

Notice of Meeting

Executive

Thursday 16 February 2017 at 5.00pm

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

Date of despatch of Agenda: Wednesday 8 February 2017

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

e-mail: executivecycle@westberks.gov.uk

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Agenda - Executive to be held on Thursday, 16 February 2017 (continued)

To:	Councillors Dominic Boeck, Anthony Chadley, Jeanette Clifford, Hilary Cole, Roger Croft, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones
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Agenda

Part I

Pages

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 7 - 12
To approve as a correct record the Minutes of the meeting of the Committee held on 19 January 2017.
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Public Questions**
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.
 - (a) **Question submitted by Miss Sarah Lowes to the Leader of the Council**
"Now that the Government's plans in relation to Brexit are being made public, what safeguards are the Council putting in place to protect the interests of businesses within West Berkshire who rely on trade with the EU?"

 - (b) **Question submitted by Mrs Martha Vickers to the Portfolio Holder for Planning and Housing**
"You will be aware that the Homelessness Reduction Bill has had a safe passage through the House of Commons. This Bill will attempt to ensure that anyone threatened with homelessness receives help and advice from the Local Authority and assistance with finding alternative accommodation. How is this Local Authority preparing to implement these measures assuming the Bill passes the remaining stages and becomes law?"
5. **Petitions**
Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.



Items as timetabled in the Forward Plan

	Pages
6. Investment and Borrowing Strategy 2017/18 (C3118) (CSP: MEC, MEC1) Purpose: 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.	13 - 26
7. Medium Term Financial Strategy (MTFS): 2017-2018 to 2019-20 (C3119) (CSP: MEC, MEC1) Purpose: To agree the medium term financial planning and strategy for the organisation.	27 - 50
8. Capital Strategy and Programme 2017/18 to 2021/22 (C3120) (CSP: BEC & BEC1, SLE and SLE2, P&S and P&S1, HQL and HQL1, MEC and MEC1) Purpose: 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 the Council's five year Capital Programme for 2017/18 to 2021/22.	51 - 186
9. Revenue Budget 2017/18 (C3121) (CSP: BEC, BEC1, BEC2, SLE, SLE1, SLE2, P&S, P&S1, HQL, HQL1, MEC, MEC1) Purpose: 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. The 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.	187 - 394
10. Financial Performance Report 2016/17 - Quarter Three (EX3137) (CSP: MEC, MEC1) Purpose: To inform Members of the latest financial performance of the Council.	395 - 412
11. A Proposed Shared Emergency Planning Service (EX3232) Purpose: To set out a proposal for a Shared Emergency Planning Service across Berkshire.	413 - 430



Agenda - Executive to be held on Thursday, 16 February 2017 (continued)

12. **Homelessness Services (EX3202)** 431 - 440
(CSP: P&S, P&S1)
Purpose: To inform the Executive of the tender process and to obtain delegated authority to award and enter into a contract with the successful tenderer.
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13. **Public Health Nursing Services - 0-19 (25 SEND) Healthy Child Programme (HCP) (EX3169)** 441 - 458
(CSP: BEC, BEC1, BEC2, P&S, P&S1, HQL, HQL1, MEC and MEC1)
Purpose: To seek delegated authority from the Executive to award the integrated Healthy Child Programme (HCP), Public Health Nursing Services contract to the successful bidder following a competitive tender process.
-
14. **Berkshire Community Equipment Service Contract Award (EX3229)** 459 - 470
(CSP: P&S, P&S1, MEC, MEC1 and HQL1)
Purpose: To inform the Executive of the tender process and to obtain delegated authority to award and enter into a contract with the successful tenderer.
-
15. **Contract Award - Complex Needs Service for Clients with a Learning Disability (EX3230)** 471 - 480
(CSP: P&S, P&S1)
Purpose: To seek approval from the Executive to award a contract for the complex needs learning disability service at Blagden Close, Newbury
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16. **Members' Questions**
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.
- (a) **Question to be answered by the Portfolio Holder for Planning and Housing submitted by Councillor Lee Dillon**
"What impact does the Council believe that either the passing or the refusal of the Sandleford application will have on the local plan?"
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- (b) **Question to be answered by the Leader of the Council submitted by Councillor Lee Dillon**
"Can we have an update on the progress being made between West Berkshire Council and Greenham Common Trust with regards to property investments to generate income?"
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- (c) **Question to be answered by the Portfolio Holder for Culture and Environment submitted by Councillor Mollie Lock**
"Can the Council confirm when it will be able to re submit an application for the Padworth waste site?"
-



17. **Exclusion of Press and Public**

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

Part II

18. **Public Health Nursing Services - 0-19 (25 SEND) Healthy Child Programme (HCP) (EX3169)** 481 - 498
(Paragraph 3 – information relating to financial/business affairs of particular person)
(Paragraph 5 – information relating to legal privilege)
(Paragraph 6 – information relating to proposed action to be taken by the Local Authority)
(CSP: BEC, BEC1, BEC2, P&S, P&S1, HQL, HQL1, MEC, MEC1)
Purpose: To seek delegated authority from the Executive to award the integrated Healthy Child Programme (HCP), Public Health Nursing Services contract to the successful bidder following a competitive tender process.
19. **Berkshire Community Equipment Service Contract Award (EX3229)** 499 - 510
(Paragraph 3 - information relating to financial/business affairs of particular person)
(CSP: P&S, P&S1, MEC, MEC1, HQL1)
Purpose: To inform the Executive of the tender process and to obtain delegated authority to award and enter into a contract with the successful tenderer.
20. **Contract Award - Complex Needs Service for Clients with a Learning Disability (EX3230)** 511 - 522
(Paragraph 3 - information relating to financial/business affairs of particular person)
(CSP: P&S, P&S1)
Purpose: To seek approval from the Executive to award a contract for the complex needs learning disability service at Blagden Close, Newbury.
21. **Staffing implications associated with savings put forward to deliver the 2017/18 Revenue Budget: approval to pay redundancy payments (Strand 3) (EX3195)** 523 - 530
(Paragraph 1 - information relating to an individual) (Paragraph 2 - information identifying an individual)
Purpose: To seek approval to make the “Strand Three” redundancy payments set out in this report associated with savings to deliver the 2017/18 Revenue Budget.



Agenda - Executive to be held on Thursday, 16 February 2017 (continued)

Andy Day
Head of Strategic Support

West Berkshire Council Strategy Aims and Priorities

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

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

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



DRAFT

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

EXECUTIVE

MINUTES OF THE MEETING HELD ON

THURSDAY, 19 JANUARY 2017

Councillors Present: Dominic Boeck, Anthony Chadley, Jeanette Clifford, Hilary Cole, Roger Croft, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones

Also Present: John Ashworth (Corporate Director - Environment), Sarah Clarke (Acting Head of Legal Services), Martin Dunscombe (Communications Manager), Andy Walker (Head of Finance), Rachael Wardell (Corporate Director - Communities), Claire White (Finance Manager (Schools)), Councillor Lee Dillon, Councillor Billy Drummond, Moira Fraser (Democratic and Electoral Services Manager), Councillor Mollie Lock and Councillor Quentin Webb

Apologies for inability to attend the meeting: Nick Carter (Chief Executive)

PART I

88. Minutes

The Minutes of the meetings held on 13 October 2016 and 22 December 2016 were approved as a true and correct record and signed by the Leader.

The Leader explained that items 8 and 11 on the originally published agenda (Public Health Nursing Services – 0-19 (25 SEND) HCP) were withdrawn from this agenda to allow further time to resolve issues identified within the reports. The items would return at the next Executive on 16 February 2017.

89. Declarations of Interest

Councillor Jeanette Clifford declared an interest in Agenda Items 6 and 7 by virtue of the fact that she was a school governor. As her interest was a personal interest, but not a disclosable pecuniary interest nor an other registrable interest, she determined to remain to take part in the debate and vote on the matter.

Councillor Roger Croft declared an interest in Agenda Item 7 by virtue of the fact that he was an ex-trustee of Thatcham Pre-School who made use of the Moorside Centre. As his interest was a personal interest, but not a disclosable pecuniary interest nor an other registrable interest, he determined to remain to take part in the debate and vote on the matter.

Councillors Billy Drummond and Mollie Lock declared an interest in Agenda Items 6 and 7 by virtue of the fact that they were school governors. As their interest was a personal interest, but not a disclosable pecuniary interest nor an other registrable interest, they determined to remain to take part in the debate.

90. Public Questions

There were no public questions submitted.

91. Petitions

There were no petitions presented to the Executive.

92. **School Funding Formula (EX3053)**

The Executive considered a report (Agenda Item 6) concerning the proposal for the primary and secondary school funding formula for the 2017/18 financial year.

Councillor Lynne Doherty in introducing the report noted that the School Finance Regulations required the local authority to review the school funding formula on an annual basis, consult with all schools on its proposals and gain political approval. This report set out the proposal for the primary and secondary school funding formula for the 2017/18 financial year. The proposed move to a national funding formula had been delayed by a year, and therefore there were minimal changes for 2017/18, none of which effected West Berkshire schools.

The proposal agreed by the Schools' Forum (after discussing the options with head teachers) was that if there was a reduction in resources that there would be a deduction in the per pupil basic entitlement rate, as this would have a proportional impact on every school in accordance with their size. If there were additional resources available, for the first £848k, 55% would be added to the per pupil basic entitlement and 45% added back to the lump sum.

Councillor Rick Jones asked for clarification about the impact the delay to changes to the national funding formula had had. Councillor Doherty noted that the consultation had only been announced just before Christmas. The Council was therefore currently working through the numbers in order to input into the consultation and as a consequence had not proposed changes for 2017/18.

Councillor Mollie Lock was concerned about the impact the formula could have on the District's small schools possibly resulting in them going into deficit. Councillor Doherty explained that the financial position of schools at risk of going into deficit was reviewed on a six monthly basis. Where appropriate an action plan would be put in place, each being developed on a case by case basis.

Councillor Lee Dillon commented that it was disappointing that West Berkshire Council's funding was below the national average. He queried whether it would be possible to submit a cross party response to the consultation. Councillor Roger Croft stated that he would consider whether or not to submit a joint response once he had seen what the Liberal Democrats proposed to say. Councillor Croft stated that it was disappointing that the Council's funding was slightly lower than the national average and that he did not welcome being penalised for West Berkshire being an economically viable and sustainable district.

RESOLVED that: the formula factors for 2017/18 were to remain the same as those in 2016/17.

55% be added to the basic entitlement (per pupil funding) which equates to £8 per pupil, and 45% be added back to the lump sum which equates to £1,400. This is the same proportion to the deduction that was made to school budgets in 2016/17 to transfer funding to the high needs block.

Reason for the decision: The School Finance Regulations require the local authority on an annual basis to review the school funding formula, consult with all schools on its proposals and gain political approval.

Other options considered: No other options were considered for the formula factors to be used or the amount of current funding that is put into each factor, mainly due to the fact that a national funding formula was due in 2018/19 and to make changes for one year only would cause unnecessary turbulence to school budgets.

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There are various options available in distributing additional funding or reducing funding should this be required – through one factor only or a combination of factors. The proposal being recommended was following a discussion with head teachers on what they felt was fair, and this was agreed by Schools' Forum.

93. **Alternative Provision for Young People with Additional Needs - Education Plan (EX3164)**

The Executive considered a report (Agenda Item 7) concerning the restructuring of the Pupil Referral Units from two services, Reintegration Service and Alternative Curriculum, into a single service providing Alternative Education Provision.

Councillor Lynne Doherty commented that bringing the services together would result in a more cohesive and robust service and would also generate savings.

Councillor Anthony Chadley welcomed the efficiencies that would be generated and queried what would happen to the affected buildings. Councillor Dominic Boeck stated that both the Riverside and Moorside buildings were community assets. Both had been funded by s106 monies and there were agreements in place in respect of retaining them as community assets. The Property Team were currently appraising the options available to the Council which included transferring the assets to the Clay Hill Residents' Association and Thatcham Youth, leasing them to other organisations or leasing them to a commercial organisation whilst still adhering to s106 requirements.

Councillor Lee Dillon noted that in section 47 (page 57) it stated that in determining the level of provision consideration had been given to the alternative provision that schools might establish and the potential for a range of interventions and approaches. Later on in point 50 it stated that the Council would develop a delivery method more able to meet the requirements of schools. He felt that the statements seemed to be the wrong way round. He was concerned whether the Council had adequately considered alternative provision that the schools might establish if the Council had not yet worked with schools to identify the strengths and assets. He queried when this work would take place given that the Council had 78 schools to cover.

Councillor Doherty explained that in 2014 a group had been set up which comprised Members, providers and a number of head teachers. A consultation document had also been issued to schools and so they had been very involved in the process. The West Berkshire Local Safeguarding Children Board had also been involved and the exclusion figures and the needs of those pupils had also been taken into consideration.

Councillor Dillon queried what oversight the Council would have in order to ensure that the pupils that stayed with their schools were achieving the same outcomes as they would have done under the current arrangements. Councillor Doherty noted that outcomes would be measured across the board and any needs would be highlighted. Head teachers and governors would also be involved with scrutinising arrangements.

Councillor Dillon noted that section 83 on page 63 stated that the line management of the Home Education Service currently sat with the Pupil Referral Units (PRUs). In future it was proposed that the Home Education Service would be managed by the Council. On page 71 it stated however that as a result of the consultation the Home Education Service would remain as part of the Alternative Education Provision Service for 2017/18 but that this would be reviewed again to ensure efficient use of resources and best outcomes for young people. Councillor Doherty commented that this demonstrated that the Council listened to comments made during consultations but that this situation would be kept under review.

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Councillor Dillon stated that he was pleased to see that The Riverside and The Moorside Community Centres were recognised as community buildings and that their future would be discussed with the relevant communities. He noted the comments about alternative education providers and queried what these providers would charge for a day rate when compared with the Council's charge of £90 per day. Councillor Doherty agreed to provide him with a written response to this query.

RESOLVED that: the 2 current services, Reintegration Service and Alternative Curriculum, should merge to become a single Alternative Education Provision. The number of sites be reduced from 6 to 4, thus reducing duplication of management, building and administrative costs. A single unified service be provided which can offer consistent support and provision for pupils and schools.

To approve the savings that were to be delivered by scaling down the size of the Service from 84 to 66 pupil places thus delivering efficiencies in costs across budget lines, including staffing reductions; and by removing the Council contribution (centrally retained DSG) to the cost of pupil places. All savings will be within the DSG.

The Council has traditionally funded places at the PRUs but over time funding had shifted to the schools. The proposal means that the Council would no longer contribute to placements commissioned directly by schools, thus making a saving to the High Needs Block, which would help reduce the pressure in this block.

Reason for the decision: The Council could no longer afford to deliver Alternative Provision in the same way. The proposed Alternative Education Provision would provide a budget saving to the DSG High Needs Block which would help to reduce pressure on this block.

Other options considered: We have previously considered leaving the service, which was seen by OFSTED as good, unchanged but this is not financially sustainable in the current climate.

The Management Committee of the two services discussed the possibility of establishing an Academy but voted not to proceed down that route at this stage.

We considered passing all of the funding to schools to deliver Alternative Provision themselves, which would have removed the Council-maintained PRUs, and rely on the use of alternative provision providers from a range of sources. However, it was felt this would not provide the best arrangement for West Berkshire students and would not guarantee meeting the Council's statutory duties. This was also the view expressed during the pre-consultation exercise with secondary headteachers in Summer 2015.

94. **Members' Questions**

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

(a) **Question to be answered by the Portfolio Member for Planning and Housing submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon on the subject of how much S106 money the Council had in its accounts for affordable housing was answered by the Portfolio Member for Planning and Housing.

(b) **Question to be answered by the Portfolio Member for Planning and Housing submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon on the subject of whether the 13 affordable housing units within the Market Street Development represented value for

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money for local taxpayers was answered by the Portfolio Member for Planning and Housing.

(c) Question to be answered by the Portfolio Member for Highways and Transport submitted by Councillor Billy Drummond

A question standing in the name of Councillor Billy Drummond on the subject of what support the Council is offering local businesses during the 9 weeks of roadworks on the A339 was answered by the Portfolio Member for Highways and Transport.

(d) Question to be answered by the Portfolio Member for Planning and Housing submitted by Councillor Lee Dillon

A question standing in the name of Councillor Lee Dillon on the subject of whether the Council had changed its policy in terms of wanting a joint application for the Sandleford development was answered by the Portfolio Member for Planning and Housing.

95. Exclusion of Press and Public

RESOLVED that members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the [Local Government \(Access to Information\)\(Variation\) Order 2006](#). [Rule 8.10.4 of the Constitution also refers](#).

96. Staffing Implications Associated with Savings put forward to deliver the 2017/18 Revenue Budget: Approval to Pay Redundancy Payments – Strand Two (EX3194)

(Paragraph 1 – information relating to an individual)

(Paragraph 2 – information identifying an individual)

The Executive considered an exempt report (Agenda Item 10) concerning redundancy payments and staffing implications associated with savings to deliver the 2017/18 revenue budget.

RESOLVED that the recommendations in the exempt report be agreed.

Reason for the decision: as outlined in the exempt report.

Other options considered: as outlined in the exempt report.

(The meeting commenced at 5.00pm and closed at 5.40pm)

CHAIRMAN

Date of Signature

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Investment and Borrowing Strategy 2017/18

Committee considering report:	Executive on 16 February 2017 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 recommend to the Council 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.

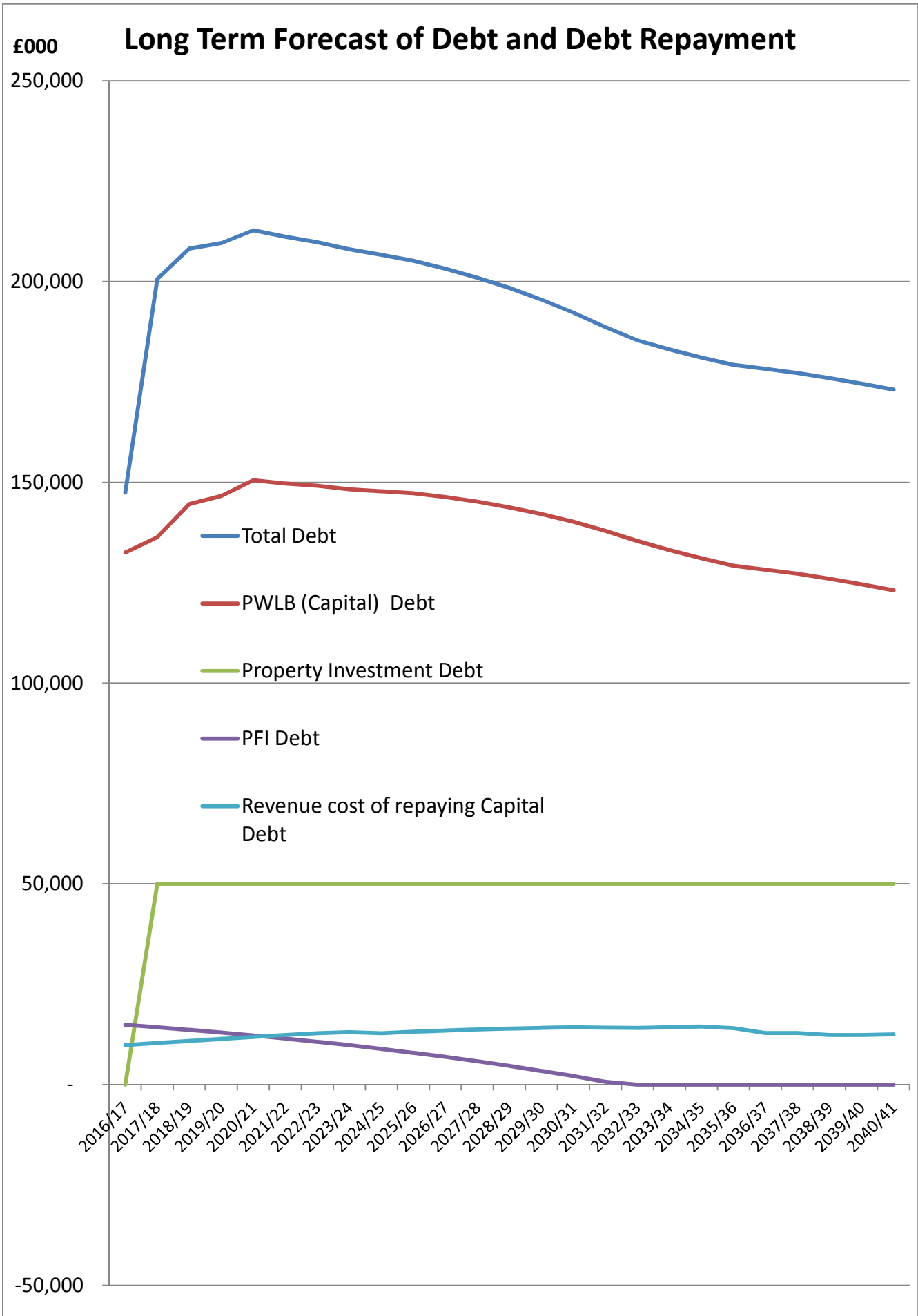
If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

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:	Executive on 16 February 2017 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 To recommend the Medium Term Financial Strategy 2017-18 to 2019-20 for approval by Full Council.

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. 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 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 (MTFP) 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	88.40	89.46	90.53
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	117.44	112.20	111.79
111.96	9a	Opening Directorate Budget	105.78	105.23	101.85
-0.01	9b	Opening budget adjustments	-2.10	0.00	-0.44
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	2.44
1.17	13	Provision for other risks	0.28	0.44	0.00
-13.90	14	Requirement for savings or other income	-4.71	-9.34	-4.90
105.78	15	Directorate budget requirement	105.23	101.85	100.94
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	117.44	112.20	111.79

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

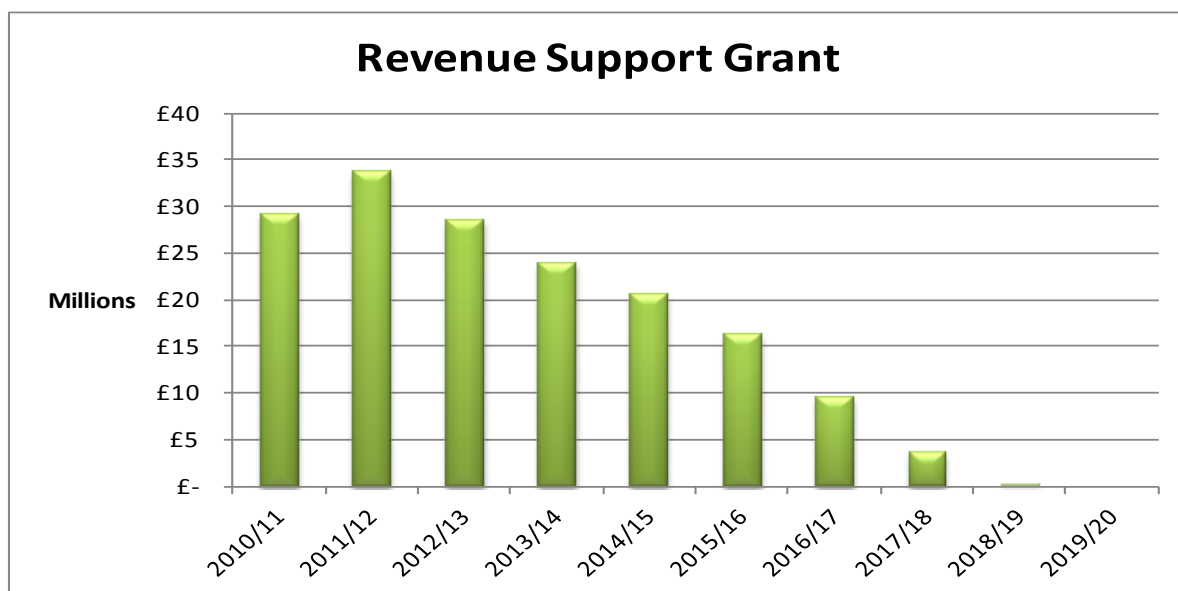
1. Introduction/Background

- 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.



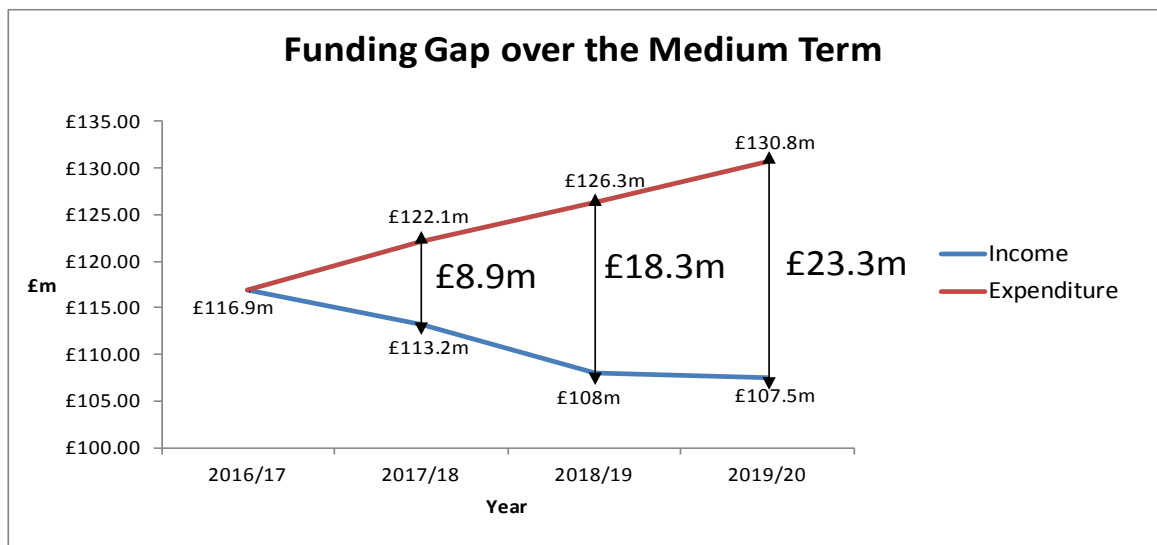
Note: RSG commenced in 2013/14, prior to this it was Formula Grant

- 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.

