire will live longer, healthier lives;
- fewer people die prematurely;
- the gap in healthy life expectancy between the most vulnerable and the least well off in our District and the rest will be reduced;

Objectives

The West Berkshire Health and Wellbeing Board will meet the obligations for Health and Wellbeing Boards set out in the Health and Social Care Act 2012 and modified under the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

The statutory purpose of the Health and Wellbeing Board is defined in the Health and Social Care Act 2012.

To be a systems leader, the Board will:

- (1) Oversee the integration of health and wellbeing services.
- (2) Drive prevention and action to decrease inequalities in health through addressing the wider determinants of health.
- (3) Focus its work on identified needs in the system as specified in the Joint Strategic Needs assessment.

Role

The role of the Board is different for different areas of work, for example it:

- (1) has a role in endorsing some work undertaken elsewhere in the system.
- (2) must be assured that work is being undertaken in other parts of the system.
- (3) has a role in driving work that needs to be done in the system.

Responsibilities

The specific medium term objectives of the Board are drawn from the Health and Wellbeing Strategy. For 2017-2022 there are five key objectives. These are;

Give every child the best start in life

Promote the emotional health and wellbeing of children. Support mental health and wellbeing throughout life

Reduce alcohol related harm across the District for all age groups. Reduce premature mortality by helping people live healthier lives

Address the issue of a lack of affordable housing. Build a thriving and sustainable environment in which communities can flourish

Prevent falls and ensure integrated care for those who have sustained a fall. Help older people maintain a healthy, independent life for as long as possible

The Board will also set annual short term priorities. The Board's strategy for delivering these objectives and priorities is shaped around embedding the following strategic functions;

improving the integration of services;

promoting prevention;

building stronger community resilience;

improving public engagement;

tackling health inequalities.

The Board will also be responsible for undertaking the following;

Preparation and review of the Health and Wellbeing Strategy and Joint Strategic Needs Assessment;

Preparation and sign off of funding re the Better Care Fund;

The Board will be supported by a number of sub-partnerships and Task and Finish Groups in fulfilling its role. It will be directly supported by the HWBB Steering Group

Membership

The Membership of the Board shall consist of the following:

- (1) Leader of the Council (or other designated Portfolio Holder)
- (2) Portfolio Holder for Public Health and Wellbeing
- (3) Portfolio Holder for Children and Young People
- (4) Portfolio Holder for Adult Social Care
- (5) Shadow Portfolio Holder for Health and Wellbeing
- (6) *Director of Public Health*
- (7) *Director for Communities (WBC)*
- (8) *3 nominated representatives (in total) from the two Clinical Commissioning Groups*
- (9) A nominated representative from the Voluntary and Community Sector
- (10) A nominated representative from Local Healthwatch
- (11) A nominated representative from NHS England Local Area Team
- (12) A nominated representative from Thames Valley Police
- (13) A nominated representative from Royal Berkshire Fire and Rescue Service
- (14) A nominated representative from the housing sector
- (15) Portfolio Holder for Community Resilience and Partnerships

Those members denoted in italics are Statutory Members of the Board.

Each Board member should nominate a substitute who can attend in their place.

Chairmanship, Quorum and Voting

The Chair of the Health and Wellbeing Board will be provided by West Berkshire Council and the Vice-chair will be provided by the Clinical Commissioning Groups.

A quorum shall be four members (which must include at least one member from the Clinical Commissioning Groups and one from West Berkshire Council). Board members are able to nominate a deputy who can attend and vote in their absence but must have delegated authority to make decisions. Nominated deputies will form part of the quorum.

Code of Conduct

All members are required to comply with West Berkshire Council's Code of Conduct.

All members must therefore notify the Council's Monitoring Officer of disclosable pecuniary interests within 28 days of being appointed to the Board and are prohibited from participating in discussion or voting on any matter where they have a disclosable pecuniary interest.

Agendas, Meetings and Decision Making

Administrative support will be provided by West Berkshire Council.

The Health and Wellbeing Board has been established as a sub-committee of the Executive and accordingly will comply with the Access to Information Procedures as outlines in the Council's Constitution.

There may be occasions when decisions of the Board impact on the finances or general operation of the Council and in these instances any recommendation of the Board must be referred up to the Executive for final determination and decision.

Health and Wellbeing Steering Group – Terms of Reference

Introduction

The primary role of the HWBB Steering Group is to support the HWBB Board. It will do this through ensuring effective forward planning, agenda preparation, performance and programme management and deliver of the Board's decisions.

Objectives

The specific objectives of the Steering Group are to;

- i. oversee the preparation of the Health and Wellbeing Strategy and through that a clear set of aims and short term priorities for the Board to enact;
- ii. ensure that effective programme and performance management arrangements are put in place with regard to delivery of the Board's objectives and priorities;
- iii. compile a dashboard of Systems Resilience so the Board can be alerted to system issues;
- iv. ensure effective Forward Planning of the Board's agendas for its public meetings, development sessions, Hot Focus sessions and conferences reflective of the Board's own Terms of Reference;
- v. monitor the implementation of decisions taken by the Board;
- vi. oversee any budgets/financial arrangements on behalf of the Board.

Membership

The membership of the Steering Group comprises;

- i) the Chair and Vice Chair of the HWBB
 - ii) West Berkshire Council's Chief Executive
 - iii) the Chairs and/or lead officers from the following sub partnerships/groups;
- b) West Berkshire Locality Integration Board;
 - c) Stronger Communities Partnership;
 - d) Children's Delivery Group;
 - e) Ageing Well Task and Finish Group;
 - f) Alcohol Harm Reduction Partnership;
 - g) Community Engagement Group

- h) Head of Public Health and Wellbeing (if not included above);
- i) Representative from CCG (if not included above);
- j) Representative from Healthwatch;
- k) Lead from the voluntary sector in West Berkshire;
- l) Officer support (Strategic Support, WBC).

Chairmanship, Quorum and Voting

The Steering Group will be chaired by the Vice-Chairman of the Health and Wellbeing Board.

In the event that a matter must be voted on, the Chair will have a casting vote in the event of a tie.

Quorum will be a 4 members or a third of the total membership, whichever is the greater.

Steering Group Agendas and Administration

Steering Group agendas will include the following items:

- a) Apologies
- b) Minutes
- c) Actions arising
- d) Review of the last Health and Wellbeing Board meeting/ Development Session/ Hot Focus Session
- e) Feedback from the Sub-Groups:
- f) Strategy
- g) Performance
- h) Agenda for the next Health and Wellbeing Board meeting/ Development Session/ Hot Focus Session
- i) Any Other Business

Reports should be provided to the officer support the week before the meeting for distribution to the Group. Verbal only reports should be avoided but verbal updates to reports are permitted.