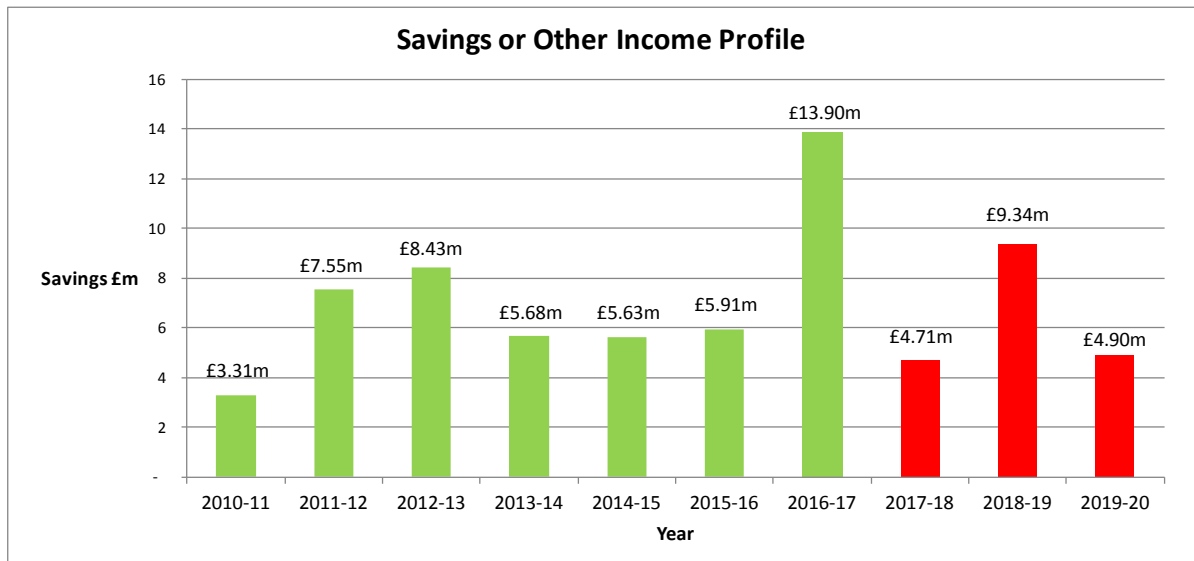
- 2.3 The New Homes Bonus funding for 2017-18 is £330k below our previous expectations as a result of Government reforms. The number of years for which payments are made has been reduced from six years to five years in 2017-18, and then to four years from 2018-19. The reform has also introduced a baseline 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.



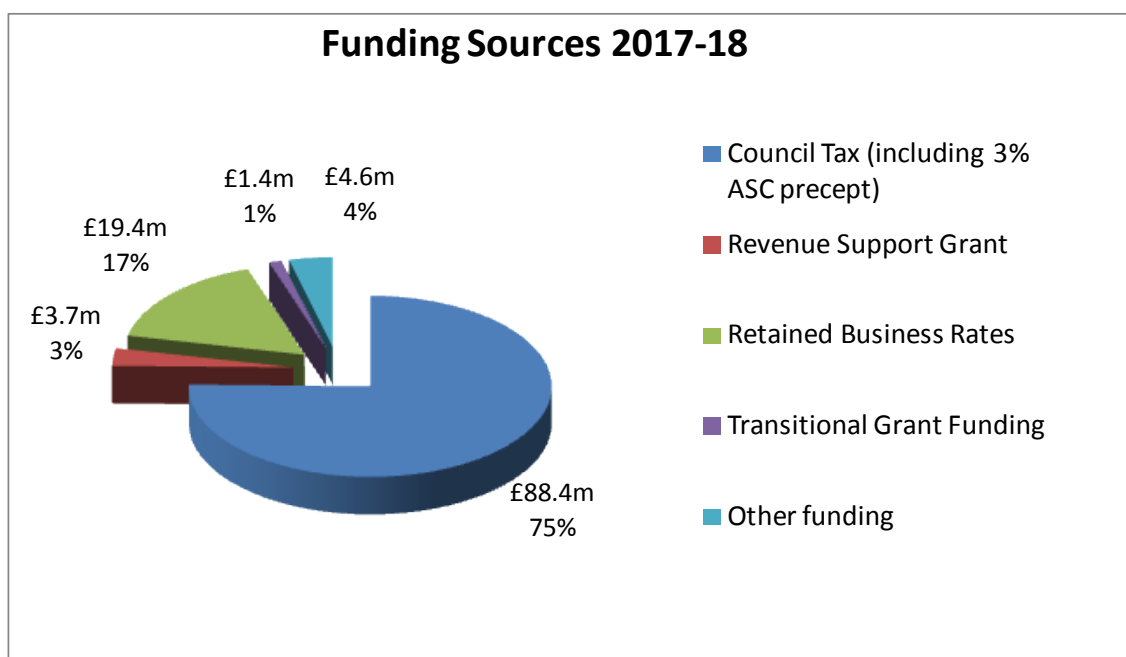
3.2 In order to close the £8.9m gap in 2017-18, it is proposed that Council Tax will be increased by 1.99% raising £1.7m, with an additional 3% precept ring-fenced for adult social care raising £2.5m. This leaves a gap of £4.7m to be met from savings or income generation in 2017-18. The savings profile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



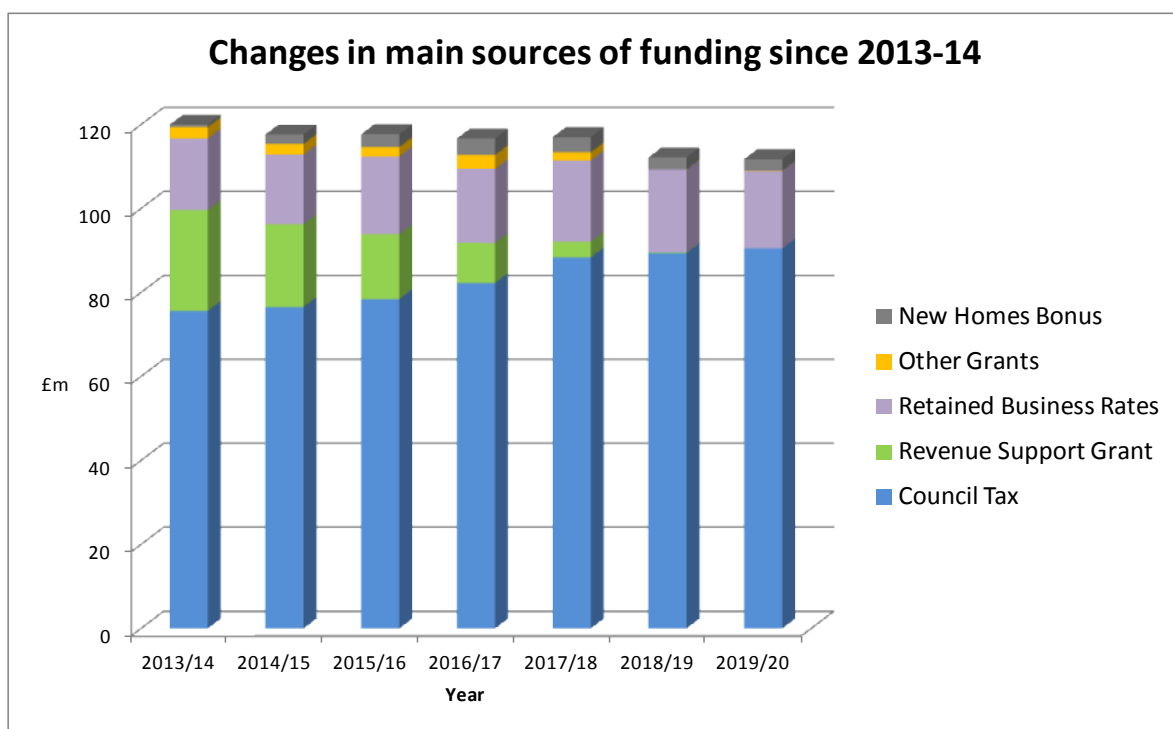
3.3 The 2018-19 target of £9.34m and the 2019-20 target of £4.9m are before any Council Tax increases. If Council Tax was increased by the maximum allowed and the full ASC precept taken, it would raise £4.46m in 2018-19 and £2m in 2019-20, reducing the savings target to £4.88m in 2018-19 and £2.9m in 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.

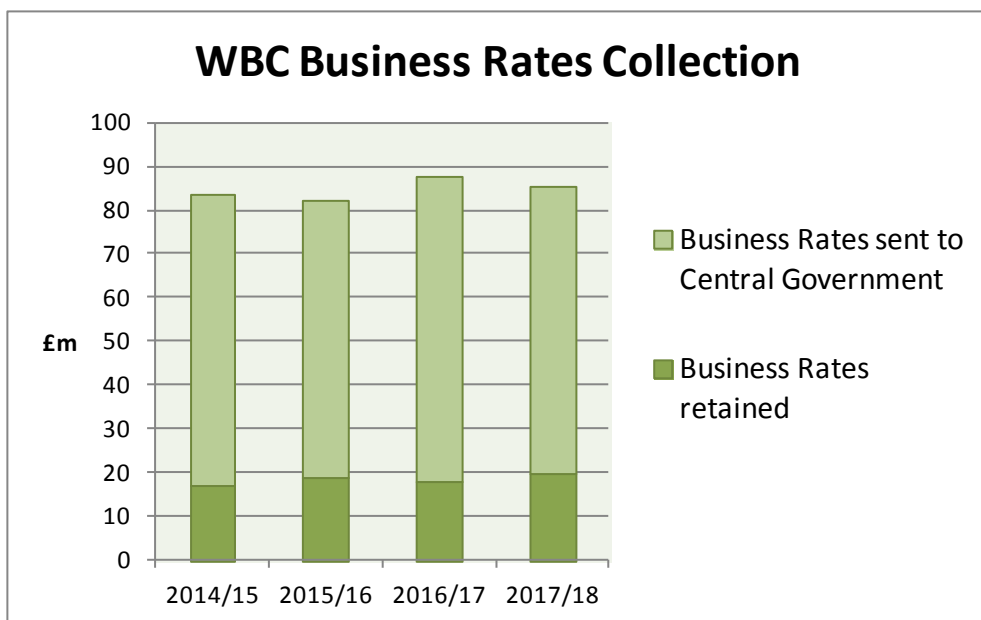
4.4 The Revenue Support Grant (RSG) will fall to zero over the period of this MTFs as per the four year settlement figures shown in the following table.

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.

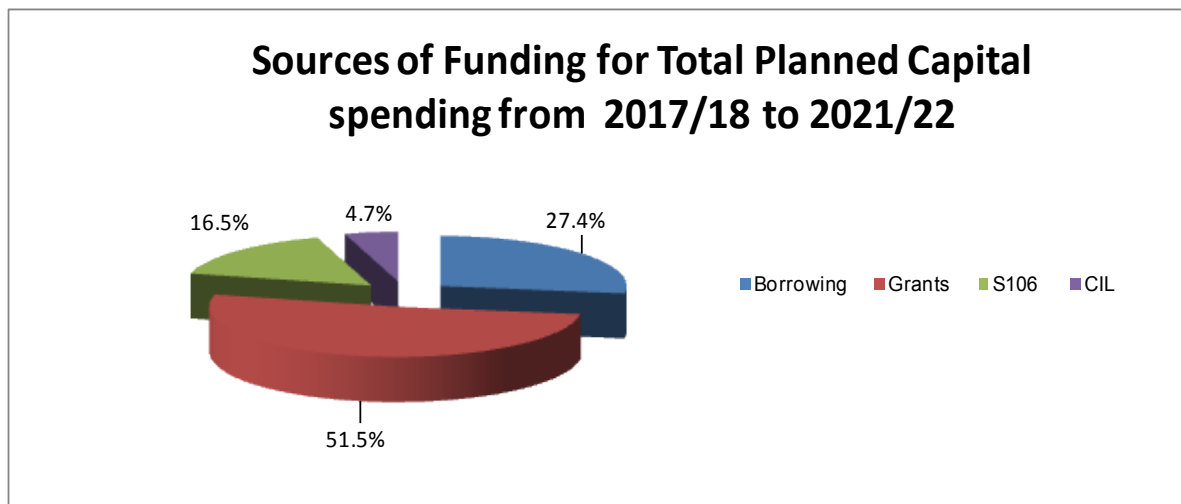
5. Revenue Expenditure

- 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	88.40	89.46	90.53
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	117.44	112.20	111.79
111.96	9a	Opening Directorate Budget	105.78	105.23	101.85
-0.01	9b	Opening budget adjustments*	-2.10	0.00	-0.44
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	2.44
1.17	13	Provision for other risks	0.28	0.44	0.00
-13.90	14	Requirement for savings or other income	-4.71	-9.34	-4.90
105.78	15	Directorate budget requirement	105.23	101.85	100.94
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	117.44	112.20	111.79
	*	Opening Budget Adjustments	£m	£m	£m
		One off funding	-1.17		-0.44
		One off savings	0.40		
		ESG services removed	-0.96		
		Capital financing adjustments	-0.24		
		Other	-0.14		
			-2.10	0	-0.44

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:	Executive on 16 February 2017 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 recommend the capital strategy and programme for approval by the Full Council.
- 2.2 To request the Council to delegate authority to the Executive to increase the Capital Programme by up to £50 million in 2017/18 in line with the proposed property investment strategy which is still to be finalised.

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 Executive.

- 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 2016/17 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
- **Enabling the Completion of More Affordable Housing:** £2.1m to replenish and maintain the Council's supply of temporary accommodation and
- **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 to 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 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 disposing of those assets which are no longer needed
- 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				
Targeted Basic Need					
			<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 Sandford 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 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 | <input checked="" type="checkbox"/> |
| Delays in implementation could have serious financial implications for the Council | <input type="checkbox"/> |
| Delays in implementation could compromise the Council's position | <input type="checkbox"/> |
| Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months | <input type="checkbox"/> |
| Item is Urgent Key Decision | <input type="checkbox"/> |
| Report is to note only | <input type="checkbox"/> |

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**
-

Officer details:

Name: Gabrielle Esplin
Job Title: Finance Manager – Capital, VAT and Treasury
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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.

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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							82,860																		
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																									
	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																									
86008	O/T Equipment	Annual provision for essential aids & equipment for vulnerable people.	282,000	390,000						282,000	390,000										282,000	390,000							
87132	Adult Social Care PMP		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	382,000	390,000	0	0	772,000	382,000	
Children and Family Services																													
86013	Building work to foster homes		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	20,000	20,000	0	0	0	20,000	20,000	0	0
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	0	0								35,000	0	0							
87131	Education Capital Maintenance Programme	Rolling maintenance programme formulated for each service using the current condition survey data.	300,000	1,880,000	0					300,000	1,660,000	0								200,000	1,660,000	0							
82237	Lambourn Primary School	Replace and rationalise current poor condition and unsuitable accommodation	20,780	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					3,510	0									3,510	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					0	0	0								0	0	0							
82286	Park House - Expansion	Impact at Park House school of additional pupil numbers from Racecourse and Sandeiford new housing developments.	0	35,000	0					0	0	936,000								0	0	1,440,040							
82293	Universal Infant Free School Meals	To provide necessary infrastructure expansion to enable provision of universal infant free school meals.	8,880							3,720																			
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																	0									
82298	Cold Ash St Mark's - UIFSM	Kitchen expansion to enable continued delivery of UIFSM.	8,430																										
82302	Additional ASD Resourced Provision - Secondary	Provision of an additional secondary ASD resource	1,000	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																									
82277	Theale Primary School - Basic Need	Expansion of the school from 1.0FE to 1.5FE to meet local primary basic need.	0	0						597,010	5,922,920	235,480								207,090	0	0							
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					1,094,190	273,140	0								100,640	0								
82303	Additional ASD Resourced Provision - Primary	Provision of an additional primary ASD resource.	628,310	0	102,230					18,410	0	0								0	0	0							
82307	Francis Bailey - Foundation Stage	Replacement of partially failed timber framed Foundation Stage building. Funded under PSBP2.		875,000							20,000																		
82308	The Winchcombe - Basic Need Bulge	Increase accommodation to enable an additional bulge class of 30 from September 2016.		138,750						6,000																			
82309	Additional Places in Compton - Primary Basic Need.	School expansion to meet forecast primary pupil growth.		147,000							3,000																		
99999	Sandeiford Park Development - New Primary school	Additional primary provision to meet the impact from the Sandeiford Park Housing Development.										372,140																	
82311	Speenhamland - Basic Need Bulge	Increase accommodation to enable an additional bulge class of 30 from September 2017.		61,500						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					1,221,760										242,650									
99999	Additional Secondary Places in Newbury (Secondary Basic Need)	Accommodation solution to secondary Basic Need in Planning Area 12.	32,000	0							161,540									231,450	3,997,940								
99999	The Willink - Expansion	Undertake a feasibility study and outline design to establish an accommodation solution to mitigate the impact from secondary basic need and potential further housing developments within the school's catchment area.	25,000									252,650																	
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						865,090	0									21,180									

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

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																														
	Future Project Assessment & Evaluations	Assessment and feasibility of works to support bids for grant, S106, CIL, LDF and LTP3.		30,000						50,000						50,000						50,000					50,000				
	A339 & Sandieford VISSIM Updates	Subject to successful application for DEFRA Grant funding.		65,000	25,000																										
	Public Transport																														
	Public Transport Infrastructure	RTPI + Infrastructure			70,000					0	70,000					0						0					0				
	Wharf Bus Station	New bus station linked to the Market Street Development			100,000																										
	Salaries																														
	Highways & Transport	Annual Salaries for Projects Team - part funded by s.106		572,180	207,700					583,880	207,700					595,760	207,700					607,810	207,700				815,510				
	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				
81150	Recreational walking routes	To improve selected pedestrian rights of way in order to increase their recreational value	13,980							13,930					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				
81242	Improvements to pedestrian routes	Improve the condition of pedestrian routes	13,980	82,000						13,940					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				
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							13,940					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							13,940					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				
81249	Countryside Capital salaries	To manage the capital projects the Countryside Service is responsible for under the Local Transport Plan	19,410							19,600					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							21,880					21,880							21,880					21,880				
85153	Henwick Why Sports Facility	New sports pitch. x 1 possibly 2 pitches if match funding becomes available			135,000						290,000																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	0	0	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	0	0	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				
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						474,000	1,010,000				474,000	1,010,000						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				
			3,722,650	1,010,000	0	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	0	0	0	0	15,000	15,000	0	0	0	15,000	15,000	0	0	0	15,000	15,000	0	0	15,000	15,000	0	0	15,000	15,000	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							205,000					150,000							150,000					150,000				
	Planned Maintenance of Other Corporate Buildings PMP		60,000							21,600					17,800							25,600					25,600				
87115	Cap Sal Property	Capitation Costs of Property Project Managers	797,060							813,001					829,261							845,846					845,846				
87119	Cond/Asb/Meas Surveys		17,000							12,000					9,000							15,000					15,000				
87126	Access Works/Disabled		4,000							0					4,000							4,000					6,000				
87129	Asbestos - PMP		6,000							18,000					7,500							31,000					31,000				
87190	Fire Risk Remedial Works	Actions required from Fire Risk Assessments	400,000							296,000					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 across 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				
			1,614,060	0	0	0	0	1,614,060	0	0	0	0	0	1,430,601	0	0	0	0	1,430,601	0	0	0	0	0	1,082,561	0	0	0	0
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					50,000						50,000					0						50,000				
	Capital Salaries	Part of Revenue Saving Plan. Capityalise proportion of ICT Staff salaries for those who work on Capital projects.	0					17,000						17,000					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					200,000						200,000					300,000						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					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				
	Asset Management System	Replacement of current Asset Lifecycle Manager (ALM) system that is due to go end of life.	50,000					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					40,000						40,000				
New	Upgrade Backup Infrastructure	Upgrade / Replace Backup facilities before they reach end of life	0					50,000						50,000					10,000						0				
New	Perimeter Firewalls	Replacement of current perimeter firewalls which are nearing end of life	0					50,000						50,000					0						0				
New	Corporate Storage Area Network (SAN)	Existing Hitachi SAN reaching end of product life.	150,000					10,000						10,000					0						0				
	Telephony Infrastructure (VoIP Corporate Offices)	Migrate telephony from analogue to VoIP	20,000					25,000						25,000					0						0				
	Telephony Infrastructure (Replace Legacy ISDX)	Migrate telephony from analogue to VoIP	40,000					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						0				
11100	Planning Service Upgrades	System upgrades for planning systems	0					11,250						11,250					0						11,250				
87066	GIS Infrastructure	Funding for the maintenance and development of the Council's GIS infrastructure when the current balance sheet fund has been depleted.	40,000					40,000						40,000					40,000						40,000				
	Email System Upgrades	To maintain Corporate Exchange Email system up to date	15,000					0						0					0						15,000				
	Email Archiving System Update	To upgrade Enterprise Vault email archive to latest version	0					10,000						10,000					0						10,000				
	Security (Bluecoat Web Filtering)	Update Bluecoat web filtering software when it goes end of life	5,000					15,000						15,000					0						0				
	Network Infrastructure (Core Switches)	Replace core switches at end of life	0					0						0					35,000						0				
	Network Infrastructure (WiFi Provision)	Increase capacity coverage of WiFi in WBC offices	0					0						0					40,000						0				
	Network Infrastructure (Dark Fibre Multiplexors)	Upgrade connectivity equipment between Market St and West Street House when end of life	10,000					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					8,000						0				
	IPSEC/ VPN Firewall Replacement		0					0						0					0						0				
	VMware Servers & Hosts	Replace physical servers (hosts) as they reach end of life.	20,000					20,000						20,000					32,000						32,000				
	Maintenance of DR Facility	Replace DR equipment at Turnhams Green when it reaches end of life	0					0						0					30,000						0				
	Telephony Infrastructure (Unified Communications Software)	Replace unified communication software as it reaches end of life	0					40,000						40,000					20,000						0				
	Telephony Infrastructure (BES)	Upgrade BlackBerry Enterprise Server to latest version or implement alternative mobile device management (MDM) solution	5,000					0						0					0						5,000				
	Telephony Infrastructure (Mobility Solutions)	Funding for staff mobile working enablement	20,000					20,000						20,000					20,000						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					15,000					15,000						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
	Telephony Infrastructure (VoIP Outlying Offices)	Migrate telephony from analogue to VoIP	20,000					20,000					15,000					15,000						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						0					0
	HR Payroll System		47,520					47,520					15,370					15,370						0					0
	Print Room	Replacement of guillotine	0					0					15,000					15,000						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
87289	Superfast Berkshire PM	Project Management	20,000	100,000			120,000	20,000	120,000									140,000						0					0
			2,474,520	1,656,250	0	0	4,130,770	760,620	3,918,750	0	0	0	4,679,370	773,000	0	0	0	773,000	526,250	0	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	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
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
			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	0	104,000	104,000	0	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 have a lean portfolio with the minimum number of properties required to maintain service provision
- 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.

4.0 Local Context and Links to Council Strategies

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.

5.0 Criteria for community asset requests

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

ongoing revenue costs are not incurred.

5.2 The Property

- 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.

5.3 The Use

- 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 The Applicant

- 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.

5.5 *Basis of transfer of property*

- 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.

6.0 The Community Asset Transfer Process

6.1 A property asset is identified, either by WBC as being surplus to

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.

6.2 Valuation undertaken bearing in mind that the transfer may be at less than best consideration.

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.

6.9 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

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

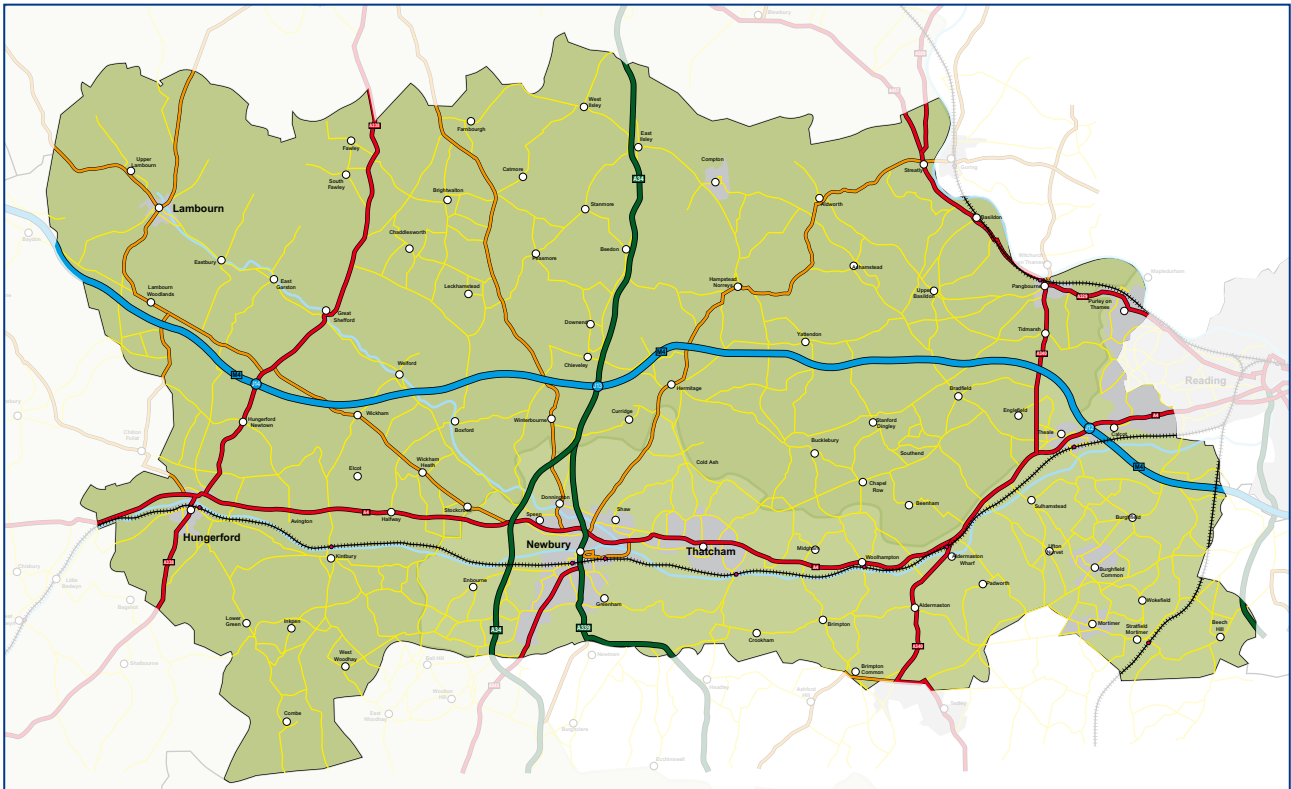
*Fourth Edition –
August 2016*

Highways and Transport Service
West Berkshire Council



West Berkshire
C O U N C I L

Highway Asset Management Plan



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West Berkshire Council, 10024151, 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.

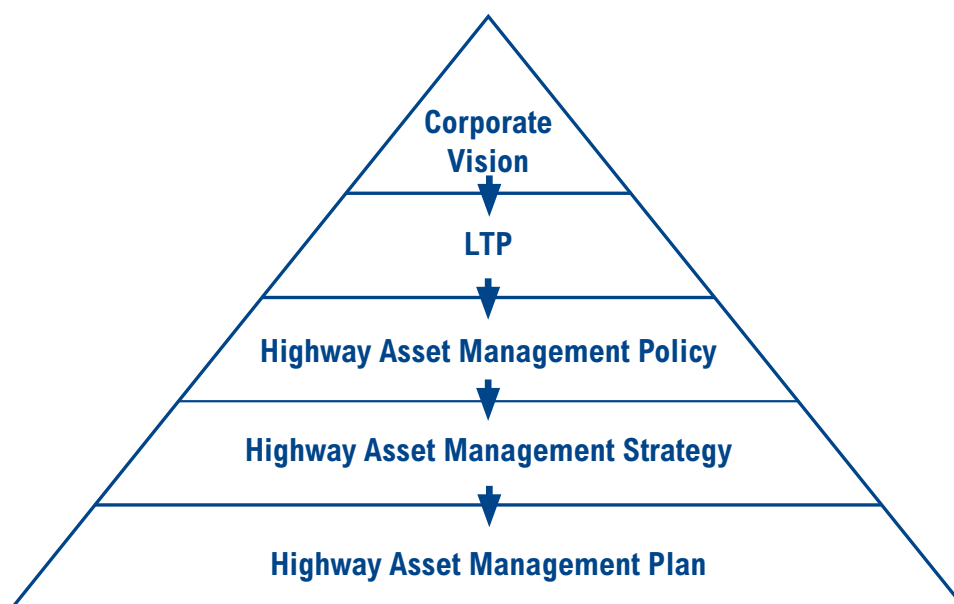
2. Highway Asset Management Strategy (HAMS)

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.

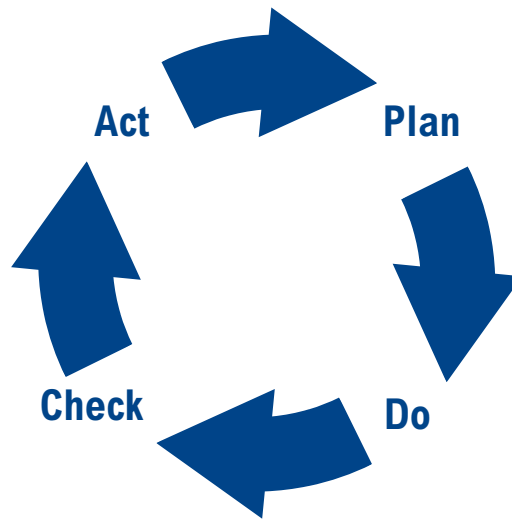
'Asset Management has been widely accepted by central government as a means to deliver more efficient and effective approach to management of the highway infrastructure assets through long term planning, ensuring that standards are defined and achievable for available budgets. It also supports making 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)

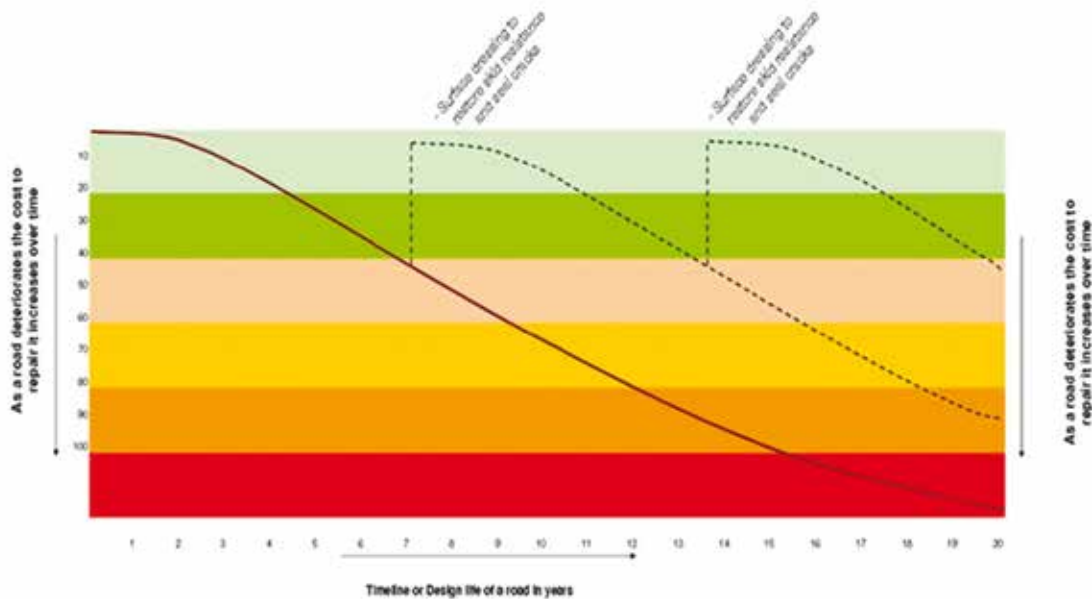
- 11.1 Carriageways (by far the largest of the Council's assets), when constructed from new are normally designed to last approximately 20 years before a replacement is required. One approach for managing the road network is to carry out a repair when the asset is generally in its worst condition and 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: <ul style="list-style-type: none">• 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%

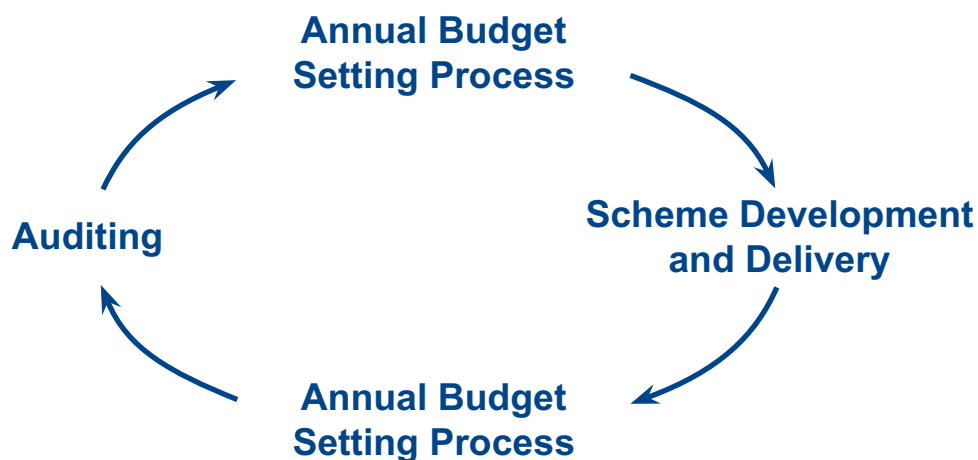
* Based on 100% network coverage.

** 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 \geq 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 \geq 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 (£/m ²)			
		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

- 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 (£/m ²)
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

	Extreme Impact Rarely 4	Extreme Impact Moderate 8	Extreme Impact Likely 12	Extreme Impact Almost certain 16
Impact	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:- <ul style="list-style-type: none">• 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
SCIAV	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 – 131m²)			
	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 – 103m²)			
	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 – 265m²)			
	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		█						
C	Single Carriageway non-event			█					
Q1	Approaches to and across minor and major junctions				█				
Q2	Approaches to roundabouts					█			
K	Crossings and other high risk situations						█		
R	Roundabout				█				
G1	Gradient 5-10% longer than 50m				█				
G2	Gradient >=10% longer than 50m					█			
S1	Bend radius <=500m – dual carriageway				█				
S2<100	Bend radius <=100m – single carriageway					█			
S2>100	Bend radius > 100m and <=250m – single carriageway (>=50mph Only)				█				
S2>250	Bend radius >250m and <500m – single carriageway (>=50mph Only)				█				

Notes:

1. Investigatory levels are for the mean CSC calculated for the appropriate averaging length.
2. 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.
3. 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 Advice 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) advise, 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	<input type="text"/>	Site Investigation Ref No.	<input type="text"/>
Road Name	<input type="text"/>	Investigating Officer	<input type="text"/>
From Desc.	<input type="text"/>	Date of Investigation	<input type="text"/>
To Desc.	<input type="text"/>		
C'Way/Lane	<input type="text"/>	Length Of Site	<input type="text"/>
Speed Limit	<input type="text"/>		

Site Details

Reason for Site Investigation	<input type="text"/>		
Current Visual Condition	<input type="text"/>		
Current Site Category	<input type="text"/>	Current I.L.	<input type="text"/>
Has there been any substantial change to the site since the last Site Cat. Survey	<input type="text"/>		
Type of Surface	<input type="text"/>	Date of Last Surface Treatment	<input type="text"/>

Accident History (Summary)

Number of Accidents in the Last 3 Years	<input type="text"/>	Number of WET Accidents in same Period	<input type="text"/>
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Pavement Condition Data

Latest CSC Value (Lowest)	<input type="text"/>	Date of Latest CSC Survey	<input type="text"/>
What are the variations in CSC Value over the site	<input type="text"/>		
Is the lowest CSC located where road users have a specific need to stop or manoeuvre	<input type="text"/>	Does the site contain a sharp lefthand bend in combination with traffic braking or accelerating e.g Rbt approach	<input type="text"/>

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, Wheelchairs, 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		<input type="text"/>			

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 Signs

Date of Removal of Signs

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.)

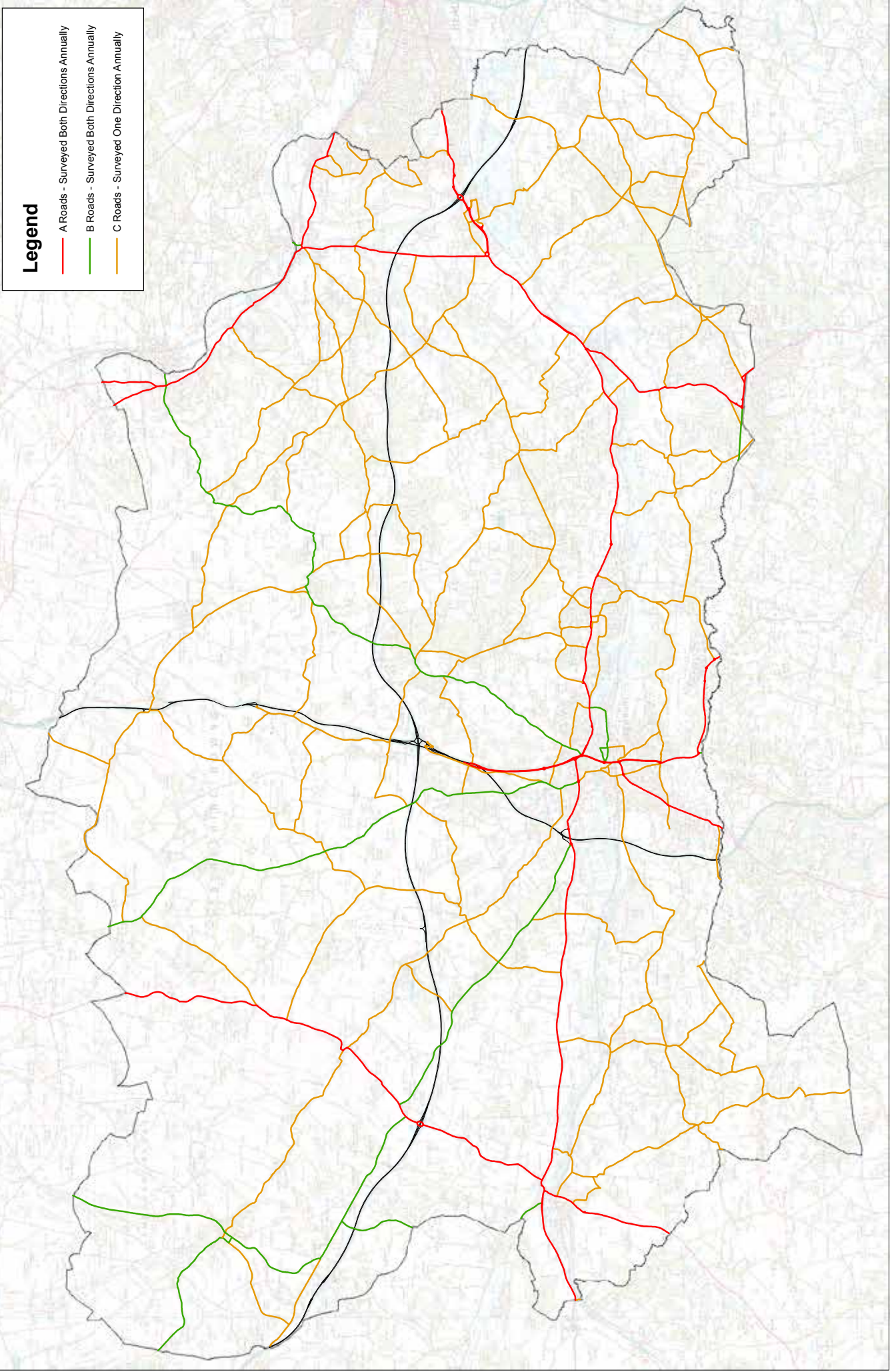
Have you been in contact with this Highways Authority before regarding a horse incident on this particular road? (If YES, please specify who, where and what was reported)

Any further details you may feel relevant

Signature

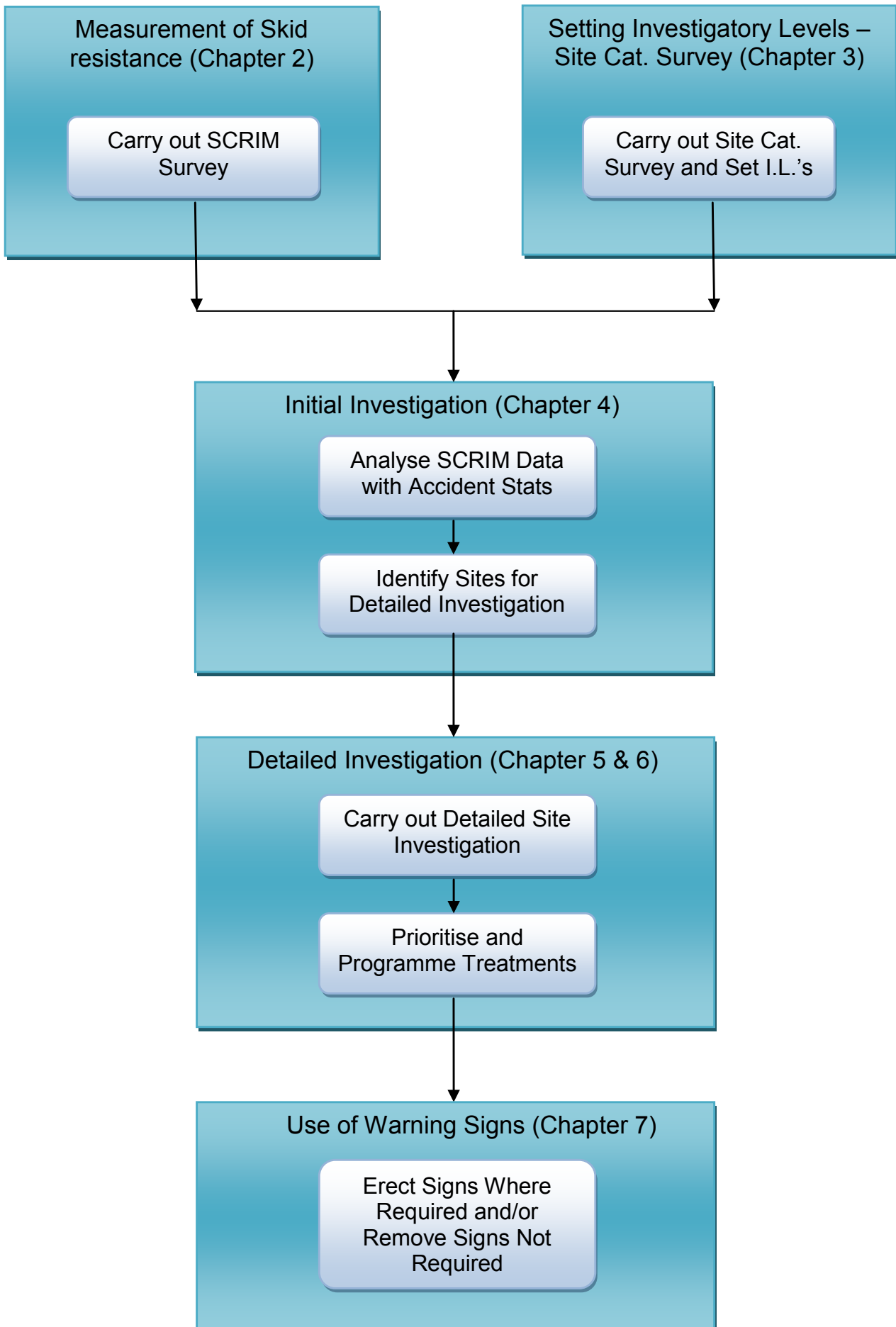
Date

Appendix D - SCRIM Survey Coverage Plan



Reproduced from Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office (© Crown Copyright 2015, West Berkshire District Council 010020151).

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.

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WBC/H&T/MM/0716

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Revenue Budget 2017-18

Committee considering report:	Executive on 16 February 2017 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:	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 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 That the Executive recommends to Council:
 - (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 are approved as set out in Appendix H and the appropriate statutory notices be placed where required.
 - (3) That the 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.

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 it is proposed that the Executive recommend 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 follow)
- Appendix L – Minutes of the Business Panel information meeting held on 15th February 2017 (to follow)
- Appendix M – Council Tax Resolution (to follow)
- Appendix N – Consultation Papers

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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 the Executive recommend to Council to 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.

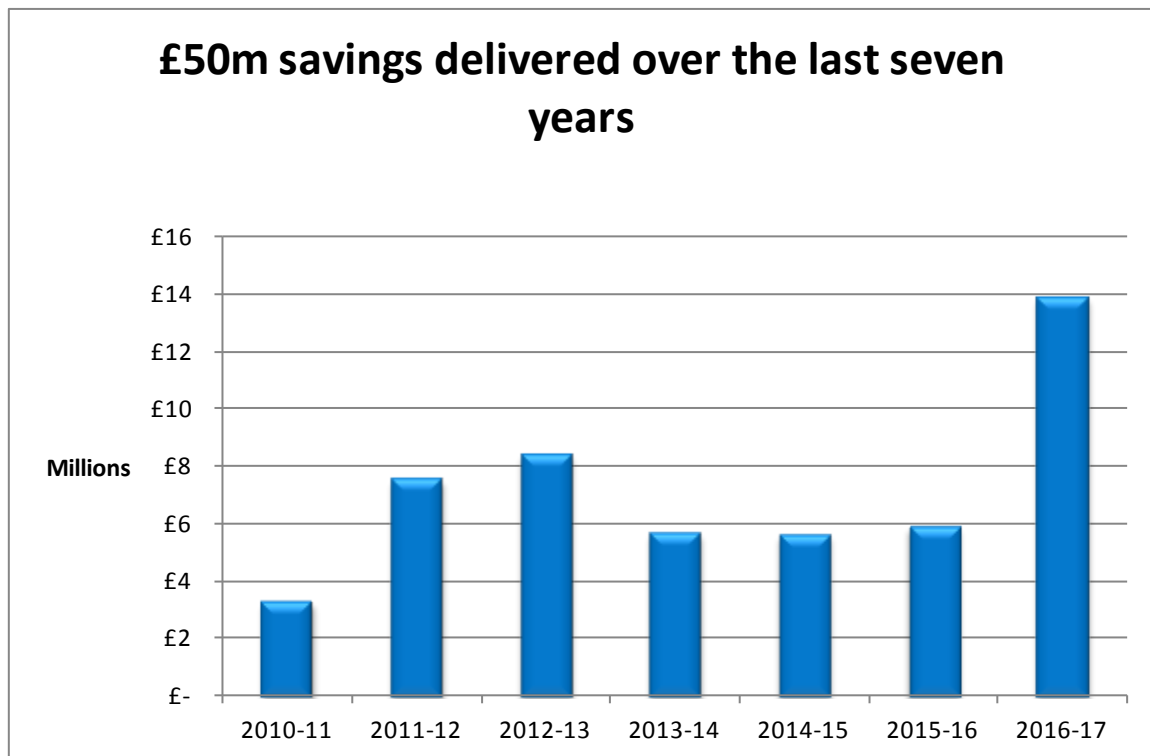
2. Background

- 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:

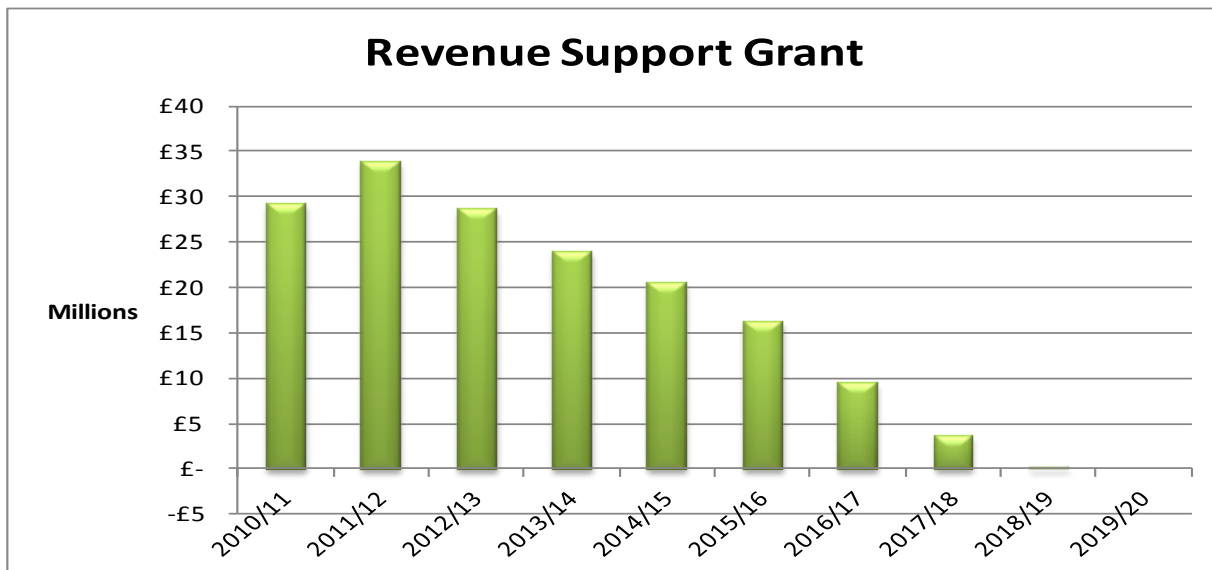


- 2.3 The 2016-17 budget was built with the largest savings programme we have ever faced. Additional savings were required as a result of the December 2015 financial settlement and had to be identified and put in place by March 2016. As a result, achieving the savings programme of £13.9m has been challenging. 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.

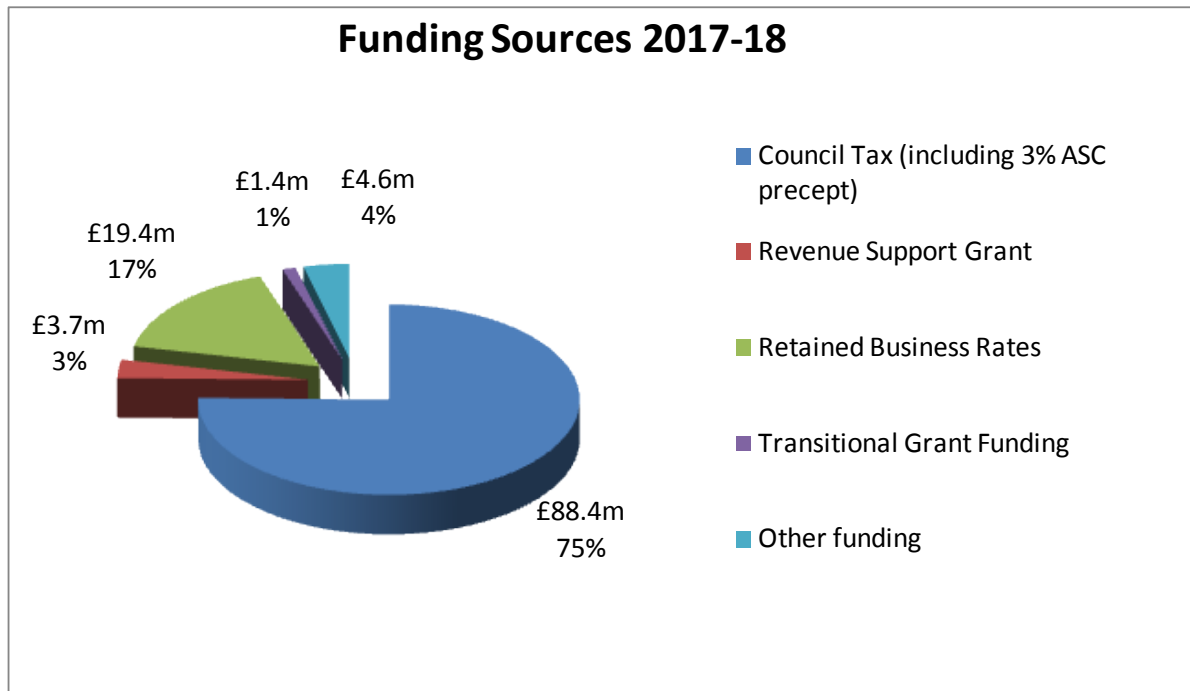
3.6 The Spending Review included proposals for further major transformation of local government funding, confirming that the Government will move to local authority retention of 100% of business rates by 2020, but it is not yet clear how this will benefit local authorities.

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 at www.westberks.gov.uk/budgetproposals.
- 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		88.40
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		117.44
Expenditure		
Opening Directorate Budget	103.68	
Base budget growth	1.67	
Contract inflation	0.61	
Service pressures	3.70	
Provision for Other Risks	0.28	
Requirement for savings or other income	-4.71	
Directorate Budget Requirement		105.23
Capital Financing		9.86
Transitional funding		1.37
Net Budget Requirement for Management Accounting		116.46
Increase in Service Specific Reserves		0.98
Budget requirement		117.44

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 s151 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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Job Title: Head of Finance
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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:		

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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

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	1.4.2016	Estimate	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 not 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
	Single Booking	Block Booking	Single Booking	Block Booking	
Planning and Countryside					
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
	30 Mins	£38.30	£32.02	£39.00	£32.60
Full Pitch Artificial Grass - peak	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
Full Pitch Artificial Grass – off-peak	1hr Only	£35.74	£29.87	£36.40	£30.40
	1hr 30mins (11 a side)	£53.60	£44.80	£54.60	£45.70
	30 Mins	£9.31	£7.78	£9.50	£7.90
Half Pitch Artificial Grass – off-peak	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.184)		£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 £86.00 £64.00	£120.00 £95.00 £70.00	Cost per request per site for data up to 1 year old. Cost per request per site for data up to 3 years old. 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	£27.00	£27.00	
Collection of garden waste for year (scheduled)	£38.00	£40.00	
Removal of fly tipping on private land	P.O.A	P.O.A	
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 per 180 x 90cm sheet	N/A		£4.10		New charge
	Standard car / Hatchback	N/A		£5.70		New charge
	Trailer	N/A		£12.50		New charge
	Small Van / Estate car	N/A		£20.80		New charge
	Transit Van or similar	N/A		£25.00		New charge
Tyres	Motorised mini bike / motorised go-kart	N/A		£83.10		New charge
	Standard tyre off rim (car/motorcycle)	N/A		£2.50		New charge
	Standard tyre on rim (car motor cycle)	N/A		£5.00		New charge
	Medium tyre off rim (large 4 x 4 / large van)	N/A		£7.00		New charge
	Medium tyre on rim (large 4 x 4 / large van)	N/A		£9.00		New charge
Gas canisters	Solid tyre	N/A		£11.00		New charge
	Miscellaneous tyres	N/A		£9.00		New charge
		N/A		£2.50		New charge
Food and Nutrition Training:						
Level 2 Award in Nutrition		£74.00		£74.00		Applies across both LAs
Food Hygiene Training:						
CIEH Level 1		£38.00		£38.00		Applies across both LAs
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:						
High Hedges Fee (Class A – Fee Discretionary)		£774.00		£1,113.00		Applies across both LAs
Licences, Registrations and Similar Consents:						
Licencing Act 2003:						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, hrfy 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, hrfy 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, hrfy 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, hrfy 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, hrfy 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		
	1 to 5 Horses	£636.00		£530.00		
Riding Establishments	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		Cost recovery model
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					New cost recovery model - refer to officer guidance
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 (bw) 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 production 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 bw	10p	10p	
A4 Photocopy colour	£1.00	£1.00	
A3 Photocopy bw	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	£1775	
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	<u>-166.23</u>

	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	<u>-6.23</u>

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	<u>12,500.00</u>

	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	<u>0.00</u>

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	455,882	455,882
(estimate based upon current amount received)		
		<hr/>
		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
		<hr/>
Surplus / (-) deficit		9,203
Provision for w/o or non-collection	0	0
		<hr/>
		9,203
Deficit Brought Forward from 15/16		-1,310,925
Recovery from Precepting Authorities		1,176,337
Anticipated Collection Fund surplus(+) / deficit (-)		<hr/> <hr/> -125,385 Deficit

SIGNED :



DATE: 15th January 2017

Appendix J(2): COLLECTION FUND - 2016/2017

DISTRIBUTION OF ESTIMATED DEFICIT	£
Estimated Deficit	- <u>125,385</u>
West Berkshire Council	- 107,543
Police and Crime Commissioner	- 13,052
Royal Berkshire Fire Authority	- <u>4,790</u>
	- <u>125,385</u>

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 Recommendation
RES	Citizens Advice Bureau	£199,892	£60,000 (30.0%)	£60,000 (30.0%)	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>
ENV	Highway and Drainage Maintenance	£742,000	£400,000 (53.9%)	£400,000 (53.9%)	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>
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%)	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>

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 Recommendation
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%)	<p>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.</p> <p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>
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%)	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>
ENV	Road Safety	£124,000	£35,000 (28.2%)	£35,000 (28.2%)	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>

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 Recommendation
ENV	Urban Grass Cutting	£193,000	£40,000 (20.7%)	£40,000 (20.7%)	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>

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)	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>

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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 EqIA 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	16 February 2017 Version 2 (Executive)
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 Executive 2017/18:	To proceed with this proposal
No. of responses:	<p>In total, 67 responses were received. Of those that responded:</p> <ul style="list-style-type: none"> • 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 <p>A number of those responding were volunteers that supported the work of CAB.</p>		
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.	
	Having the services available outside of the normal opening hours	This is a matter for CAB to consider.	

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	16 February 2017 Version 2 (Executive)
	so that those at work are not negatively impacted by having to take time off.		
	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.		
	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](#).

Budget Proposals 2017/18: Citizens Advice Bureau (CAB)	Head of Service: Andy Day Author: Andy Day	16 February 2017 Version 2 (Executive)

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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<p>What is the decision Executive is being asked to make?</p> <p>Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council’s key strategic priorities</p>	<p>To reduce the Council’s overall funding grant of £160,000 to the CAB by £60,000.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p>Budget Holder for item being assessed:</p>	<p>Andy Day, Head of Strategic Support</p>
<p>Name of assessor:</p>	<p>Andy Day</p>
<p>Name of Service & Directorate</p>	<p>Strategic Support, Resources Directorate</p>

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.
<p>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.</p> <p>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.</p>
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?
<p>If 'No' please proceed to Step 2.</p> <p>No</p>

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?
<p>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.</p> <p>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.</p>

3. How will this item affect the stakeholders identified above?
<p>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.</p> <p>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.</p>

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	16 February 2017 Version 2 (Executive)
Proposal:	To reduce the following areas of expenditure: <ul style="list-style-type: none"> • 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 Executive 2017/18:	To proceed with this proposal
No. of responses:	In total, 64 responses were received. Of those that responded: <ul style="list-style-type: none"> • 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	
	Work more efficiently and get better value for money from contractors	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: 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	16 February 2017 Version 2 (Executive)
	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.	

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Budget Proposals 2017/18: Highway and Drainage Maintenance		Head of Service: Mark Edwards Author: Melvyn May	16 February 2017 Version 2 (Executive)
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	16 February 2017 Version 2 (Executive)
	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:	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>		

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](#).

<p>What is the decision Executive is being asked to make?</p> <p>Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council’s key strategic priorities</p>	<p>Budget Proposal 2017/18: Reduction in Highway and Drainage Maintenance</p> <p>As the Highway Authority, the Highways Act 1980 (Section 41) imposes on the Council the duty to maintain highways maintainable at public expense.</p> <p>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.</p>
<p>Budget Holder for item being assessed:</p>	<p>Melvyn May</p>
<p>Name of assessor:</p>	<p>Mark Edwards</p>
<p>Name of Service & Directorate</p>	<p>Highways and Transport, Environment Directorate</p>
<p>Date of assessment:</p>	<p>21/12/2016</p>
<p>Date Stage 1 EIA completed:</p>	<p>7/10/2016</p>

STEP 1 – Scoping the Equality Impact Assessment

<p>1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.</p>			
<p>Service Targets</p>		<p>Performance Targets</p>	
<p>User Satisfaction</p>		<p>Service Take-up</p>	
<p>Workforce Monitoring</p>		<p>Press Coverage</p>	
<p>Complaints & Comments</p>		<p>Census Data</p>	
<p>Information from Trade Union</p>	<p>x</p>	<p>Community Intelligence</p>	
<p>Previous Equality Impact Analysis</p>		<p>Staff Survey</p>	
<p>Public Consultation</p>	<p>x</p>	<p>Other (please specify)</p>	

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	<p>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.</p> <p>Many felt that reduced maintenance standards would result in more surface water and potholes, leading</p>

	<p>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.</p> <p>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.</p>
<p>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.</p>	<p>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.</p>

<p>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.</p>	<p>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.</p>
<p>Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.</p>	<p>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.</p>
<p>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</p>	<p>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.</p>
<p>Race - includes colour, caste, ethnic / national origin or nationality.</p>	<p>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.</p>
<p>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.</p>	<p>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</p>

	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.

Budget Proposals 2017/18: Highway Fees and Charges, including Parking

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.*

Budget Proposals 2017/18: Highway Fees and Charges, including Parking

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		16 February 2017 Version 2 (Executive)	
Proposal:	<ul style="list-style-type: none"> • 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 Executive 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 Executive 2017/18:	To proceed with this proposal		
No. of responses:	<p>In total, 54 responses were received. Of those that responded:</p> <ul style="list-style-type: none"> • 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:	<p>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.</p> <p>Nine comments related to the proposed on-street charging near Thatcham station and the potential displacement of parking</p>				

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	16 February 2017 Version 2 (Executive)
	<p>into nearby residential roads.</p> <p>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%.</p>		
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	
	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	16 February 2017 Version 2 (Executive)
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	16 February 2017 Version 2 (Executive)
	<p>Thattham 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.</p>	<p>Whilst information that relates only to Thattham 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.</p>	
Suggestions for how others may help contribute:	<p>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.</p> <p>Another response suggested that Scottish and Southern Energy (SSE) should implement a daily shuttle bus from Thattham 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 Thattham FC and this would not help the council to achieve its savings target.</p>		
Officer conclusion and recommendation as a result of the responses:	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>		

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 Response

Number 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		16 February 2017	
		Author: Jane Seymour		Version 2 (Executive)	
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 Executive 2017/18:	To proceed with this proposal		
No. of responses:	<p>In total, 43 responses were received. Of those that responded::</p> <ul style="list-style-type: none"> • 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:	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				

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	16 February 2017 Version 2 (Executive)
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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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. 	

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	16 February 2017 Version 2 (Executive)
	Inform families about ESA and that can be claimed from age 16.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> This would be a matter for the Council Members and Parish Councils to decide. 	
	Make parents aware of the full cost of transport.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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. 	

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	16 February 2017 Version 2 (Executive)
	More in-house provision, to reduce the more expensive option of taxis.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> This would be a matter for the Council Members to decide. The council procures these services through a tender process. 	
	Increase council tax.	<ul style="list-style-type: none"> This would be a matter for the Council Members and Parish Councils to decide. 	
	Use of young offenders to carry out basic activities.	<ul style="list-style-type: none"> This would be a matter for the government to consider. 	
Suggestions for income generation:	Suggestion	Council response	
	Increase Council Tax.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> This would be a matter for the Council Members and Parish Councils to decide. 	
	A rubbish charge.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	16 February 2017 Version 2 (Executive)
	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.	<ul style="list-style-type: none"> • 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:	<p>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.</p> <p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>		

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

<p>.What is the decision Executive is being asked to make?</p> <p>Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities</p>	<p>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)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>This proposal does not conflict with any of the Council's key strategic priorities.</p>
<p>Budget Holder for item being assessed:</p>	<p>Jane Seymour</p>
<p>Name of assessor:</p>	<p>Jane Seymour</p>
<p>Name of Service & Directorate</p>	<p>Education Service, Children and Young People's Directorate</p>
<p>Date of assessment:</p>	<p>10.1.17</p>
<p>Date Stage 1 EIA completed:</p>	<p>10.1.17</p>

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

Appendix N5c

<p>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.</p>	<p>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.</p> <p>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.</p>
<p>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.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>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</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>Race - includes colour, caste, ethnic / national origin or nationality.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>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.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>Sex - applies to male or female.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>

<p>Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
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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.

Budget Proposals 2017/18: Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services

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.

Budget Proposals 2017/18: Restructure of the Youth Support, Family Resource, Help for Families and Young Carers Services

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	16 February 2017 Version 2 (Executive)
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 Executive 2017/18:	To proceed with this proposal
No. of responses:	<p>In total, 20 responses were received. Of those that responded:</p> <ul style="list-style-type: none"> • 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:	<p>55% of responses agreed with the proposal.</p> <p>The main points raised by those that disagreed with the proposal were:</p> <ul style="list-style-type: none"> • 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	16 February 2017 Version 2 (Executive)
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

<p>What is the decision Executive is being asked to make?</p> <p>Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities</p>	<p>Agree to the restructuring of the Youth Support, Family Resource, Help for Families and Young Carers Services.</p> <p>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</p> <p>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.</p>
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)	
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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
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<p>Age – relates to all ages</p>	<p>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.</p>
<p>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.</p>	<p>The proposals may affect adults with a disability or long term health condition</p>
<p>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.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>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</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>Race - includes colour, caste, ethnic / national origin or nationality.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>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.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>Sex - applies to male or female.</p>	<p>There is no evidence to indicate that there will be a greater impact on this group than on any other.</p>
<p>Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.</p>	<p>There is no evidence to indicate that there will be a greater impact</p>

	on this group than on any other.
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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;***
- (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 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

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

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

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	16 February 2017 Version 2 (Executive)
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 Executive 2017/18:	To proceed with this proposal
No. of responses:	<p>In total, 27 responses were received. Of those that responded:</p> <ul style="list-style-type: none"> • 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:	<p>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.</p> <p>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.</p>		
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	16 February 2017 Version 2 (Executive)
	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	16 February 2017 Version 2 (Executive)
how others may help contribute:	<p>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.</p>		
Officer conclusion and recommendation as a result of the responses:	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>		

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Equality Impact Assessment – Stage Two

<p>What is the decision Executive is being asked to make?</p> <p>Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities</p>	<p>Budget Proposal 2017/18: deletion of one of the two full-time road safety officer posts.</p> <p>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.</p> <p>Local authorities have the following statutory duties related to road safety:</p> <p>The Road Traffic Act 1988 (Section 39) requires local authorities in Great Britain to:</p> <ul style="list-style-type: none"> • 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 <p>The Road Traffic Regulation Act 1984 (Section 122) requires local authorities in Great Britain to:</p> <ul style="list-style-type: none"> • secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) <p>The Traffic Management Act 2004 (Section 16) requires local authorities in England and Wales to manage and maintain their road networks to:</p> <ul style="list-style-type: none"> • 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 <p>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.</p> <p>Of the six Priorities for Improvement, the following could</p>
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	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.			
<p>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.</p>			
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?			
<p>If 'No' please proceed to Step 2.</p>			
No.			

STEP 2 – Involvement and Consultation

<p>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>'</p>	
Target Groups	Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents
<p>Age – relates to all ages</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>
<p>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</p>	<p>We undertook a public consultation of all user groups as part of the council's budget proposals consultation between 31 October</p>

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<p>removing the previously legal requirement for them to undergo medical supervision.</p>	<p>2016 and 11 December 2016. Only 27 responses were received to the Road Safety consultation. No particular gender reassignment group will be disadvantaged.</p>
<p>Marriage and Civil partnership – .protects employees who are married or in a civil partnership against discrimination. Single people are not protected.</p>	<p>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.</p>
<p>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</p>	<p>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.</p>
<p>Race - includes colour, caste, ethnic / national origin or nationality.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>
<p>Sex - applies to male or female.</p>	<p>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.</p>
<p>Sexual Orientation - protects lesbian,</p>	<p>We undertook a public consultation of all user</p>

<p>gay, bi-sexual and heterosexual people.</p>	<p>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.</p>
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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

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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	16 February 2017 Version 2 (Executive)
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 Executive 2017/18:	To proceed with this proposal
No. of responses:	In total, 27 responses were received. Of those that responded: <ul style="list-style-type: none"> • 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	16 February 2017 Version 2 (Executive)
	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	

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Budget Proposals 2017/18: Urban Grass Cutting		Head of Service: Gary Lugg Author: Paul Hendry – Countryside Manager	16 February 2017 Version 2 (Executive)
	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	16 February 2017
		Author: Paul Hendry – Countryside Manager	Version 2 (Executive)
Suggestions for how others may help contribute:	None received.		
Officer conclusion and recommendation as a result of the responses:	<p>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.</p> <p>It is therefore recommended that the council progress with this proposal.</p>		

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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Financial Performance Report 2016-17 - Quarter Three

Committee considering report:	Executive on 16 February 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	25 January 2017
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	EX3137

1. Purpose of the Report

- 1.1 To inform Members of the latest financial performance of the Council.

2. Recommendation

- 2.1 To ensure that Members are fully aware of the latest financial position of the Council.

3. Implications

3.1 Financial:

The current financial forecast is an over spend of £765k against a net revenue budget of £116.8million. The forecast over spend has increased by £67k compared to the forecast position at Quarter Two. The forecast will have an impact on the level of the Council's reserves at year end if savings cannot be made to offset the over spend. Forecast capital spend in the year is currently £38.4million against a revised budget of £46million with £9.2million expected to be re-profiled into 2017-18.

3.2 Policy: n/a

3.3 Personnel: n/a

3.4 Legal: n/a

3.5 Risk Management: n/a

3.6 Property: n/a

3.7 Other: n/a

4. Other options considered

- 4.1 Not applicable – factual report for information

5. Executive Summary

- 5.1 At Quarter Three, the forecast revenue position is an over spend of £765k against a net budget of £116.8m. This is an increased over spend position of £67k from the Quarter Two forecast over spend.
- 5.2 The Communities Directorate is forecasting an over spend of £1.025million, against a net revenue budget of £66million, which is an increase of £391k since Quarter Two. Adult Social Care is forecasting an over spend of £793k against a net revenue budget of £37.3million, an increase of £342k compared to the forecast at Quarter Two. The over spend is the result of increased complexity of client needs and upward cost pressures in commissioning services for nursing and residential care, together with savings plans for 2016-17 from the Transforming Lives Programme taking longer to deliver than originally anticipated. 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. The Education Service is forecasting a £234k over spend against a net revenue budget of £9.3million, which is an increase of £51k from Quarter Two. The over spend has been generated from pressure on Home to School Transport budgets (£176k) and the Disabled Children's placement budget (£122k) and the service has been unable to realise the full extent of the 2016-17 savings in year. Small levels of in year savings have been generated against supplies and services and through holding posts vacant where possible, to partially offset the pressures identified. Children & Family Services have generated a £28k forecast over spend against a £15.2million net budget as a result of joint arrangement pressures. Care Commissioning, Housing & Safeguarding has generated a £30k forecast under spend against a £3.9million net budget. The Prevention and Developing Community Resilience Service is forecasting an on line position which is consistent with Quarter Two.
- 5.3 There are two service specific risk reserves for the Communities Directorate; £1.1m for Adult Social Care and £500k for Children and Family Services. The Quarter Three forecasts are before any potential use of one off funding from these reserves.
- 5.4 The Environment Directorate is forecasting an under spend of £230k against a net budget of £31million. The directorate position has improved by £100k compared to Quarter Two. The Highways and Transport Service is forecasting an under spend of £169k which is due to increased parking income. The Planning and Countryside Service is forecasting £232k under spend. There is a pressure of £50k in the Local Development Framework due to the additional costs of carrying out the Housing Site Allocation Development Planned Document examination. Development Control income is above target and income carried forward from 2015 for 2016 work has brought the Service in under budget. In the Culture & Environmental Protection Service there is a forecast pressure of £171k largely as a result of income pressures within Activity Team West Berkshire and the Environmental Health Shared Service.
- 5.5 The Resources Directorate is forecasting an over spend of £20k against a net revenue budget of £12.4million. The directorate position has improved by £124k compared to Quarter Two. Legal Services is forecasting an over spend of £249k against a net revenue budget of £952k. The pressure relates to costs arising from the London Road Industrial Estate procurement challenge and fee income pressures within the Service. Some of this pressure may be offset if the Council is

successful in reclaiming these costs through the judicial review process. The forecast pressure against Legal Services is being partially offset through forecast under spends against Strategic Support of £101k, Customer Services £91k and minor under spends in other services.

- 5.6 There is one service specific risk reserve allocated to the Resources Directorate: £50k for Legal Services. The Quarter Three forecast is before any potential use of one off funding from this risk reserve.
- 5.7 Income on interest on investments is currently forecast to be £50k below target. because of the low level of interest rates currently available in the market and a lower cash fund balance in the current year because of use of balances in 2015/16. Offsetting this is a £100k positive variance forecast to be generated from the claw back of accruals made in 2015-16 over and above what was required.
- 5.8 The Council set a revenue budget of £116.8million for 2016-17. In-year budget changes may be approved and the approval limits are set out in the Council's Financial Regulations.
- 5.9 Forecast capital spend in the year is currently £38.4million against a revised budget of £46million with £9.2million expected to be re-profiled into 2017-18, £6m of which is as a result of delays to schemes at Theale Primary School and Highwood Copse. 68.6% of the 2016-17 capital programme is committed as at the end of Quarter Three. The amount committed by each directorate at the end of Quarter Three is as follows:
- (1) Communities – 48.6%
 - (2) Environment – 85.3%
 - (3) Resources – 88.7%
- 5.10 A breakdown of capital spend and commitments to date is shown in Appendix A (3). The appendix also explains the changes from the original capital programme which was approved by the Council in March 2016.
- 5.11 The forecast over spend on DSG grant income is partly (£697k) as per the decision made by the Schools' Forum when the budget was set in March 2016 to allocate out more grant than that expected to enable the continuation of some key high needs services. This decision was taken after consideration of the two year position. The remaining £303k variance on grant income is due to the January 2016 early years PVI census returning a lower number than that estimated in the budget. The final DSG grant position for the financial year won't be known until after the January 2017 census, when the early years block DSG can be forecast based on the census count.

6. Conclusion

- 6.1 The Council is faced with delivering a savings programme of £13.9m in 2016-17 as well as addressing in year pressures as they arise which are currently forecast to be £765k against a net revenue budget of £116.8 million. Transitional funding is being used to help with the savings plans but some will not be fully implemented until 2017-18, which is putting pressure on the 2016-17 budget. The Council is taking steps to maintain financial discipline, to ensure that the agreed savings programme

is monitored and to find additional savings to offset the revenue over spend currently forecast. The Council has an excellent track record of managing the savings programme and minimising budget over spends, but if the forecast over spend of £765k remains at year end, it will impact on our reserves.

7. Appendices

Appendix A (1) – Supporting Information

Appendix A (2) – Summary Revenue Forecast Quarter Three 2016-17

Appendix A (3) – Summary Capital Forecast Quarter Three 2016-17

Appendix B – Equalities Impact Assessment

Appendix A

Financial Performance Report 2016-17

Quarter Three - Supporting Information

1. Introduction

- 1.1 The financial performance reports provided to Members throughout the financial year are concerned with the under or over spend against the Council's approved budget. The Quarter Three forecast revenue position is an over spend of £765k against a net revenue budget of £116.8million. This is an increase in the over spend of £67k from the Quarter Two forecast position.
- 1.2 Forecast capital spend in the year is currently £38.4 million against a revised budget of £46.0million with £9.2million expected to be re-profiled into 2017-18. 68.6% of the 2016-17 capital programme is committed as at the end of Quarter Three.
- 1.3 Earlier this year, the Chief Executive provided Members with a report: Budget Scrutiny 2016-17. The report set out the findings of a budget scrutiny exercise conducted on the proposed 2016-17 revenue budget. Two key recommendations were highlighted in the report. The first key recommendation was to establish service specific risk reserves in Children and Family Services, Adult Social Care and Legal Services. These reserves have now been established. The second key recommendation was the need for each service to be able to identify how they would manage any over spend during 2016-17. An update is provided in this report by each Directorate, on their ability to manage any in year over spends.
- 1.4 The revenue forecasts at Quarter Three are before any potential use of one off funding from the service specific risk reserves.

2. Background to the 2016-17 Budget

In order to meet the funding available, the 2016-17 revenue budget was built with a £13.9m savings programme. Transitional grant funding totalling £1.4m and part year funding of £576k has been allocated to the 2016-17 budget, resulting in a net savings programme of £11.9m.

3. Changes to the 2016-17 Budget

- 3.1 The Council set a revenue budget of £116.8million for 2016-17. During the year budget changes may be approved for a number of reasons and the approval limits are set out in the Council's Financial Regulations. Budget increases will be seen when budgets are brought forward from 2015-16 as a result of requests that are approved at year end, after the original budget has been set in early March. These budget changes are submitted to the Finance and Governance Group (FAGG) and must meet certain criteria to be approved. Other reasons for in year budget changes include drawing from reserves to support specific projects or to cover risks that have arisen and have previously been provided for.
- 3.2 Virements requiring approval during Quarter Three: None

4. Summary Revenue Forecast

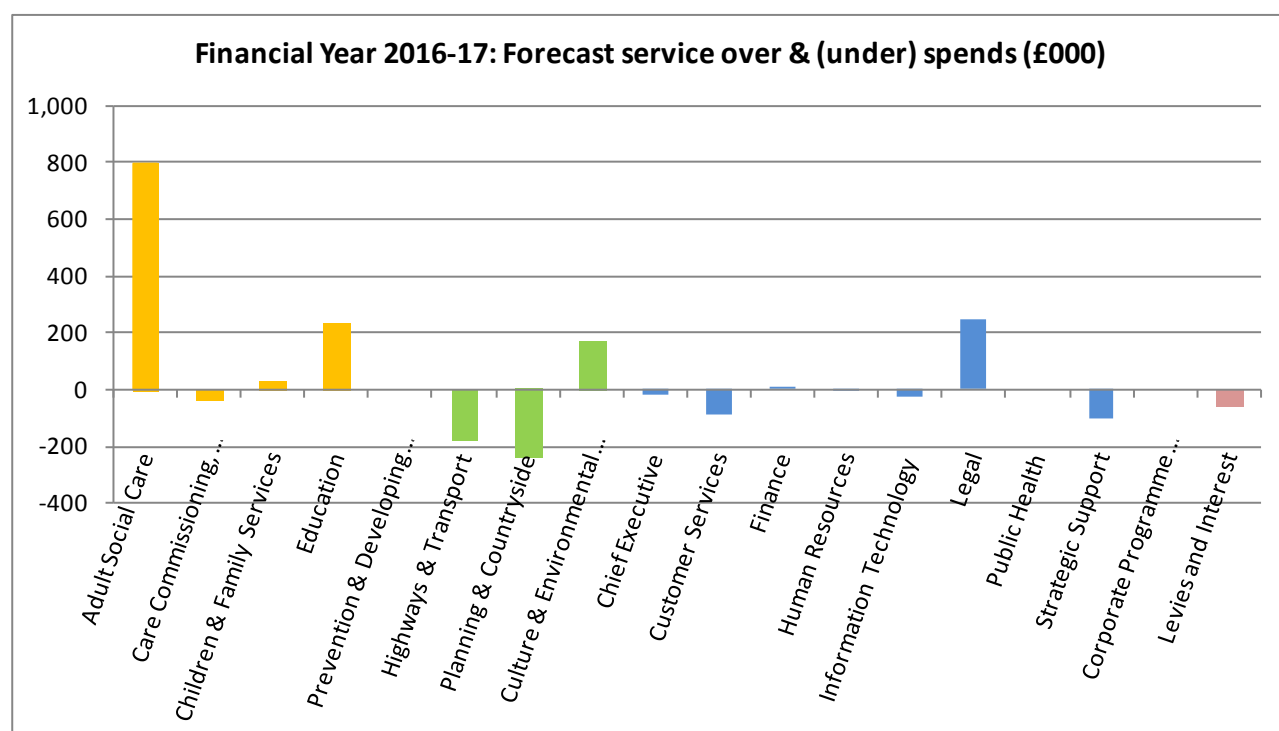
Figure One: The Directorate forecasts financial year 2016-17

Directorate	Current Net Budget £000	Annual Net Forecast £000	Forecast (under)/over spend					Change from Last Quarter £000
			Quarter One £000	Quarter Two £000	Month Seven £000	Month Eight £000	Quarter Three £000	
Communities	66,260	67,285	1,033	634	604	969	1,025	391
Environment	31,283	31,053	0	(130)	(131)	(187)	(230)	(100)
Resources	12,432	12,452	214	144	108	97	20	(124)
Levies and Interest	6,842	6,792	30	50	50	50	(50)	(100)
Total	116,817	117,582	1,277	698	631	929	765	67

NB. Rounding differences may apply to nearest £k

- 4.1 At Quarter Three the Council’s forecast position is an over spend of £765k against a net revenue budget of £116.8million. The services driving the over spend are Adult Social Care (£793k forecast over spend), Education Services (£234k forecast over spend), Children & Family Services (£28k forecast over spend), Legal Services (£249k forecast over spend), Finance Service (£11k forecast over spend), and Culture and Environmental Protection (£171k forecast over spend).
- 4.2 The cumulative pressure across these services of £1.48million is being partially offset through forecast under spends for Planning and Countryside (£232k), Highways & Transport (£169k), Strategic Support (£101k), Customer Services (£91k) and various other small under spends (£78k).
- 4.3 Levies and Interest are showing a £50k under spend.

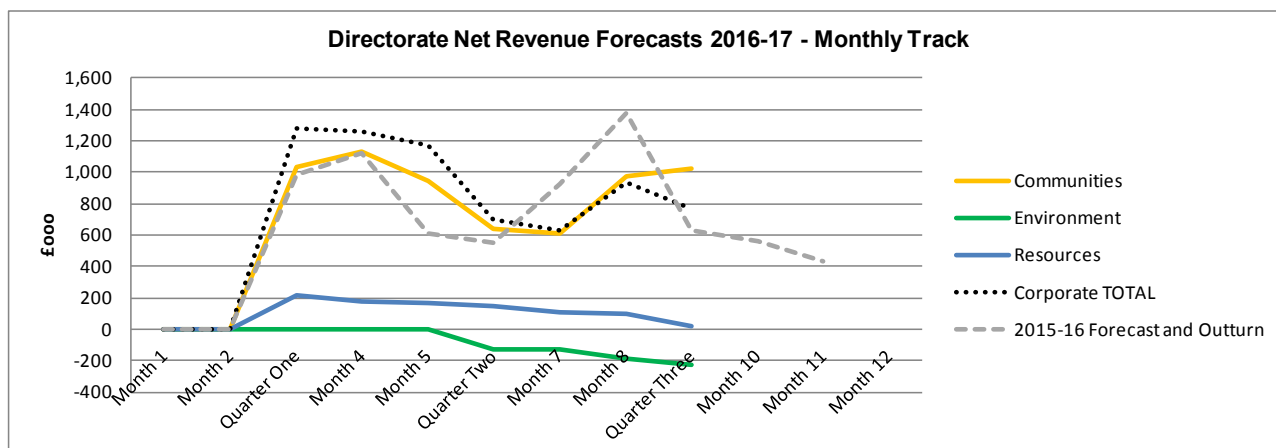
Figure Two: Forecast Service over/under spends at Quarter Three



Quarter Three - Supporting Information

- 4.4 The forecast over spend has increased by £67k compared to the forecast position at Quarter Two.
- 4.5 Communities have increased their forecast over spend by £391k and is now reporting a £1.025million over spend. The increase is as a result of a £342k increase in the forecast over spend for Adult Social Care, a £51k increase in the forecast over spend for Education Services and generation of a new £28k forecast over spend for Children & Family Services. The total cumulative increase of £421k is partially offset via generation of a £30k forecast under spend against Care Commissioning, Housing & safeguarding.
- 4.6 The Environment Directorate has increased its under spend position from £130k at Quarter Two to £230k at Quarter Three. The increase in the forecast under spend is attributable to a £72k increase in the under spend position for Highways & Transport and a £99k increase in the under spend position for Planning & Countryside. The cumulative increase in forecast under spend of £171k is partially offsetting an increase of £71k in respect of the forecast over spend position for Culture & Environmental Protection.
- 4.7 Resources have decreased its forecast over spend from £144k at Quarter Two to £20k at Quarter Three. The reduction in the forecast over spend position is primarily the result of increased forecast under spends against Customer Services (£81k increase in forecast under spend) and Strategic Support (29k increase in forecast under spend).

Figure Three: Monthly Track of Directorate Forecasts Financial Year 2016-17 and 2015-16 Comparator



- 4.8 The 2016-17 forecast over spend position steadily reduced month on month between Month Four and Month Seven. The smoothing of forecasts had been largely attributable to services being required (as a result of the Chief Executive's budget scrutiny exercise), to identify and implement in year mitigation strategies for emerging pressures, otherwise known as the lifeboat drill.
- 4.9 However, forecasting from Month Eight has seen a significant increase in forecasts driven by the pressure on demand led commissioning budgets within Adult Social Care and demand led budgets within Education Services (Home to School Transport and Disabled Children's placement budgets).

5. Communities Directorate Quarter Three Review

Figure Four: The year to date track of the Communities Directorate forecast revenue position for financial year 2016-17

Communities	Net Budget	Forecast (under)/over			Change
		Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000
DSG	(721)	0	0	0	0
Corporate Director	196	0	0	0	0
Adult Social Care	37,324	996	451	793	342
Care Commissioning, Housing & Safeguarding	3,969	0	0	(30)	(30)
Children & Family Services	15,260	37	0	28	28
Education	9,362	0	183	234	51
Prevention and Developing Community Resilience	869	0	0	0	0
Total	66,260	1,033	634	1,025	391

5.1 Review of Revenue Forecast Position as at Quarter Three

The forecast revenue over spend for the Communities Directorate is £1.025million against a budget of £66million. The forecast over spend has increased by £391k since Quarter Two. The increase is attributable to a £342k increase in the forecast over spend for Adult Social Care, a £51k increase in the Education Services over spend, a £28k increase in the over spend for Children & Family Services, and generation of a £30k in the forecast under spend for Care Commissioning, Housing & Safeguarding. The directorate is currently in negotiations with Public Health to obtain a further £100k of one off in year funding; this funding is currently not included within the Quarter Three forecasts.

- Adult Social Care is forecasting a year end over spend position of £793k at Quarter Three, which is a £342k increase on the Quarter Two position of a £451k over spend. The over spend is the result of increased complexity of client needs and upward cost pressures in commissioning services for nursing and residential care together with savings plans for 2016-17 from the Transforming Lives Programme taking longer to deliver than originally anticipated. 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.
- The Education Service is forecasting a year end over spend of £234k at Quarter Three, which is a £51k increase from the Quarter Two position. The over spend is as a result of pressures on the Home to School Transport budgets (£176k) and the Disabled Children's team budgets (£122k), which have arisen through increases in demand during the year, and the service has been unable to realise the full extent of the 2016-17 savings in year. Small levels of in year savings have been generated against supplies and

services budgets and through holding posts vacant (where possible), to partially offset the pressures identified.

- Care Commissioning, Housing & Safeguarding is forecasting a year end under spend of £30k, compared to an online position at Quarter Two. This is primarily due to additional in year savings identified across the service.
- Children and Family Services is forecasting a year end over spend of £28k compared to an online position at Quarter Two. The change is the result of pressure identified relating to the Adoption Panel joint arrangement.
- The Prevention & Developing Community Resilience Service is forecasting a year end position of online at Quarter Three, which is unchanged from Quarter Two.

6. Environment Directorate Quarter Three Review

Figure Five: The year to date track of the Environment Directorate forecast revenue position for financial year 2016-17

Environment	Net Budget	Forecast (under)/over			Change
		Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000
Corporate Director	171	0	0	0	0
Highways & Transport	5,955	0	(97)	(169)	(72)
Planning & Countryside	3,927	(44)	(133)	(232)	(99)
Culture & Environmental Protection	21,230	44	100	171	71
Total	31,283	0	(130)	(230)	(100)

6.1 Review of Revenue Forecast Position as at Quarter Three

The Directorate is currently forecasting an under spend of £230k.

- Highways and Transport is forecasting an under spend of £169k which is largely due to increased parking income and reduced insurance claims. Some of the additional income is being used to offset the pressures from consultancy costs for large planning applications including Siege Cross, Sandleford, North Newbury and Market Street.
- An additional large planning application relating to the Sandleford Development has increased the forecast under spend in Planning and Countryside from £133k in Quarter Two to £232k in Quarter Three. There is a pressure of £40k in the Local Development Framework due to the additional costs of carrying out the Housing Site Allocation Development Plan Document examination.
- In Culture & Environmental Protection there are increased income pressures within Activity Team West Berkshire and the Environmental Health Shared Service which have been mitigated within the Directorate as detailed above.

The income pressure on the shared service is the result of a change in the policy for taxi licences from an annual licence to a three year licence fee. This resulted in a larger than normal income being received in 2015-16, some of which should have been carried forward in line with accounting principles. However the income relating to 2016-17 and 2017-18 was not carried forward as part of the year end close down process. This will be rectified in this financial year and will not therefore result in an ongoing pressure into 2017-18.

The income pressure relating to Activity Team is the result of lost business and a long lead time to develop new business together with reduced uptake for activities.

7. Resources Directorate Quarter Three Review

Figure Six: The year to date track of the Resources Directorate forecast revenue position for financial year 2016-17

Resources	Net Budget	Forecast (under)/over			Change
		Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000
Chief Executive	521	0	(10)	(18)	(8)
Customer Services	2,052	0	(10)	(91)	(81)
Finance	2,062	0	0	11	11
Human Resources	981	0	0	(6)	(6)
ICT and Corporate Support	2,603	0	(24)	(24)	0
Legal	952	259	260	249	(11)
Public Health	192	0	0	0	0
Strategic Support	2,934	(45)	(72)	(101)	(29)
Corporate Programme Management	135	0	0	0	0
	12,432	214	144	20	(124)

7.1 Review of Revenue Position as at Quarter Three

The forecast Revenue position for the Resources Directorate is an over spend of £20k.

Legal Services are reporting a forecast of £249k over spend at Quarter Three. This is primarily due to the following:

- Final costs for London Road Industrial Estate procurement challenge costs are £249k for 2016 together with five Planning Inquiries which are estimated to cost a further £51k.
- The forecast income is currently showing a £57k pressure against budget.

- Some of these pressures are being mitigated within the salary budget due to delays in recruiting to vacant posts together with anticipated court fee recovery from the London Rd procurement challenge.

Public Health is forecasting to budget within the Public Health ring fenced grant, any under spend will be allocated to the Public Health Reserve in accordance with the grant conditions.

Strategic Support is forecasting an under spend of £101k at Quarter Three. This is mainly due to:

- Within the Performance Team there are ICT maintenance savings as a result of cancellation of modules which are no longer required (£27k) together with a one off saving due to a contribution from Education Services (£20k) towards the Education IT system.
- A one off saving due to a refund from Sovereign Housing for unused grant contributions to the Neighbourhood Warden Scheme which have accumulated over a number of years and will no longer be required due to the closure of the scheme (£50k).
- There are various salary savings throughout the Service.
- There is a pressure of £30k from reduced income in Land Charges which is being mitigated by some of the above savings.

The Chief Executive Service is showing an under spend of £18k arising from salary savings, release of the contingency budget and Newbury 2025 expenditure which will be met from Capital rather than Revenue.

Customer Services are showing a £90k under spend mainly due to salary savings within the Contact Centre and a lower contribution to superannuation costs. Pressures within the Registrar's Service due to reduction in income are being mitigated within the Service.

ICT and Corporate Support are forecasting an under spend of £24k from vacancy savings and reviewing/re negotiating ICT support contracts and the contract for postal services.

Finance is showing an £11k over spend from recruitment costs and reduced income generating opportunities.

Human Resources are forecasting a £6k under spend from salary savings.

Corporate Programme Management is forecasting to budget.

8. Levies and Interest Review as at Quarter Three

- 8.1 Income on interest on investments is currently forecast to be £50k below target. because of the low level of interest rates currently available in the market and a lower cash fund balance in the current year because of use of balances in 2015/16. The forecast shortfall in income has increased by £20,000 since Quarter One because of the reduction in the Bank of England Base rate from 0.5% to 0.25% in

July 2016. Offsetting this is a £100k positive variance forecast to be generated from the clawback of accruals made in 2015-16 over and above what was required.

9. Capital – Quarter Three Review

Figure Seven: Capital Position as at Quarter Three

Capital	2016/17 Original Capital Programme £000	2016/17 Revised Capital Programme £000	Amount spent/ committed to 31/12/16 £000	Forecast spend in year £000	Forecast (under) over spend in year £000
Communities	18,325	21,202	10,300	14,357	(6,845)
Environment	17,555	22,009	18,774	19,664	(2,345)
Resources	2,517	2,776	2,462	2,776	0
Total all services	38,397	45,987	31,536	36,797	(9,190)

9.1 Forecast capital spend in the year is currently £38.4million against a revised budget of £46.0 million with £9.2 million expected to be re-profiled into 2017-18, £6m of which is as a result of delays to schemes at Theale Primary School and Highwood Copse. 68.6% of the 2016-17 capital programme is committed as at the end of Quarter Three.

9.2 A breakdown of capital spend and commitments to date is shown in Appendix A (3). The appendix also explains the changes from the original capital programme which was approved by the Council in March 2016. The changes mainly consist of:

- budgets which were unspent at the end of 2015-16 which have been brought forward to 2016-17 to enable the continuation/completion of schemes already underway;
- additional capital funding from government grants and S106 contributions which have been allocated since March 2016;
- Other increases to capital budgets, to be funded from other external income or borrowing to be financed from additional revenue income, which have been approved by Executive.

9.3 Communities Directorate – 48.6% of the programme is committed at the end of Quarter Three.

(1) In Adult Social Care, work is underway to provide the locality teams with the means to deliver the New Ways of Working, and to improve co-working with our NHS colleagues. Budgets have also been re-prioritised to provide funds to improve the quality and capacity of the Council's care homes, with a view to reducing pressure on commissioned services. £390k of the current year budget, mainly in respect of equipment for telecare and implementation of the Care Act, is now expected to be spent in 2017-18.

(2) The Care Commissioning, Housing and Safeguarding (CCHS) service is in the process of recruiting additional occupational therapists funded from the Disabled Facilities grant budget, to help speed up the processing of

claims, although an under spend of £250k is still forecast on the Council's contribution to DFGs in the current financial year. The service also aims to acquire 21 additional units of temporary accommodation to replace those which are due to be lost through redevelopment. These will be funded from the additional £3million budget for the current year which was approved by the Executive in July, financed from additional rental income. £2million of this budget is expected to be spent in 2016-17 and £1million in 2017-18. Decanting of residents of the Four Houses Corner Gypsy and Traveller site is planned to proceed over the next six months and redevelopment of the site is expected to be completed over the following eighteen months. £20k of the project management budget to complete the implementation of Care Director is also now expected to be re profiled to 2017-18.

- (3) In Children's Services the Multi Agency Service Hub (MASH) is now in place in West Street House and the TriX system to provide complete, up to date and centralised information policies and procedures to all staff is now fully implemented.
- (4) In Education Services delays are still being experienced on to two of the major schools schemes in the 2016-17 programme:
 - Theale Primary school – Education Services staff are still in dialogue with Theale Parish Council about the acquisition of the site earmarked for the new school. However it may still be necessary to proceed with a compulsory purchase order for the site. This is likely to mean that the new school building will not be able to provide places until September 2019 at the earliest.
 - Highwood Copse – Negotiations with Newbury College over the provision of land for access to the site have now been satisfactorily concluded, but the opening of the new school is still planned for September 2018. Funding has been allocated to provide additional places at Fir Tree, Winchcombe and Speenhamland Primary schools, to allow for the delay to the opening of Highwood Copse and to meet ongoing additional demand for primary school places in Newbury.

The delays to these schemes mean that the forecast under spend on the Education programme is still £6.1million as was reported at the end of Quarter Two.

9.4 Environment Directorate – 85.3% of the programme is committed at the end of Quarter Two.

- (1) In Culture and Environmental Protection, funding has been agreed with the Heritage Lottery Fund and work is underway to complete the final stage of fitting out of the West Berkshire Museum. Tenders received for essential maintenance of the Corn Exchange and Newbury Library indicate that there will be a budget pressure of approximately £110k on these two schemes in 2017-18.
- (2) In Highways & Transport, the majority of schemes are progressing well, but the start of works on the Tull Way Attenuation Pond has been delayed due wet weather in 2016. A delay to the start of redevelopment of the

Sterling Cables site (now underway) has also caused a delay to work on the Kings Road Link. £2.125million in respect of these two schemes and for footway improvements at Paices Hill is now expected to be delayed until 2017-18. In addition the Environment Agency has withdrawn £220k funding for flood alleviation in Great Shefford, pending a further review of their approach to flood alleviation in that area.

- (3) In Planning and Countryside the main focus of the programme for this year is the management of the Ridgeway trail. The open spaces team are also working to spend S106 funds on improvements to open spaces.

9.5 Resources Directorate – 88.7% of the programme is committed at the end of Quarter Two.

- (1) Progress of the London Road Industrial Estate redevelopment is still delayed because of a possible appeal in respect of the legal challenge to the scheme.
- (2) In ICT the first stage of phase two of the project to extend Superfast Broadband to the rural areas of West Berkshire is nearly complete. The current year budget for the scheme has been adjusted to reflect external funding received in 2016-17, and West Berkshire Council's contribution of £1.48million has been re profiled to 2017-18.
- (3) Funds have been reallocated within the overall capital programme to enable Customer Services to upgrade of the Qmatic system helps manage and monitor queues in Council's reception area and also to enable improvements to the Council's HR/Payroll system.

10. Dedicated Schools Grant – Quarter Three Review

- 10.1 There is a forecast over spend of £1m on the DSG. The forecast over spend on DSG grant income is £697k and is partly as per the decision made by the Schools' Forum when the budget was set in March 2016 to allocate out more grant than that expected to enable the continuation of some key high needs services. This decision was taken after consideration of the two year position whereby it was forecast that the 2016-17 overspend can be met from the 2017-18 DSG allocation, assuming costs overall do not significantly increase and our DSG allocation remains at a similar level.
- 10.2 The remaining £303k variance on grant income is due to the January 2016 early years PVI census returning a lower number than that estimated in the budget. This was notified to the local authority in July and has resulted in a claw back of funding relating to 2015-16 (91k), and a lower estimate of funding for 2016-17.
- 10.3 The final DSG grant position for the financial year won't be known until after the January 2017 census, when the early years block DSG can be forecast based on the census count.

11. Options for Consideration

Not applicable – factual report for information

12. Proposals

Not applicable – factual report for information

13. Conclusion

13.1 The Council is faced with delivering a savings programme of £13.9m in 2016-17 as well as addressing in year pressures as they arise which are currently forecast to be £765k against a net revenue budget of £116.8 million. Transitional funding is being used to help with the savings plans but some will not be fully implemented until 2017-18, which is putting pressure on the 2016-17 budget. The Council is taking steps to maintain financial discipline, to ensure that the agreed savings programme is monitored and to find additional savings to offset the revenue over spend currently forecast. The Council has an excellent track record of managing the savings programme and minimising budget over spends, but if the forecast over spend of £765k remains at year end, it will impact on our reserves.

14. Consultation and Engagement

Nick Carter – Chief Executive, John Ashworth – Director, Rachael Wardell - Director

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

Appendix A (2)

Summary Revenue Forecast – Quarter Three 2016-17

	Budget		Forecasted Performance						Net Variance £
	Original Budget for 2016/17 £	Revised Budget for 2016/17 £	Expenditure			Income			
			Annual Expenditure Budget for 2016/17 £	Annual Expenditure Forecast for 2016/17 £	Expenditure Variance for 2016/17 £	Annual Income Budget for 2016/17 £	Annual Income Forecast for 2016/17 £	Income Variance for 2016/17 £	
Education (DSG Funded)	-720,890	-720,890	95,508,470	96,637,810	1,129,340	-96,229,360	-97,358,700	-1,129,340	0
Corporate Director - Communities	196,100	196,100	196,100	261,950	65,850	0	-65,850	-65,850	0
Adult Social Care	34,934,090	37,323,980	49,908,940	51,454,650	1,545,710	-12,584,960	-13,337,670	-752,710	793,000
Care Commissioning, Housing & Safeguarding	4,325,450	3,968,750	10,942,480	11,120,600	178,120	-6,973,730	-7,182,320	-208,590	-30,470
Childrens Services	15,045,770	15,260,420	15,921,190	16,239,620	318,430	-660,770	-951,470	-290,700	27,730
Education	9,086,000	9,361,650	12,622,850	12,648,710	25,860	-3,261,200	-3,052,260	208,940	234,800
Prevention and Developing Community Resilience	719,910	869,240	1,315,280	1,334,930	19,650	-446,040	-465,690	-19,650	0
Communities	63,586,430	66,259,250	186,415,310	189,698,270	3,282,960	-120,156,060	-122,413,960	-2,257,900	1,025,060
Corporate Director - Environment	170,930	170,930	170,930	170,930	0	0	0	0	0
Highways & Transport	5,534,540	5,955,110	11,219,010	11,650,270	431,260	-5,263,900	-5,864,090	-600,190	-168,930
Planning & Countryside	3,675,880	3,926,970	5,444,360	5,512,360	68,000	-1,517,390	-1,817,390	-300,000	-232,000
Culture & Environmental Protection	21,256,250	21,229,980	27,697,540	27,531,490	-166,050	-6,467,560	-6,130,530	337,030	170,980
Environment	30,637,600	31,282,990	44,531,840	44,865,050	333,210	-13,248,850	-13,812,010	-563,160	-229,950
Chief Executive	520,920	520,920	520,920	502,900	-18,020	0	0	0	-18,020
Customer Services	1,892,770	2,052,110	40,969,830	41,028,280	58,450	-38,917,720	-39,066,670	-148,950	-90,500
Finance	2,116,340	2,062,040	3,580,830	3,571,100	-9,730	-1,518,790	-1,497,850	20,940	11,210
Human Resources	976,980	980,680	1,319,390	1,322,230	2,840	-338,710	-347,820	-9,110	-6,270
ICT & Corporate Support	2,547,010	2,603,560	3,496,730	3,462,330	-34,400	-893,170	-882,930	10,240	-24,160
Legal Services	946,570	951,920	1,122,450	1,314,450	192,000	-170,530	-113,530	57,000	249,000
Public Health & Wellbeing	-80,000	191,870	6,381,270	6,381,270	0	-6,189,400	-6,189,400	0	0
Strategic Support	2,959,420	2,934,420	3,281,100	3,224,600	-56,500	-346,680	-391,180	-44,500	-101,000
Corporate Programme Management	130,930	134,930	134,930	134,930	0	0	0	0	0
Resources	12,010,940	12,432,450	60,807,450	60,942,090	134,640	-48,375,000	-48,489,380	-114,380	20,260
Movement Through Reserves	-117,000	-3,020,340	-3,020,340	-3,120,340	-100,000	0	0	0	-100,000
Capital Financing & Management	9,274,460	9,301,080	9,704,930	9,726,230	21,300	-403,850	-375,150	28,700	50,000
Risk Management	1,424,050	561,050	561,050	561,050	0	0	0	0	0
Capital Financing and Risk Management	10,581,510	6,841,790	7,245,640	7,166,940	-78,700	-403,850	-375,150	28,700	-50,000
Total	116,816,480	116,816,480	299,000,240	302,672,350	3,672,110	-182,183,760	-185,090,500	-2,906,740	765,370

Appendix A (3)

Summary Capital Forecast – Quarter Three 2016-17

Summary of Budget Changes, Spend and Commitments by Service

Service Area	Original Budget 2016/17	15/16 Slippage	Other Agreed Changes to 2016/17 Budget (2)	Revised Budget for 2016/17 (1)	Expenditure to date	Revised Budget not yet spent	Committed to date (order placed, not yet paid)	Revised Budget not yet committed
	£	£	£	£	£	£	%	£
COMMUNITIES DIRECTORATE								
Adult Social Care	888,360	359,650	87,000	1,335,010	506,569	62.1%	26,961	60.0%
Care Commissioning, Housing & Safeguarding	2,593,500	1,238,110	625,450	4,457,060	1,240,773	72.2%	181,391	68.1%
Children's Services	20,000	35,960	(21,500)	34,460	22,250	35.4%	-	35.4%
Education Services	14,823,010	273,970	278,500	15,375,480	6,979,958	54.6%	1,343,284	45.9%
Total for Communities Directorate	18,324,870	1,907,690	969,450	21,202,010	8,749,550	58.7%	1,551,635	51.4%
ENVIRONMENT DIRECTORATE								
Culture & Environmental Protection (CEP)	456,450	787,890	14,210	1,258,550	367,076	70.8%	272,547	49.2%
Highways & Transport	16,735,670	1,661,070	1,811,490	20,208,230	15,608,016	22.8%	2,192,685	11.9%
Planning & Countryside	362,630	178,850	0	541,480	248,016	54.2%	84,196	38.6%
Total for Environment Directorate	17,554,750	2,627,810	1,825,700	22,008,260	16,223,108	26.3%	2,549,427	14.7%
RESOURCES DIRECTORATE								
Chief Exec	45,000	8,090	0	53,090	1,888	96.4%	-	96.4%
Finance	25,000	23,970	(34,740)	14,230	147,519	-936.7%	1,473	-947.0%
ICT and Corporate Support	2,296,090	294,300	(232,080)	2,358,310	1,094,846	53.6%	1,059,917	8.6%
Legal Services	0	1,930	0	1,930	2,174	-12.6%	0	-12.6%
Strategic Support	151,000	155,160	3,830	309,990	138,485	55.3%	0	55.3%
Customer Services	0	(33,730)	73,030	39,300	15,040	61.7%	0	61.7%
Total for Resource Directorate	2,517,090	449,720	-189,960	2,776,850	1,399,952	49.6%	1,061,390	11.4%
Totals	38,396,710	4,985,220	2,605,190	45,987,120	26,372,611	42.7%	5,162,452	31.4%

Revised budget includes additional grants and contributions received and/or allocated in 2016/17, less funds reprofiled into 2017/18

Appendix B

Equality Impact Assessment

Is this item relevant to equality?	Please tick relevant boxes	Yes	No
Does the policy affect service users, employees or the wider community and:			
• Is it likely to affect people with particular protected characteristics differently?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Is it a major policy, significantly affecting how functions are delivered?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Will the policy have a significant impact on how other organisations operate in terms of equality?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Does the policy relate to an area with known inequalities?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Outcome (Where one or more 'Yes' boxes are ticked, the item is relevant to equality)			
Relevant to equality - Complete an EIA available at http://intranet/EqIA			<input type="checkbox"/>
Not relevant to equality			<input checked="" type="checkbox"/>

A Proposed Shared Emergency Planning Service

Committee considering report:	Executive on 16 February 2017
Portfolio Member:	Councillor Marcus Franks
Date Portfolio Member agreed report:	2 February 2017
Report Author:	Nick Carter
Forward Plan Ref:	EX3232

1. Purpose of the Report

- 1.1 To set out a proposal for a Shared Emergency Planning Service across Berkshire.

2. Recommendations

- 2.1 The six unitary authorities in Berkshire set up a shared Emergency Planning Service through delegation to West Berkshire Council to act as a lead authority. A collaboration agreement between the six unitary authorities will set out what will be provided by the lead authority to others. It is intended that the governance under the agreement would be through the Berkshire Chief Executives' Group.
- 2.2 The Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Coordination (where appropriate), to all six unitary authorities.
- 2.3 A Joint Team of 5 fte is established. The Team Manager will be based in the Lead Authority. 2 teams of 2 fte will be based in Berkshire West and Berkshire East. It is proposed that no fixed base is established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities.
- 2.4 The budget for the service is set in the first year at £371k and apportioned to each unitary authority as an annual payment as follows;
- | | |
|--------------------|------|
| Bracknell Forest - | £45k |
| Reading - | £65k |
| RBWM - | £71k |
| Slough - | £48k |
| West Berkshire - | £82k |
| Wokingham - | £60k |
- 2.5 Permanent staff would TUPE to the Lead Authority on their existing terms and conditions and will be slotted into the staffing structure set out in this report where appropriate. Vacancies will be filled through internal/external recruitment where required. Subject to Executive approval in all six unitary authorities, the Service will commence on 1st October 2017.

Implications

- 2.6 **Financial:** The proposal is largely based on improved resilience and on creating a function which it is felt is better managed at a County level. Savings have therefore not been the driver, although the proposal set out in this Paper will deliver an annual saving of £7k to West Berkshire Council (8% of the budget).
- 2.7 **Policy:** There are no policy implications for the Council. It should be noted that the proposal is for West Berkshire Council to act as the lead authority.
- 2.8 **Personnel:** If approved, up to three staff may be transferred under TUPE to West Berkshire Council.
- 2.9 **Legal:** The powers to share services arise from Sections 101 and 102 Local Government Act 1972 and Sections 9EA and 9EB Local Government Act 2000 (as amended) for executive functions. The legislation is supplemented by the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012/1019. These Regulations specify who is authorised to agree the shared services arrangements.
- Inter authority collaboration agreement will need to be put in place and agreed between the six authorities prior to the new shared service starting to set out what will be provided by the lead authority to others. Please note that the Councils may have to consider procurement rules if the arrangements look like a contract for services or where there is a subsequent assignment/sub-contracting of the service.
- 2.10 **Risk Management:** The new Shared Service will operate at a lower cost and with fewer staff. The new model will bring greater resilience, improved efficiency and should provide stronger leadership at a County level. There will however no longer be a dedicated emergency planning resource to each Authority. Resources will be deployed to where they are needed.
- 2.11 **Property:** None.
- 2.12 **Other:** None.

3. Other options considered

- 3.1 Retention of the status quo. This has been used as the basis for testing the Business Case which has been developed by BGG Associates.

4. Executive Summary

Introduction

- 4.1 This Paper sets out a proposed Shared Service for Emergency Planning across Berkshire. It builds on a detailed business case that was prepared by BGG Associates in 2015 which at the time found favour with only 4 of the 6 authorities. Since then significant resilience issues have emerged and the business case has been revisited. The new proposal is being put forward with a 8% cost reduction on that produced originally by BGG (over the entire County). The underlying framework for the Shared Service is little changed.

Background

- 4.2 The Emergency Planning arrangements in Berkshire have remained largely unchanged since they were established in 1998. Each unitary authority has its own dedicated resource with informal joint working being established through a Memorandum of Understanding (MOU) which is reviewed annually. Over time the staffing resources devoted to the function have diminished. This has created resilience issues and undermined the MOU. This has led to renewed interest in a potential Shared Service.
- 4.3 The business case, prepared by BGG Associates, highlighted the following concerns with the current arrangement;
- (1) over reliance on one or two individuals with some authorities relying on others to do jointly agreed work;
 - (2) no managerial resource to drive change and improvement;
 - (3) no career structure;
 - (4) multiple points of contact with key partners leading to inefficiency.

Proposal

- 5.4 The proposed Shared Service would be based on the Lead Authority model, comprising of 5 FTE with a team in Berkshire East and one in Berkshire West. The manager would be based in the Lead Authority which is proposed to be West Berkshire. Under this proposal the Lead Authority would be responsible for the shared services i.e. Emergency Planning, Business Continuity and Out of Hours Coordination. An agreement would take form of a collaboration agreement and Governance would be through the Berkshire Chief Executives' Group.
- 5.5 The budget for the Shared Service would be around 7-10% less than the current cost. The contribution to be made by each unitary authority would be based on a combination of population share and inherent risk. These are detailed in the report. If approved by all six unitary authorities, a tentative start date of 1st October 2017 has been proposed.

5. Conclusion

- 5.1 The proposal for a Shared Service for Emergency Planning across Berkshire has been put forward on two occasions and rejected. Resilience issues have prompted a third attempt and it is this proposal which is put forward in this Paper. Significant

savings have never been a realistic prospect although this Paper proposes an 8% reduction in the current costs. The main driver behind this proposal is improved effectiveness through being able to allocate resources more effectively to where they are needed, reducing duplication of effort and providing more effective leadership across the county.

6. Appendices

- 6.1 Appendix A - Supporting Information
- 6.2 Appendix B – Equalities Impact Assessment

A Proposed Shared Emergency Planning Service for Berkshire – Supporting Information

1. Introduction

- 1.1 The purpose of this paper is to set out in summary what is being proposed with regard to a shared service for Emergency Planning in Berkshire. It varies in what was put forward in a business case prepared by BGG Associates and presented in December 2015, largely in terms of cost and associated staffing structure. This revised proposal was approved by the Berkshire Chief Executives at their December 2016 meeting and is now subject to Executive approval at each of the Unitary Authorities.
- 1.2 The original business case prepared by BGG Associates in 2015 was based largely on improved resilience as opposed to financial savings. Only four unitary authorities supported it and it was taken no further. The 2015 business case followed an earlier business case which was put together by the Berkshire Improvement and Efficiency Partnership in 2009. This was based on the assumed delivery of financial savings. The business case could identify no significant savings through the creation of a shared team and it was subsequently abandoned.
- 1.3 Interestingly, when the 2009 business case was prepared the total cost of the Emergency Planning function in Berkshire was estimated to stand at just under £600k. In the intervening period, budget reductions, largely in the form of staff reductions, have reduced the net budget to an estimated £404k in 2014/15. The shared service proposal set out in this paper is based on an assumed budget of £371k.
- 1.4 There remains significant interest from some partners, notably Royal Berkshire Fire and Rescue Service (RBFRRS), in joining a shared service. This had been discounted from this paper which focuses only on sharing amongst the six unitary authorities. Wider engagement is however a real option going forward should it be seen as desirable.

2. Key Issues

- 2.1 The BGG report highlighted what it saw as a number of key issues which were undermining the effectiveness of the current service across Berkshire. They were;
 - a lack of resilience in each authority due to a reliance on one or two key individuals. Where vacancies or prolonged absences occurred, the individual authority was seen as vulnerable in the event of an incident, and the shared planning workload inevitably fell more heavily on the officers in post with other authorities;
 - no managerial resource empowered to drive through initiatives to deliver standardisation and improve efficiency. This resulted in duplicated work, wasted resource and the parties moving at the speed of the slowest;

- a disparity in the resourcing of Emergency Planning between some of the Councils, resulting in the cost of multi-agency work being funded inequitably;
- a lack of a career structure/personal development framework with opportunities for succession planning to aid retention;
- multiple points of contact for communication with partner agencies.

- 2.2 In conclusion, the BGG report stated, 'whilst the Emergency Planning officers have demonstrated a high level of professional commitment and a willingness to work together, the lack of overall management and the inequitable funding arrangements across the partners have resulted in wasted effort and, overall, an ineffective use of resources'.
- 2.3 Little has changed since these issues were highlighted by BGG over 12 months ago. In fact, in some respects, the situation has deteriorated further with more gaps now evident in the staffing structure.
- 2.4 The fundamental basis on which the service was originally structured in 1998 does now need to be questioned both in terms of its effectiveness and sustainability. The original model was based on each Unitary Authority (UA) having its own dedicated Emergency Planning resource with a range of activities being shared and these being managed through a Memorandum of Understanding. A key element of this approach was the retention of a local presence. Whilst this brings some reassurance to individual authorities, it must now be questioned whether such an approach is affordable.
- 2.5 It could also be questioned whether such a model is the most effective. It has led to a somewhat fragmented approach across the County, in a Service where a consistent and unified response is often particularly important. Leadership is vague and, in an area where engagement with partners and the Thames Valley Local Resilience Forum (TVLRF) is important, this has become an increasing problem and concern.

3. The Service – what needs to be delivered

- 3.1 The local authority Emergency Planning function is driven by the requirements of the Civil Contingencies Act within which there can be seen to be seven key requirements;

1. *Assess the risk of emergencies occurring and use this to inform contingency planning*

This is largely done at a Thames Valley level although each UA will carry out an overview of their own risks which would usually contribute to the Corporate Risk Register. There is a TVLRF Risk Group that produces an LRF Risk Register which is kept regularly updated. This Group has until recently been chaired by Reading BC.

2. *Put in place emergency plans and maintain those plans for the purpose of ensuring that if an emergency occurs, or is likely to occur, the person or body is*

able to perform its functions.

Plans are developed based on legislative requirements or identified risk. Some are based on specific requirements e.g. the need for an emergency mortuary – others are based on specific geographies most notably Berkshire and the Thames Valley. Each local authority has a Major Incident Plan which seeks to provide an authority specific overarching response in the event of a major incident. In Berkshire responsibility for the development of many Plans is designated to a specific UA within the Memorandum of Understanding.

Perhaps the most visible element of Emergency Planning is when there is actually an emergency. From a local authority perspective the function will usually be the first ‘port of call’ and is seen as performing an essential coordinating role. In addition to assisting with the response to the emergency, the local authority also takes the lead in recovery work in relation to any major incident. This role will fall to emergency planning to coordinate.

3. *Put in place business continuity management arrangements*

With the exception of West Berkshire, this role is undertaken by Emergency Planning. At the moment it sits outside of the scope of the proposed shared service. The responsibility lies both internally within the Council and more broadly within the wider business community.

4. *Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency*

Each UA will do this to some degree through their own website, but this is an activity that is also supported through the LRF which has its own groups that develop and support this area of work. A range of leaflets are also produced both locally and at LRF level.

5. *Share information with other local responders to enhance coordination*

Given the local geography there is an extensive and fairly complex governance structure focused around Berkshire based activities and more extensive LRF activities which have a Thames Valley focus. There are a wide range of LRF sub groups which are in the process of being consolidated. At the moment these Groups tend to be disproportionately resourced by Berkshire EPOs which is an issue which has been raised at the LRF and is currently being reviewed.

6. *Cooperate with other local responders to enhance coordination and efficiency*

As above.

7. *Provide advice and assistance to businesses and voluntary organisations about business continuity management*

This is largely done through UA websites and through the Berkshire Business Continuity Forum.

3.2 It is clear from the above that a significant amount of this work is already being undertaken jointly and through the MOU. There are further opportunities to 'join things up' and thereby improve effectiveness – the collective preparation of Major Incident Plans being just one example.

4. Critical Success Factors

4.1 BGG's report highlighted the following success factors. Each of these was delivered by BGG's original shared service proposal but the lower cost proposal outlined in this report does potentially increase the risk of delivering on some of them;

- 1) *Enhanced resilience* – a shared team will allow resources to be deployed much more effectively to where they are needed rather than rely on mutual aid arrangements. Under the revised arrangement reducing the Team from 6.5 FTE to 5 FTE will weaken this resilience although it could be argued that it is better than the current arrangement where there are 4.5 FTE located in just four authorities with two of those already operating a shared arrangement; (the 4.5 fte actually provides more than emergency planning);
- 2) *Enhanced effectiveness* – there is considerable scope to reduce or eliminate duplication most notably in plan development, training and exercising and in attendance at meetings. A shared service, even a smaller one, should still deliver these benefits through the appointment of a single manager. At present leadership is diffuse and all but non-existent at a strategic level;
- 3) *Strengthened mutual aid arrangements* – this will be much more easily coordinated in a shared arrangement;
- 4) *No increase in costs* – the original BGG proposal delivered a small saving going forward. This revised proposal would deliver a more significant saving overall, although the distribution of those savings varies significantly depending on the UAs current financial contribution to emergency planning;
- 5) *Local presence* – the original proposal allowed for a local presence in each Authority since it comprised 3 teams of 2 (or 1.5 FTE in one case) plus a manager. This will not be possible under the revised lower cost arrangement set out in this report. The proposal in this report is to create 2 teams of 2 FTE with one being based in Berkshire West and the other in Berkshire East. The Team Manager would be based within the Lead Authority. Each Authority will need to be comfortable with this. Under the new arrangement there will not be an Emergency Planning resource sat in each of the six Council offices five days a week.
- 6) *Enhanced working relationships with the Thames Valley Local Resilience Forum (TVLRF) and Berkshire Resilience Group (BRG)*. The appointment of a single manager should greatly enhance these relationships. Berkshire is not acting as one and in the arena of Emergency Planning where planning and operational work is increasingly undertaken across a Thames Valley geography this is increasingly important. There are

significant efficiencies that could be achieved at Local Resilience Forum (LRF) and Berkshire Resilience Group (BRG) meetings by rationalising the attendance of Emergency Planning officers. This would bring savings in time and money and the added benefit of Berkshire speaking and acting with one voice.

5. Initial Recommendations from BGG Report

5.1 The original BGG report made a number of recommendations which are reflected below. Most but not all would appear to be appropriate to the revised proposal that is set out in this paper;

- (a) *The six unitary authorities in Berkshire set up a shared Emergency Planning Service governed by a Joint Committee.*

At this time this is considered to be unnecessary and it is proposed that governance at a strategic level is undertaken through the Berkshire Chief Executives' meeting. A more formalised arrangement is probably going to be required to effect this.

- (b) *The Joint Committee appoints an officer group to act as an operational board for the shared service*

This is also not considered necessary at this time. Quarterly meetings with the Team Manager either collectively or individually would provide the necessary operational link between the Shared Service and each of the six unitary authorities.

- (c) *A host authority is agreed to employ the team and provide support services as appropriate*

The Berkshire Chief Executives have suggested that West Berkshire acts as the Lead Authority since it currently has that role for trading standards, environmental health and licensing for a number of Berkshire authorities. It is proposed that eligible staff joining the Shared Team would TUPE to West Berkshire Council.

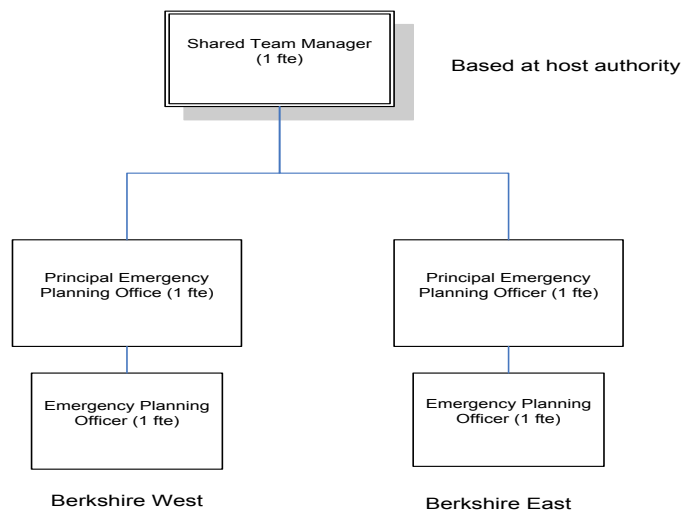
Staffing Structure

5.2 The implications of a lower cost model are that there will be fewer staff. The original model was for two officers to be assigned to two UAs (in one case 1.5 fte) plus a team manager. The new model proposes 2 officers for three authorities with a team manager working within the host authority.

5.3 The appointment of a team manager is seen as key. BGG comment 'appointing the right manager with the required skill set/experience to motivate the team and with sufficient influence and access to decision makers will be critical to the success of the enterprise. It will be important for the 'business need' to drive the selection approach to ensure that the new service gets the right person to lead the implementation. If this fails the subsequent change will be put at risk.'

- 5.4 The overall proposed staffing structure is set out in Fig 1. It is proposed that existing staff are transferred under TUPE. Table 2 includes some indicative staffing costs which have been used to build the indicative budget.
- 5.5 Emergency planning staff currently do more than Emergency Planning. All but one Authority has their Emergency Planning function supporting Business Continuity Planning. Following further discussion it has now been agreed that this role should be undertaken by the Shared Team.
- 5.6 Out of hours coordination is another area that is frequently undertaken by Emergency Planning. The position in each unitary authority is not entirely clear but in four authorities the Emergency Planning Officer either coordinates a rota of out of hours officers or is part of the rota (or both). Some Emergency Planning Officers are also responsible for managing the contract for the out of hours contact centre. Once again, following further discussion it has been suggested that these responsibilities are taken on by the Shared Team.

Fig 1 – Proposed staffing structure for the Shared Emergency Planning Service



Operating Base

- 5.7 The BGG report suggested that the Shared Service should have a central base with a strong local presence maintained in each Authority’s office. Some budget was allocated to achieve this. Given the desire to operate at lower cost it is now proposed that the Team Manager is based at the Lead Authority and the two teams located in their respective areas with either a main base chosen for the teams in one authority in Berkshire West and Berkshire East or the staff work more flexibly. This would be determined by the Team Manager once appointed. The accommodation costs would be absorbed by the respective Authority given the small size of the Team.

6. Financial Appraisal

- 6.1 The BGG report did suggest that setting up the Shared Service would create one off transitional costs which were estimated at £8,500. These costs require further investigation. If realised they will need to be shared between the six Authorities.
- 6.2 The ongoing Shared Service costs of the original shared service proposal were £405k in Year 1 falling to £395k in Year 3. These costs were very similar to the total cost of the current arrangements when assessed in 2014/15.
- 6.3 The financial appraisal has been completely revisited given the desire to operate on a lower cost model and the following information is set out in accompanying tables;

Table 1 - The anticipated costs associated with retaining the current Emergency Planning arrangements in 2017/18;

Table 2 -The costs associated with a new shared service model in 2017/18 based on the assumptions set out earlier in this report;

Table 3 - Proposals for how the costs of the proposed shared service might be apportioned across the six UAs.

- 6.4 Further discussion at the Berkshire Chief Executives' meeting has led to an agreement that the contribution of each UA to the Shared Service should be based on a combination of population base and inherent risk. Some unitary authorities present an inherently greater risk and therefore potentially greater workload in terms of emergency planning. The largest risk is seen to be in West Berkshire (a combination of land area, AWE and major rivers), followed by Reading and RBWM (major rivers). Proposed contributions reflect this. In every case the proposed contribution to the Shared Service is seen to be close to, or below, the cost of maintaining an 'in house' service.
- 6.5 Further discussion is required on the provision of support services. A small allocation has been put within the budget.
- 6.6 Overall the final analysis highlights the need for a budget of £371k per annum would be required for a new Emergency Planning Shared Service. This includes a contingency of £14k per annum for the Team Manager as they see fit.

7. Conclusions

- 7.1 There is a general view that the operating framework established in 1998 for Emergency Planning is no longer sustainable. Ongoing financial constraint is perhaps at the heart of this but the need for Berkshire to present a stronger single voice coupled with opportunities to avoid duplication of effort are clearly evident.
- 7.2 The desire to find savings in what is a staff dominated service means that the current proposal is somewhat thinner than that put forward by BGG Associates 12 months ago. It is now proposed to operate a team of 5 fte with 2 teams of 2 fte providing support in both Berkshire West and Berkshire East. The Team Manager would be based in the Lead Authority. Whilst there is a geographical alignment the emphasis will be on deploying resources to where they are needed and in moving towards formulating a Berkshire wide approach to working practices, rather than one focused on each unitary authority. Each unitary authority will need to come to

terms with the fact that it will not have a dedicated resource sat in its Authority. In addition to Emergency Planning it is also proposed that the Shared Service would undertake Business Continuity Planning and Out of Hours Coordination.

- 7.3 On current assumptions the expectation is that the new shared service will operate with an annual budget of £371k per annum. Contributions from each unitary authority have been based on a combination of population base and risk. Contributions should be close to, or below, current expenditure.
- 7.4 In terms of governance it has been suggested that West Berkshire should be the Lead Authority and that the Berkshire Chief Executives' Group will act as the governance mechanism. This will need to be finalised.
- 7.5 Staff transition may cause issues and some form of salary protection may be required. If this proposal gets unanimous support across the six unitary authorities, then a target date of 1st October 2017 has been set for implementation.

8. Proposed Recommendations

- 8.1 The six unitary authorities in Berkshire set up a shared Emergency Planning Service under the lead authority model. It is proposed that West Berkshire will act as Lead Authority. Under the lead authority model, one authority would be responsible for the shared service. There will be a collaboration agreement and the governance of this arrangement would be through the Berkshire Chief Executives' Group.
- 8.2 The Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Coordination (where appropriate), to all six unitary authorities.
- 8.3 A Joint Team of 5 fte is established. The Team Manager will be based in the Lead Authority. 2 teams of 2 fte will be based in Berkshire West and Berkshire East. It is proposed that no fixed base is established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities.
- 8.4 The budget for the service is set in the first year at £371k and apportioned to each unitary authority as an annual payment as follows;

Bracknell Forest -	£45k
Reading -	£65k
RBWM -	£71k
Slough -	£48k
West Berkshire -	£82k
Wokingham -	£60k
- 8.5 Permanent staff would TUPE to the Lead Authority on their existing terms and conditions and will be slotted into the staffing structure set out in this report where appropriate. Vacancies will be filled through internal/external recruitment where required. Subject to Executive approval in all six unitary authorities, the Service will commence on 1st October 2017.

Table 1 – Summary of current emergency planning costs across Berkshire 2016/17

	Bracknell	Reading	RBWM	Slough	West Berkshire	Wokingham
Staff Costs						
Base Salary	£40,330.00	£ 76,492.00			£ 62,050.00	
Allowances	£2,400.00				£ 500.00	£ 5,000.00
NI	£4,780.00	£ 10,200.00			£ 6,830.00	
Superannuation	£5,160.00	£ 9,200.00			£ 11,230.00	
Travel	£1,510.00	£ 100.00			£ 3,320.00	
Subsistence	£560.00					
Training	£250.00	£ 1,900.00			£ 2,180.00	
Sub Total	£54,990.00	£ 97,892.00	£ 69,753.00	£ -	£ 86,110.00	£ 5,000.00
Non Staffing Costs transferable						
IT	£0.00	£ 500.00				£ 100.00
Telephone	£100.00	£ 5,300.00	£ 350.00		£ 5,650.00	
Equipment & clothing	£110.00	£ 3,900.00	£ 4,000.00		£ 2,100.00	£ 500.00
Vehicles & transport	£0.00	£ 4,430.00			£ 1,000.00	
TVLRF contribution	£1,247.00	£ 1,247.00	£ 1,247.00	£ 1,247.00	£ 1,250.00	£ 1,247.00
Other - please list						
Brought in services/consultants	£780.00					
Refreshments	£0.00	£ 200.00			£ 250.00	
Marketing	£0.00				£ 380.00	
Printing & Stationery	£900.00	£ 1,000.00	£ 1,000.00		£ 240.00	£ 100.00
General	£170.00	£ 600.00			£ 380.00	
Payments to Airwave (radio contact services)						£ 5,000.00
Payments to Reading BC *						£ 40,000.00
Sub Total	£3,307.00	£ 17,177.00	£ 6,597.00	£ 1,247.00	£ 11,250.00	£ 46,947.00
Income - please list						
Plan preparation	£ -	£ 3,300.00	£ 5,000.00		£ 8,000.00	
Wokingham Shared Service *		£40,000 *				
Sub Total	£ -	£ 43,300.00	£ 5,000.00		£ 8,000.00	
TOTAL TRANSFERRABLE	£58,297.00	£ 71,769.00	£ 71,350.00	£60,000**	£ 89,360.00	£ 51,947.00

* - Reading currently provide a shared service to Wokingham BC.

** - this is an estimate. No detailed figures were available.

+ RWBM have stated that they have set aside a budget of £71,000 for Emergency Planning. This does not reflect current spend.

++ The budget for Slough BC has not been provided.

Table 2 – Provisional costs associated with the proposed shared service based on 2016/17

Staffing	£k
Team Manager (SCP 57)	59
Principal Emergency Planning Officer (SCP 48)	48
Principal Emergency Planning Officer (SCP 48)	43
Emergency Planning Officer (SCP 35)	31
Emergency Planning Officer (SCP 35)	31
Additional allowances	6
National Insurance	23
Superannuation	35
Travel costs	7
Training	18
Contingency	14
Sub-total	310
Non Staffing costs	
Comms	16
Equipment & clothing	28
Vehicles & transport	7
TVLRF	7
Other	6
Support Services	5
Sub-total	69
Income	-8
Sub-total	-8
TOTAL BUDGET	371

*- it is suggested that a contingency of £20k is added to the above figure.

Table 3 – Proposed apportionment of costs of the shared service

	Methodology			
	Current Cost 2016/17	Population Base	Risk	Total
Bracknell Forest BC	58	48	-3	45
Reading BC	72	60	+5	65
RBWM	71	66	+5	71
Slough BC	55*	51	-3	48
West Berkshire	89	67	+15	82
Wokingham BC	52	70	-10	60
TOTAL	£397			£371

* estimated figure.

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:	Shared Service Proposal – Emergency Planning
Version and release date of item (if applicable):	25 th January 2017 – version 2
Owner of item being assessed:	Nick Carter
Name of assessor:	Nick Carter
Date of assessment:	24 th January 2017

Is this a:		Is this:	
Policy	No	New or proposed	Yes
Strategy	No	Already exists and is being reviewed	Yes
Function	No	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:	A shared service across Berkshire
Objectives:	
Outcomes:	A single service which is more resilient and efficient.
Benefits:	As above.

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:		
No specific group will be affected.		

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	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

Name: Nick Carter

Date: 24th 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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Homelessness Services

Committee considering report:	Executive on 16 February 2017
Portfolio Member:	Councillor Hilary Cole
Date Portfolio Member agreed report:	15 November 2016
Report Author:	Robert Bradfield
Forward Plan Ref:	EX3202

1. Purpose of the Report

- 1.1 Through the corporate savings programme, the funding within Supporting People has reduced to 500k for the provision of youth and adult homelessness services and it is our intention to procure homelessness services at a reduced cost to West Berkshire Council.
- 1.2 The purpose of this report is to inform the Executive of the tender process and to obtain delegated authority to award and enter into a contract with the successful tenderer.

2. Recommendation

- 2.1 The Executive delegates authority to the Head of Contracts, Commissioning and Housing in consultation with Head of Legal Services and Head of Finance to enter into the Homelessness Services contracts with the successful tenderer.

3. Implications

- 3.1 **Financial:** In line with Corporate Savings Programme the budget has been reduced from £849k to £500k per annum.
- 3.2 **Policy:** Potential reduction in provision of homelessness units for clients.
- 3.3 **Personnel:** TUPE will apply for those employed by existing services, and the appointed provider will follow due process in relation to new arrangements for staff.
- 3.4 **Legal:** The procurement exercise should be in accordance with Public Contracts Regulations 2015 and a written contract would need to be in place before the commencement of services.
- 3.5 **Risk Management:** Potential reduction in homelessness provision may increase street homelessness, Housing Team are aware of plans. It is anticipated that the number of units will reduce from 108 to around 63.
- 3.6 **Property:** Providers are to deploy property for this service as per service specification. Two Saints & A2 Dominion have suitable local property for this service, however all bids will be equally considered.

3.7 **Other:** n/a

4. Other options considered

4.1 Termination of all homelessness provision.

5. Executive Summary

- 5.1 Through the corporate savings programme, the funding within Supporting People has reduced to 500k for the provision of youth and adult homelessness services.
- 5.2 Existing contracts are funded through Supporting People budget at a total of £849,545. Homelessness services comprise of two distinct services.
- 5.3 Current adults homeless provision is provided by Two Saints Ltd, and current youth provision by Nacro
- 5.4 The new service will provide homeless accommodation and support services for homelessness clients, both youth and adult.
- 5.5 There will be two distinct contracts as follows: -
- (1) Lot1 – youth will be allocated £160k per annum;
 - (2) Lot 2 – adults will be allocated £340k per annum.
- Bidders will be able to apply for either/both lots.
- 5.6 The intention is to award a 5 year contract with a 3 year extension period to make the opportunity more attractive to potential bidders; market consultation also highlighted that a longer contract period would be preferable to the limited pool of capable providers.
- 5.7 Bidders will be invited to supply a fixed price for the duration of the contract(s), and will be evaluated on how many units they can offer, but is anticipated that approximately 63 units will be offered.
- 5.8 The contract(s) would be awarded to the most economically advantageous tender following a full procurement exercise.
- 5.9 TUPE may be applicable to any new contract.
- 5.10 A contract term of 5+3 years will potentially help with VFM as contractor will be able to spread the costs over the whole life of the contract. The total estimated contract value (including the term and extensions) based on available budgets for both lots is £4m (over 8 years).
- 5.11 A consultation exercise has been completed with residents/families. A market research engagement has been completed with potential providers.

6. Conclusion

- 6.1 Due to a reduction in available funding through the corporate savings programme, homelessness services are being tendered with a reduced budget of £500k. This report also informs the approach of the market.
- 6.2 The Executive is asked to approve the Recommendation.

7. Appendices

7.1 Appendix A - Supporting Information

7.2 Appendix B – Equalities Impact Assessment

Homelessness Services – Supporting Information

1. Introduction/Background

- 1.1 Through the corporate savings programme, the funding within Supporting People has reduced to 500k for the provision of youth and adult homelessness services.
- 1.2 Existing contracts are funded through Supporting People budget at a total of £849,545. Homelessness services comprise of two distinct services.
- 1.3 Current adults homeless provision as through Two Saints Ltd, and current youth provision as through Nacro
- 1.4 Due to the decreased available budget a tender has been developed to combine both services at the reduced rate of £500k.

2. Background

- 2.1 Contracts & Commissioning have completed market engagement via an early supplier involvement exercise with potential providers in order to inform the updated specification.
- 2.2 Contracts & Commissioning have undertaken service user consultation at both Two Saints and Nacro services.

3. Nature of Services

- 3.1 The new service will provide homeless accommodation and support services for homelessness clients, both youth and adult.
- 3.2 Lot1 – youth will be allocated £160k; Lot 2 – adults will be allocated £340k. Bidders will be able to apply for either or both lots.
- 3.3 The intention is to award a 5 year contract with a 3 year extension period to make the opportunity more attractive to potential bidders; market consultation also highlighted that a longer contract period would be preferable to the limited pool of capable providers.
- 3.4 Bidders will be invited to supply a fixed price for the duration of the contract, and will be evaluated on how many units they can offer.
- 3.5 Based on analysis of the current unit price it is anticipated that this tender will lead a reduction in available units from the current number of 108 down to a projected number of 63.
- 3.6 It is possible that this will increase the number of street homelessness in West Berkshire.

4. Performance monitoring and outcomes

- 4.1 The new service will be an outcomes based contract and monitored by the Contracts and Commissioning Team according to agreed West Berkshire Council terms.
- 4.2 The new service will also be monitored for quality assurance by the West Berkshire Council Care Quality Team.

5. Value for money

- 5.1 The contract would be awarded to the most economically advantageous tender following a full procurement exercise.
- 5.2 TUPE may be applicable to any new contract.
- 5.3 A contract term of 5+3 years will potentially help with VFM as contractor will be able to spread the costs over the whole life of the contract.
- 5.4 A consultation exercise has been completed with residents/families. A market research exercise has been completed with potential providers.

6. Proposals

- 6.1 Tender is currently live. Bids are due to be submitted on the 6th January with an award date of early February. The service needs to be live by 1st April 2017.

7. Options for Consideration

- 7.1 Tendering is the preferred option.
- 7.2 Owing to the bespoke nature of the service requirements it is not possible to purchase via a procurement framework agreement
- 7.3 Not providing this service will impact the homeless accessing both adult and youth groups being affected, given there is no alternative provision within West Berkshire. This will likely increase street homelessness.

8. Conclusion

- 8.1 Due to a reduction in available funding through the corporate savings programme, homelessness services are being tendered with a reduced budget of £500k. This report informs the approach of the market.
- 8.2 The Executive is asked to approved the Recommendation in the Summary Report.

9. Consultation and Engagement

- 9.1 Two Saints
- 9.2 Nacro
- 9.3 Residents at both Two Saints & Nacro
Housing Team, C&FSC, Legal Services

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:

P&S – Protect and support those who need it

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

P&S1 – Good at safeguarding children and vulnerable adults

Officer details:

Name: Robert Bradfield
Job Title: Team Leader Contracts & Commissioning
Tel No: 2925
E-mail Address: Robert.Bradfield@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:	Homelessness Services
Version and release date of item (if applicable):	
Owner of item being assessed:	Robert Bradfield
Name of assessor:	Karen Felgate
Date of assessment:	15/11/2016

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	Yes
Function	No	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:	Reduce overall spend on homelessness services
Objectives:	To continue to deliver homelessness services at a reduced budgetary level. Open tender out to the market to encourage competition and a service that is value for money and delivers on key quality & outcome areas for clients.
Outcomes:	A reduced price for delivery of homelessness services in line with savings as agreed by Executive.
Benefits:	Homelessness services delivered at a reduced cost to WBC.

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
Age	No evidence that Age is specifically adversely affected other than potential reduced beds for homelessness clients in West Berkshire	No change to existing specification for delivery; consultation
Disability	No evidence that Disability is specifically adversely affected other than potential reduced beds for homelessness clients in West Berkshire	No change to existing specification for delivery; consultation
Gender reassignment	No evidence that Gender reassignment is specifically adversely affected other than potential reduced beds for homelessness clients in West Berkshire	No change to existing specification for delivery; consultation
Pregnancy and Maternity	No evidence that Pregnancy and maternity is specifically adversely affected other than potential reduced beds for homelessness clients in West Berkshire	No change to existing specification for delivery; consultation
Race	No evidence that Race is specifically adversely affected other than potential reduced beds for homelessness clients in West Berkshire	No change to existing specification for delivery; consultation
Religion or Belief	No evidence that Religion or belief is specifically adversely affected other than potential reduced beds for homelessness clients in West Berkshire	No change to existing specification for delivery; consultation
Sex and Sexual orientation	No evidence that Sex and Sexual orientation is specifically adversely affected other than potential reduced beds for homelessness clients in West Berkshire	No change to existing specification for delivery; consultation
Further Comments relating to the item:		
n/a		

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:	

Name: RBradfield

Date: 15/11/2016

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

Public Health Nursing Services – 0-19(25 SEND) HCP

Committee considering report:	Executive on 16 February 2017
Portfolio Member:	Councillor Graham Jones
Date Portfolio Member agreed report:	29 November 2016
Report Author:	Lesley Wyman & Peter Dawson
Forward Plan Ref:	EX3169

1. Purpose of the Report

- 1.1 To seek delegated authority from the Executive relating to the award of the integrated Healthy Child Programme (HCP), Public Health Nursing Services contract to successful bidder following a competitive tender process.

2. Recommendations

- 2.1 The Executive resolves to delegate authority to the Corporate Director (Communities), Head of Public Health and Wellbeing, Portfolio Holder for Children & Young People, Portfolio Holder for Health & Wellbeing in consultation with the Head of Finance and Head of Legal Services, to award the contract to the successful bidder following a competitive tender process as outlined in this report.
- 2.2 Following the tender evaluation, the contract can be awarded subject to the provider implementing any necessary and appropriate changes within agreed timescales.

3. Implications

- 3.1 **Financial:**
Funding for the service is allocated from the Public Health grant, which is currently ring fenced.

The current provider delivers services to a value of £2,190,000 per annum

The estimated value of the combined services is capped approximately at £1,795,000 per annum. Potential tenderers have been informed that the Council is looking to achieve a high quality evidence based service and obtaining value for money by combining the services into a single contract.

The Council proposes to enter into one Contract for a period of TWO years with the successful tenderer.

The service commencement date will 1st April 2017.

- 3.2 **Personnel:**
No human resource implications for the Council have been identified relating to

the commissioning process. However TUPE would apply to staff transferring from the current provider to a new provider if applicable.

3.3 **Legal:**

The contract would need to be procured in accordance with the Public Contracts Regulations 2015.

3.4 **Risk Management:**

No tenders are received or the tenders received do not meet the minimum standards in terms of budget and quality. We will not know whether these risks occur until after the tender period closes on the 16th December 2016.

3.5 **Property:**

No corporate landlord implications have been identified relating to the commissioning process.

4. Executive Summary

- 4.1 The 0-19(25) - up to 25 years for young people with special educational needs and disabilities - Healthy Child Programme (HCP) sets out a recommended framework of services for Children and Young People to promote health and wellbeing, prevent ill health and provide early intervention when required. Through the programme, families in need of additional support and children at risk of poor outcomes are identified and the appropriate support provided; a key aim of the HCP is to reduce health inequalities.
- 4.2 The 0-19(25) HCP is delivered by Health Visitors (HV) and School Nurses (SN). Health Visitors and School Nurses have a valuable contribution to reducing the number of children who enter the safeguarding system through preventative and early help work as part of their Community, Universal and Universal Plus role (See appendix C).
- 4.3 On 1 October 2015 responsibility for commissioning the 0-5 public health (Health Visiting and Family Nurse Partnership) services transferred from NHS England to Local Authorities completing the final transfer of statutory responsibilities under the Health and Social Care Act 2012 for public health functions.
- 4.4 Previously, the HCP was delivered via two separate contracts; 1) The Health Visiting Service to provide for 0-5 year olds, and the School Nursing Service for 5-19(25) year olds.
- 4.5 National guidance recommends joining up both services for an integrated 0-19(25) HCP. The aim of this approach is to improve access to services, improve transition into school, improve the experience of children and families, health and wellbeing outcomes for the whole family by using a whole family approach, and to reduce health inequalities.
- 4.6 Below is outlined the minimum requirements to fulfil the Council's statutory 0-19 (25) HCP responsibility.

Health Visiting

The 5 mandated elements of the Health Visiting Service are the 5 Core Visits:

- Ante-natal check
- New birth visit
- 6-8 weeks review
- 9-12 months review
- 2-2.5 years review

As an overview, core elements of the 0-5 HCP include:

- **Health and development** reviews – Assessment of family strengths, needs and risks; providing parents with the opportunity to discuss their concerns and aspirations; assess child growth and development, communication and language, social and emotional development; and detect abnormalities. HV use evidence-based assessment tools – such as the Ages and Stages Questionnaire (ASQ 3) for these reviews.

- **Screening and immunisations** – HV conduct vision and hearing screening in line with the National Screening Committee recommendations. HV teams provide parents and young people with tailored information and support and an opportunity to discuss any concerns. HV check children and young people's immunisation status during health appointments and refer to their GP if unvaccinated.
- **Children with additional needs** – HV offer early identification, assessment and help for children with additional needs. HV teams provide care planning and on-going support for babies and children up to school entry with disabilities, long term conditions, sleep or behavioural concerns, other health or developmental issues.
- **Well Baby Clinics** – HV lead drop-in clinics to check the weight of babies and very young children on a regular basis. If a child is found to have lost a significant amount of weight they will be referred to their GP or will be given an emergency hospital admission, depending on the severity of the weight loss. Failure to address the weight loss in very young children could result in child death. Well Baby Clinics offer consultation on issues such as breastfeeding, healthy eating and weaning, sleeping problems, home safety concerns and domestic abuse. Health Visitors are also able to identify mental health issues such as anxiety and depression in parents, or substance misuse issues which they can refer on for specialist help if required.

School Nursing

The mandated elements of the School Nursing Service are as follows:

- The National Child Measurement Programme (NCMP). Weight and height measurements offered to all state funded primary school children who are in Reception Year (age 5) and Year 6 (aged 10,11).
- Information, advice and guidance on healthy weight management for parents with a child identified as overweight from the NCMP.
- Audiology screening in Reception year, and immunisations in line with agreed Department of Health schedule for all schools
- In addition to the above, SN provide a highly targeted 1:1 consultation service where the young person has an identified concern such as sexual health and STIs, substance misuse, mental health, etc.

Safeguarding and Child Protection

- The SN service is responsible for ensuring that all children and young people are protected from poor health and harm. In all Berkshire LAs safeguarding activity for SN teams continues to take up a considerable proportion of the specialist school nurse's (Band 6/7) capacity.
- Each school nurse is expected to attend all initial child protection conferences where there may be a possible health need, and undertake a full health assessment for every child. Further to this initial health assessment, a decision will be made regarding future involvement of the school nurse depending on the health needs identified for the child/young person.

5. Procurement Process

- 5.1 The Council has conducted the procurement using the open procedure in accordance with the requirements of the Public Contracts Regulations 2015 for the purpose of procuring the service.
- 5.2 The Council is seeking to procure a Public Health Nursing Services to improve the health outcomes for the population of 0 – 19 (25) year old children & young people and their families and to reduce health inequalities.
- 5.3 The Public Health Nursing Services will be a combined skill mix service of Health Visitors, School Nurses and other appropriate skill mix teams, who can provide expert information, assessment and interventions, working in partnership with a range of different agencies.
- 5.4 The contract duration will be 2 years with no extension option.
- 5.5 The option of going for a 1 year contract as proposed at the September Operations Board was considered, but following further market engagement it was established that putting such a large contract out for less than two years is unappealing for potential providers as well as being very time consuming for the council and thus not cost effective when taking into account officers time, requiring the whole process to be repeated within 6 months of the new contract start date. This decision was reached following discussion and agreement with the Portfolio Holder for Health and Wellbeing and the Chief Executive.
- 5.6 The following key dates for this procurement helps to demonstrate that the process is on track to follow a clear, structured and transparent timeframe to ensure a fair and level playing field is maintained at all times, and that all Tenderers are treated equally.

Event	Date
Issue ITT	14 th November 2016
Deadline for receipt of clarifications	2 nd December 2016 12:00 hours
Target date for responses to clarifications	5 th December 2016
Deadline for receipt of Tenders	15 th December 2016
Evaluation of Tenders	19 th December 2016 – 13 th January 2017
Notification of contract award decision	3 rd February 2017
"Standstill" period	From 4 th February to 13 th February 2017
Confirm contract award	14 th February 2017

Start of mobilisation period	15 th February 2017
Target service contract commencement date	April 1 st 2017

6. Conclusion

- 6.1 The Executive resolves to delegate authority to the Corporate Director (Communities), Head of Public Health and Wellbeing, Portfolio Holder for Children & Young People, Portfolio Holder for Health & Wellbeing in consultation with the Head of Finance and Head of Legal Services, to award the contract to the successful bidder following a competitive tender process as outlined in this report.

7. Appendices

- 7.1 Appendix A - Supporting Information
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Minimum requirements to fulfil our HCP statutory responsibility
- 7.4 Appendix D – Model of the transformed health visiting service

Public Health Nursing Services – 0-19 (25 SEND) HCP – Supporting Information

1. Introduction/Background

- 1.1 The 0-19/25 (up to 25 years for young people with special educational needs and disabilities) Healthy Child Programme (HCP) sets out a recommended framework of services for Children and Young People to promote health and wellbeing, prevent ill health and provide early intervention when required. The HCP delivers universal services to all children and families, including routine screening and developmental checks. Through the programme, families in need of additional support and children at risk of poor outcomes can be identified and the appropriate support provided: a key aim of the HCP is to reduce inequalities in health.
- 1.2 Health Visitors and School Nurses work collaboratively with partners to help promote the welfare and safety of children. They support children where health needs have been identified, or where they are in the child protection system, providing public health interventions for the child and family and referring for specialist medical support where appropriate. Health Visitors and School Nurses have a valuable contribution to reducing the number of children who enter the safeguarding system through preventative and early help work as part of their Community, Universal and Universal Plus role (see appendix D).
- 1.3 The 0-19/25 HCP is delivered by Health Visitors and School Nurses. Previously, this was delivered via two separate contracts; 1) Health Visiting service to provide for 0-5 year olds, and School Nursing for 5-19/25 year olds. On 1 October 2015 the responsibility for commissioning 0-5 public health (Health Visiting and Family Nurse Partnership) services transferred from NHS England to Local Authorities completing the final transfer of statutory responsibilities under the Health and Social Care Act 2012 for public health functions. Consequently, NHS England's contract with the Berkshire Healthcare Foundation Trust (BHFT) for Health Visiting and Family Nurse Partnership services transferred to the Council on 1 October 2015 under a deed of novation. The Council already has a contract with BHFT for School Nursing (5-19) services which was transferred in 2013 during the Public Health transition from NHS to Local Authority.

2. Supporting Information

- 2.1 The Council is seeking to procure a Public Health Nursing Service to improve the health outcomes for the population of 0 – 19 (25) year old children & young people and their families and to reduce health inequalities.
- 2.2 The Public Health Nursing Services will be a combined skill mix service of Health Visitors, School Nurses and other appropriate skill mix teams, who can provide expert information, assessment and interventions, working in partnership with a range of different agencies.
- 2.3 The contract duration will be 2 years with no extension option.

3. Options for Consideration

- 3.1 The option of going for a 1 year contract as proposed at the September Operations Board was considered, but following further market engagement it was established that putting such a large contract out for less than two years is unappealing for potential providers as well as being very time consuming for the Council and thus not cost effective when taking into account officers time, as it means that the whole process has to be repeated within 6 months of the new contract start date.
- 3.1 Based on this information, the Head of Public Health and Wellbeing received approval from the Portfolio Holder for Health & Wellbeing and the Chief Executive in October 2016 to put the contract out for a 2 year period.

4. Proposals

- 4.1 The Executive resolves to delegate authority to the Corporate Director (Communities), Head of Public Health & Wellbeing, Portfolio Holder for Children & Young People, Portfolio Holder for Health & Wellbeing in consultation with the Head of Finance and Head of Legal Services, to award the contract to the successful bidder following a competitive tender process as outlined in this report.

5. Conclusion

- 5.1 The Executive resolves to delegate authority to the Corporate Director (Communities), Head of Public Health & Wellbeing, Portfolio Holder for Children & Young People, Portfolio Holder for Health & Wellbeing in consultation with the Head of Finance and Head of Legal Services, to award the contract to the successful bidder following a competitive tender process as outlined in this report.

6. Consultation and Engagement

- 6.1 Legal Services and Democratic Services

Background Papers:

- [Department of Health Commissioning guidance for 0-19 Healthy Child Programme](#)
- [Service Specification 0-19, Public Health England, 2016](#)
- [Rapid Review to Update Evidence for the Healthy Child Programme 0–5 \(Public Health England, 2015\)](#)
- [Childrens Public health 0-5 years - Review of Mandation\(Public Health England, 2016\):](#)
- [Healthy Child Programme – Pregnancy and the first five years of life \(DH, 2009 – amended August 2010\)](#)
- [Department of Health \(2009\) Healthy Child Programme – 5-19 years \(amended August 2010\)](#)
- [Public Health Outcomes Framework 2013 to 2016 \(DH, 2014\)](#)
- [Best start in life and beyond: Commissioning Guide 1: Background information on](#)

[commissioning and service model \(Public Health England January 2016\)](#)

- [Best start in life and beyond: Commissioning Guide 2. Model specification for 0-19 Healthy Child Programme: Health Visiting and School Nursing Services](#)
- [Best start in life and beyond: Commissioning Guide 3. Measuring performance and Outcomes](#)
- [Best start in life and beyond: Commissioning Guide 4. Reference Guide to evidence and outcomes](#)

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:

This is a district-wide service

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

- BEC – Better educated communities**
- 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**

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:	Integrated Healthy Child Programme (HCP), Public Health Nursing Services: 0-19/25 year olds (up to 25 years for young people with special educational needs and disabilities),
Version and release date of item (if applicable):	Version 2
Owner of item being assessed:	Lesley Wyman
Name of assessor:	Fatima Ndanusa
Date of assessment:	July 2016

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	Yes
Function	No	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 deliver the Healthy Child Programme (HCP) 0-19/25 for all West Berkshire Children and families
Objectives:	To make available universal health promotion for all families Early Identification of Needs Provide timely and targeted support
Outcomes:	Improve Health and Education Outcomes Reduced Health Inequalities
Benefits:	People live healthier and longer lives A reduction in the inequalities gap

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
Age	West Berkshire Council will provide the same level of service, including the mandated elements of the 0-19 Healthy Child Programme therefore the impact on this group should be neutral.	<p>Best start in life and beyond: Improving public health outcomes for children, young people and families. Guidance to support the commissioning of the Healthy Child Programme 0-19: Health Visiting and School Nursing services</p> <p>Commissioning Guide 1-4: Background information on commissioning and service model (Public Health England 2016)</p>
Disability	<p>At present, the Health Visiting and School Nursing services, along with the Healthy Child Programme, seeks to identify those children who are most vulnerable, including those with disability. The current provision of Universal Plus and Universal Partnership Plus provide services for families with additional needs such as disability.</p> <p>West Berkshire Council will provide the same level of service as previously. Therefore the impact on this group should be neutral.</p>	<p>Best start in life and beyond: Improving public health outcomes for children, young people and families. Guidance to support the commissioning of the Healthy Child Programme 0-19: Health Visiting and School Nursing services</p> <p>Commissioning Guide 1-4: Background information on commissioning and service model (Public Health England 2016)</p>
Gender Reassignment	There is limited evidence, but it is felt that the impacts of the wider Health Visiting service are limited for this group. The new 0-19 HCP service should have a neutral impact on this group as the intention is for the same level of service provision as is currently provided.	<p>Best start in life and beyond: Improving public health outcomes for children, young people and families. Guidance to support the commissioning of the Healthy Child Programme 0-19: Health Visiting and School Nursing services</p> <p>Commissioning Guide 1-4: Background information on commissioning and service model (Public Health England 2016)</p>

Further Comments relating to the item:	
N/A	

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
<p>Please provide an explanation for your answer:</p> <p>The service will largely remain unchanged. Changes that are being made would improve integration between services and agencies, promote engagement and early identification of families in trouble, thus it is unlikely to contribute to inequalities</p>	
Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	No

Appendix C

Minimum requirements to fulfil our HCP statutory responsibility

There are elements of the Healthy Child Programme 0-19(25) that are mandated, both for Health Visiting and School Nursing.

Health Visiting

The 5 mandated elements of the Health Visiting Service are the 5 Core Visits:

- Ante-natal check
- New birth visit
- 6-8 weeks review
- 9-12 months review
- 2-2.5 years review

As an overview, core elements of the HCP include:

- **Health and development** reviews – Assessment of family strengths, needs and risks; providing parents with the opportunity to discuss their concerns and aspirations; assess child growth and development, communication and language, social and emotional development; and detect abnormalities. HVs should use evidence-based assessment tools and must use ASQ 3 for the 2-2.5 year review. See Appendix 4 for the full list of universal assessments.
- **Screening** – in line with the current and forthcoming updated HCP and the National Screening Committee recommendations.
- **Immunisations** – Immunisations should be offered to all children and their parents. Health visiting teams should provide parents and young people with tailored information and support and an opportunity to discuss any concerns. HV check children and young people's immunisation status during health appointments and refer to their GP if unvaccinated.
- **Promotion of social and emotional development** – The HCP includes opportunities for parents and practitioners to review a child's social and emotional development using evidence-based tools such as ASQ 3 and ASQ SE and for the practitioner to provide evidence-based advice and guidance and decide when specialist intervention is needed.
- **Support for parenting** – One of the core functions of the HCP is to support parenting using evidence-based programmes and practitioners who can work across different agencies who are trained and supervised.
- **Effective promotion of health and behavioural change** – Delivery of population, individual and community-level interventions based on NICE public health guidance. Encourage the strengths within the family recognising that families have the solutions within themselves to make changes. Make every contact with the family a health promoting contact.

- **Reducing hospital attendance and admissions** – Supporting parents to know what to do when their child is ill. This may include prescribing in line with legislation, providing information about managing childhood conditions and prevention of unintentional injuries.
- **Children with additional needs** – Early identification and assessment and help. Health visiting teams provide assessment; care planning and on-going support for babies and children up to school entry with disabilities, long term conditions, sleep or behavioural concerns, other health or developmental issues.
- **Well Baby Clinics** – HV led, these are drop-ins for families to weigh their children, with onward referral to GP or an emergency hospital admission if the child is under-weight. This is because failure to address the weight loss in very young children could result in serious morbidities or mortalities. The Well Baby Clinics offer consultation on breastfeeding, healthy eating and weaning, sleeping problems, home safety concerns, domestic abuse, etc.

School Nursing

The mandated element of the School Nursing Service is the National Child Measurement Programme (NCMP):

- at 4-5 years
- 10-11 years

School Nurses see young people on a 1:1 basis around health and wellbeing concerns using a targeted approach, where there is an identified concern (sexual health and STIs, Substance Misuse, Mental Health Issues, etc). This is a highly targeted service rather than a universal provision.

Core Universal Provision

Lead, co-ordinate and provide services for children and young people as set out in the Healthy Child Programme 5 – 19 years, including working with others to deliver universal services priorities to include:

1. Weight and height measurements to be offered to all state funded primary school children who are in Reception Year (age 5) and Year 6 (aged 10,11) in accordance with NCMP guidance. This is mandatory.
2. Offer a central point of contact to provide information, advice and guidance on healthy weight management for parents/guardians who are informed that their child is overweight/obese following the NCMP.
3. Audiology screening in Reception year.
4. Immunisations in line with agreed Department of Health schedule for all schools and to include an offer to all private/independent schools and delivered with the schools agreement.
5. Distribute and collect BCG screening questionnaires in primary schools and send them to the chest clinic at Royal Berkshire Hospital Foundation NHS Trust for processing.

6. Offer all schools a universal single point of contact for specialist school nursing support, advice, information and signposting and referral to other services.
7. Offer all secondary school pupils and pupils from Pupil Referral Units and Looked After Children increased flexibility and opportunity to contact the school nursing service directly without needing to go through another member of school staff.
8. Formal handover of care from the Health Visiting Service for children who have identified health or social care needs to ensure an integrated and seamless level of care.
9. Support and initiate teacher training in schools on specific health promotion topics particularly around SRE to build capacity, skills and confidence in the school workforce to deliver the health components of the PSHE curriculum.
10. Take proactive steps to raise awareness in schools of the priority Public Health messages especially around healthy life-styles, life-style choices and sexual health.

Universal Plus

Offer early help to children with additional health needs (including long term (non complex) medical conditions, emotional or sexual health advice) by providing care or signposting to other services. Ensuring children, young people and families get extra help when they need it (Department of Health, 2012).

Additional important functions

1. School nurses provide health drop-ins in secondary schools where there is agreement with the school and local authority governance and performance management team.
2. School Nurses provide Emergency Hormonal Contraception (EHC) under a PGD, when a young person requires it and in the schools that have agreed to this type of provision.
3. School nurses will respond to children with identified health needs in a timely way so as to minimise the impact of the health condition and improve the child's ability to actively participate in school life e.g. referral to tier 2 and 3 mental health support or voluntary counselling services.
4. Children with long term (non-complex) health needs that impact on their ability to learn will be supported through health assessment and reviews to help manage their health condition and the provider will support the writing of care plans for children with long term (non complex) medical conditions who do not meet the criteria of the specialist community children's nursing team.
5. School Nurses provide training to school staff to enable them respond to and manage particular medical conditions (e.g. Asthma, allergies, epilepsy); this excludes first aid and resuscitation training.

6. School nurses are attentive to the risk of girls at risk of Female Genital Mutilation (FGM) and concealed pregnancies. If there is cause for concern they will follow the appropriate safeguarding as agreed by the Local Safeguarding Children's Board.
7. School Nurses provide specialist clinics for children and their families to meet identified health needs (e.g. Enuresis clinics)

Universal Partnership Plus

The universal partnership plus provision is for children and families with complex health and social care needs, requiring a multi-agency response, both in special and mainstream schools.

Here School Nurses work in partnership with other children's workforce key stakeholders to provide on-going additional services for vulnerable children, young people and their families. This includes those who are looked after, those with a non complex disability in mainstream schools, those with mental health needs or substance misuse or risky behaviours or at risk of FGM.

School Nurses:

- Provide health leadership when working with other partners to ensure that a vulnerable child has their health and wider social care needs met.
- Identify children not registered with a GP, or not taken for health appointments and ensure follow up systems are in place and implemented for children considered vulnerable/at risk.
- Undertake the annual looked after children review health assessments and working in partnership with the looked after children's team nurse, plan and develop any necessary interventions with other partners to meet identified health needs.
- Service supports vulnerable young people to transition successfully between education and health provision by working closely with special and mainstream school and college pastoral and welfare staff, other health care providers and primary care as required.

Safeguarding and Child Protection

The school nursing service as a whole is responsible for ensuring that all children and young people are protected from poor health and harm.

Safeguarding activity for School Nursing teams continues to take up a considerable proportion of the specialist school nurses (Band 6/7) capacity.

Each school nurse is expected to attend all initial child protection conferences where there may be a possible health need, and undertake a full health assessment for every child.

It is only after this initial health assessment that a decision will be made regarding future involvement of the school nurse depending on the health needs identified for the child/young person.

The service follows the guidance and pathways agreed by the local children safeguarding boards and as set out in the Berkshire Child Protection procedures. Found in link below:
<http://proceduresonline.com/berks/>

Appendix D:

Figure 1: 4, 5, 6 Model of the transformed Health Visiting Service, including 5 Mandated Visits (Universal Health Reviews)

 Department of Health

Health visitors work with families & communities to improve access, experience, outcomes and reduce health inequalities

4 levels of service:
Your community
Universal
Universal plus
Universal partnership plus

5 universal health reviews*:
Antenatal
New baby
6 – 8 weeks
1 year
2 – 2 ½ years
*mandated for 18 months

6 high impact areas:
Transition to parenthood
Maternal mental health
Breastfeeding
Healthy weight
Managing minor illness & accident prevention
Healthy 2 year olds & school readiness

#healthvisiting

Berkshire Community Equipment Service Contract Award

Committee considering report:	Executive on 16 February 2017
Portfolio Member:	Councillor Rick Jones
Date Portfolio Member agreed report:	26 January 2017
Report Author:	Trish Guest
Forward Plan Ref:	EX3229

1. Purpose of the Report

- 1.1 To inform the Executive of the tender process and to obtain delegated authority to award and enter into a contract with the successful tenderer. West Berkshire Council acts as Lead Authority under an existing S75 (NHS Act 2006) agreement on behalf of the 6 Berkshire Unitary Authorities and the 7 Berkshire Clinical Commissioning Groups for this contract.

2. Recommendation

The Executive delegates authority to the Head of Contracts Commissioning and Housing in conjunction with the Head of Legal Services and Head of Finance to enter into the contract with the successful tenderer, NRS Healthcare Ltd, for a period of 5 years from 1st April 2017 with an option to extend for a further 2 years as set out in the Report.

3. Implications

- 3.1 **Financial:** The funding for this contract is via a pooled fund arrangement with all of the 13 S75 partners.

This contract is paid on actual usage, ie partners are only charged for the service they actually use and there is no block funding or retainer paid to the service provider. The result is that the spend is completely in the control of each of the respective partners and how much of the service they use throughout the year.

Throughout the life of the existing 5 year contract no inflationary uplifts have been awarded to the provider in respect of service activity and it is likely this will have a small impact on the activity cost which will rise. However it is expected that the cost of items of equipment will be more competitive reflecting volume purchasing and therefore the anticipated financial impact will be balanced.

In addition drivers to increase recycling have been built into

the new contract which will help to control overall spend.

- 3.2 **Policy:** No policy changes are required as a result of this contract award. The contract provides a low cost option helping to deliver the overarching strategy to support people to live independently in their own homes.
- 3.3 **Personnel:** There are no West Berkshire personnel issues arising from the award of this contract.
- 3.4 **Legal:** The Contract has been competitively procured in accordance with the Open Procedure as defined within the Public Contracts Regulations (PCR) (2015) and a written contract would need to be in place before the commencement of the service on 1st April 2017.
- 3.5 **Risk Management:** As all the 6 Berkshire Unitaries and the 7 Clinical Commissioning Groups use this contract and provide equipment to circa 16,000 individuals each year failure to provide continuity would have a significant impact on the population of Berkshire, both for service users and their carers. It would also impact on the statutory duties for both Health & Social Care to provide equipment for those with assessed needs.
- The existing 5 year contract expires in March 2017 and preparation for the tender began in September 2015 with all the S75 partners. The award of this contract is the outcome of that tender. The intention is to ensure there is continuity of service.
- 3.6 **Property:** None
- 3.7 **Other:** The Berkshire Community Equipment Service is an established and successful partnership of the 6 Berkshire unitary authorities and the 7 Berkshire Clinical Commissioning Groups. It has been running in its current format under the S75 agreement for 5 years and the award of this contract will take it into its next 5 years of partnership.

4. Other options considered

- 4.1 The previous 5 year contract expires on 31st March 2017 and procurement regulations and the value of the contract meant that a full competitive procurement process using the Open Procedure as defined within the Public Contracts Regulations (2015) was the most appropriate option for ensuring continuity of service.
- 4.2 Economies of scale, and government guidance in terms of providing an integrated community equipment service, mean that this service is most cost effectively delivered as a single shared service and therefore it is not feasible to bring it in-house. The service is shared between the 13 S75 partners in Berkshire and is centrally located at a depot in Theale, serving all areas of Berkshire.

5. Executive Summary

- 5.1 The current contract for Berkshire Community Equipment Service expires on 31st March 2017 concluding a 5 year term.
- 5.2 West Berkshire Council is the Lead Authority under the S75 Partnership Agreement between the 6 Berkshire Unitary Authorities and the 7 Berkshire Clinical Commissioning Groups.
- 5.3 West Berkshire Council receives a management fee from the other 12 S75 partners to carry out the Lead Authority function, which includes this tender.
- 5.4 The S75 partners agreed that they wished to continue to commit to a new 5 year contract and that the service is vital to their infrastructure, strategic objectives and meeting their statutory duties.
- 5.5 The contract covers the whole population of Berkshire and provides a wide range of community equipment for health and social care clients, preventing hospital admission, facilitating discharge and maintaining people in their own homes.
- 5.6 The S75 partners, both strategic and operational, have worked collaboratively to create the new service specification and this has included client consultation.
- 5.7 The contract operates in such a way that each partner organisation can order equipment to be installed by the service provider and is only charged for the elements of the service they use. There is no provider retaining fee or block contract payment. All costs are based on actuals. This means that expenditure is completely in the control of each of the respective S75 partner organisations and how they wish to operate their budgets.
- 5.8 West Berkshire Council monitors the contract on behalf of the partners, as well as budget forecasting and actual spend for each, reporting monthly.
- 5.9 A full competitive procurement in accordance with the Open Procedure of PCR (2015) has been carried out which has involved all the partner organisations as evaluators and has followed a rigorous evaluation process of both price and quality/technical capability.

6. Conclusion

- 6.1 The Executive is asked to approve the Recommendation.

7. Appendices

- 7.1 Appendix A - Supporting Information
- 7.2 Appendix B – Equalities Impact Assessment

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Berkshire Community Equipment Service Contract Award – Supporting Information

1. Introduction/Background

- 1.1 The current 5 year contract for Berkshire Community Equipment Service expires on 31st March 2017.
- 1.2 The contract is for the supply of community equipment to the population of Berkshire on behalf of the 6 Berkshire Unitary Authorities and the 7 Berkshire Clinical Commissioning Groups under a S75 (NHS Act 2006) partnership whereby West Berkshire Council is the Lead Authority on behalf of the partners.
- 1.3 The service provides a wide range of community equipment for health and social care clients, preventing hospital admission, facilitating discharge and maintaining people in their own homes.
- 1.4 The S75 partners, both strategic and operational, have worked collaboratively to create the new service specification and this has included client consultation.
- 1.5 The contract operates in such a way that each partner organisation can order equipment to be installed by the service provider and is only charged for this usage. There is no provider retaining fee or block contract payment. All costs are based on actuals. This means that expenditure is completely in the control of each respective partner to the S75 and how they wish to operate their budgets.
- 1.6 West Berkshire Council is the Lead Authority under the S75 agreement and receives a management fee from the other partners to carry out this role, which includes this tender as well as contract management, budget forecasting and monitoring of spend. West Berkshire Council invoices each partner quarterly in advance for this charge and for the service usage.
- 1.7 The tender exercise itself has involved all the partner organisations as evaluators and it has followed a rigorous process evaluating both price and quality/technical capability.

2. Supporting Information

- 2.1 The Berkshire Community Equipment Service S75 Partnership represents a cohesive and strong example of joint working across health and social care organisations in Berkshire. The partnership came together in its current format in 2012 following Government guidance encouraging the creation of integrated community equipment services (ICES) in order to achieve economies of scale in terms of equipment provision.
- 2.2 The service provides not only the supply of equipment but also installation, collection, recycling, maintenance and servicing as well as support for prescribers in the form of training in equipment.

- 2.3 The service is for the whole population of Berkshire, both clients and carers, children and adults, and also works closely with hospitals in neighbouring counties where clients may be patients who are returning to their homes in Berkshire. It also offers retail options and advice for clients who may wish to access equipment as self funders rather than through the statutory route.
- 2.4 The equipment itself is wide ranging including items such as simple aids to daily living, eg walking frames, raised toilet seats and grab rails, through to more complex items such as hoists, patient turners and dynamic mattresses. It also offers a well established range of assistive technology and sensory needs devices.
- 2.5 Equipment is ordered by qualified prescribers (such as Occupational Therapists, Community Nurses etc) following an assessment of a client's need. The order is then fulfilled by the service provider who will contact the client to arrange delivery and installation at a convenient time. Likewise a similar process is followed when the client no longer needs the equipment, it is collected and the recycling process begins.
- 2.6 The service provider holds a range of 'core stock' items which are those items the partners have agreed they want to be on the shelf as part of the equipment available to order. All such equipment attracts recycling credits once it has been through the recycling process and is back on the shelf. This has the effect of reducing spend dramatically as can be seen in the figures illustrated below, as well as being environmentally beneficial.
- 2.7 The information below illustrates the scale of the service. The figures represent a single year of service delivery (2015/16) and demonstrate that the service offers a value for money option in terms of maintaining people in their own homes.
- 2.8 15,580 individual clients in Berkshire received equipment from BCES (*more people than receive any other single provider service in Berkshire in health and social care and a 3% increase on the previous year*)
- 2.9 94,285 items of equipment were delivered (*an increase 7% (6000 items) from the previous year*)
- 2.10 11,667 clients had equipment collected and as a result 69,966 items were recycled (*an increase of 5% from the previous year*)
- 2.11 Average number of items delivered per client – 6
- 2.12 1332 unique prescribers across all partner organisations ordered equipment throughout the year using the online ordering system

3. Options for Consideration

- 3.1 The current contract has been in place for 5 years and both the length of the contract and the value over the contract period means that a compliant procurement process using the Open Procedure as defined within the Public Contracts Regulations (2015) was the most appropriate procurement strategy to ensure service continuity and a new contract awarded for a further 5 years.
- 3.2 Economies of scale, and government guidance in terms of providing an integrated community equipment service, mean that this service is most cost effectively delivered as a single shared service and therefore it is not feasible to bring it in-house. The service is shared between the 13 S75 partners in Berkshire and is centrally located at a depot in Theale covering the whole county.

4. Proposals

- 4.1 The Executive is asked to approve the recommendation in the Summary Report.

5. Consultation and Engagement

- Strategic and Operational Representatives from the 6 Berkshire Unitary Authorities and the 7 Clinical Commissioning Groups
- Berkshire Community Equipment Service Users
- Shiraz Sheikh – WBC Solicitor
- Mike Sullivan – WBC Procurement
- Cynthia Salami – WBC Solicitor
- Karen Felgate – Service Manager, Contracts, Commissioning & Systems

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:

- P&S – Protect and support those who need it**
- MEC – Become an even more effective Council**

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

- 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:

Name: Trish Guest
Job Title: Commissioner (BCES)
Tel No: 01635 503141
E-mail Address: trish.guest@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:	Award of contract for Berkshire Community Equipment Service
Version and release date of item (if applicable):	Contract to commence 1/4/17
Owner of item being assessed:	Trish Guest, Commissioner (BCES)
Name of assessor:	Trish Guest, Commissioner (BCES)
Date of assessment:	27/06/16

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	Yes
Function	No	Is changing	No
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:	<p>To deliver a community equipment service to the population of Berkshire on behalf of the 6 Berkshire Unitary Authorities and the 7 Berkshire Clinical Commissioning Groups.</p> <p>The service covers anyone who lives in Berkshire who has been identified either by a health or social care professional as having a need for some type of community equipment. There is no barrier to who receives the equipment and there is no charge for it to the client – the only stipulation is that they live in Berkshire and have an assessed need.</p>
Objectives:	<p>To provide a comprehensive equipment service for the delivery, installation, maintenance and recycling of community equipment to people who have an assessed need. The service stretches across both social care and health clients and the whole county of Berkshire. Equipment will be prescribed by a health or social care prescriber specifically to meet the need of that client.</p>

	<p>The service provider will then deliver and install the equipment and demonstrate it to the client, this may be done in conjunction with the health or social care professional if required for more complex items.</p> <p>The service will also provide an option for self funders who wish to purchase equipment themselves or arrange for a private assessment, thereby not requiring the local authority or health to be involved.</p> <p>The equipment provided covers a wide range of needs from simple daily living aids such as commodes, walking frames etc to more complex items such as hoists, pressure care mattresses, risers recliner chairs, as well as assistive technology devices.</p>
Outcomes:	<p>Timely delivery and installation of equipment to clients as prescribed by health and social care professionals and collection when no longer needed.</p> <p>Clients are enabled to remain in their own homes with the aid of the provided equipment, perhaps alongside other services they may be receiving or simply with the use of the equipment itself.</p> <p>To enable the population of Berkshire to purchase equipment directly if they wish and receive appropriate advice about the best equipment for their needs.</p>
Benefits:	<p>Enables people to remain living independently in their own homes and to manage their own conditions in some cases. It also compliments the delivery of other services and may reduce the need for some.</p> <p>It is a relatively low cost service, but equipment can provide a significantly beneficial impact on people's lives.</p> <p>Broad range of equipment available to meet different needs. The core list of equipment is reviewed continually to ensure it is fit for purpose and remains dynamic and responsive.</p>

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
Anyone who lives in Berkshire who	Benefits from the provision of the equipment into their homes on a loan basis to enable them	This is a retendering of an existing 5 year contract which is well established and which

<p>has an assessed health or social care need for equipment (or their carers) or who wishes to purchase it directly if they choose. This includes both adults and children and there are no age restrictions.</p> <p>This also extends to self funders who wish to receive a service directly without the need for social care or health intervention.</p>	<p>to maintain independence through the use of daily living aids, assistive technology and complex equipment.</p> <p>The equipment can also be provided in other locations outside the home for example in a school or work setting where it can be used to support them or their carers.</p> <p>It also supports carers who can benefit indirectly from the provision of the equipment, for example assistive technology which can alert carers to respond when needed, thus providing peace of mind</p>	<p>reaches a wide section of the Berkshire population.</p> <p>There are no barriers to who receives it, the only criterion is that they have a social care or health assessed need. In the last financial year over 15,000 unique individuals have received equipment in Berkshire – approximately 90,000 different items of equipment were issued</p> <p>The service provider is required to ensure it meets the Council’s Equalities Standards as a minimum. This is a stipulation of the contract and it is monitored monthly by the Council’s officers as well as at quarterly contract review meetings.</p> <p>The demographic information about who is receiving the service is shared monthly with all partners who have been prescribing equipment so they can themselves then also monitor who they have been prescribing for.</p> <p>BCES is overseen by a Steering Group made up of all the partner organisations and the Steering Group oversee and drive the strategic direction of the service – this also ensures that the service is adhering to the principles.</p>
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Further Comments relating to the item:

<p>3. Result</p>	
<p>Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?</p>	<p>No</p>

<p>The service is open to anyone with an assessed need and therefore there are no barriers to who can receive equipment. The only stipulation is that they are a Berkshire resident with an assessed need or a self funding Berkshire resident.</p>	
<p>Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?</p>	<p>No</p>
<p>The service is aimed at improving and supporting people with an assessed need and therefore has no adverse impact. Assessments are carried out by social care and health professionals to ensure the equipment provided is appropriate to meet those needs.</p>	

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

Date:

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

Contract Award – Complex Needs Service for Clients with a Learning Disability

Committee considering report:	Executive on 16 February 2017
Portfolio Member:	Councillor Rick Jones
Date Portfolio Member agreed report:	01 September 2016
Report Author:	Karen Felgate
Forward Plan Ref:	EX3230

1. Purpose of the Report

- 1.1 To seek approval from Executive to award a contract for the complex needs learning disability service at Blagden Close Newbury.
- 1.2 The procurement strategy was originally approved by Procurement Programme Board

2. Recommendation

- 2.1 The Executive resolves to award and enter into the [The provision of complex needs learning disability supported living service at Blagden Close] contract to the successful tenderer, Choice Care Group for a period of 5 (+3) as set out in the Report.

3. Implications

- 3.1 **Financial:** A 2.5% saving has been achieved on the previous contract
- 3.2 **Policy:** N/A
- 3.3 **Personnel:** N/A
- 3.4 **Legal:** Award will be in line with contract rules of procurement
- 3.5 **Risk Management:** This service is highly specialised and caters for a cohort of clients with complex needs. Without this service there will be no provision for this client group
- 3.6 **Property:** N/A
- 3.7 **Other:** N/A

4. Other options considered

- 4.1 Do nothing – this is not an option due to complex nature of client group and increased pressure to ensure that services in the community are available for this complex needs group in light of the Transforming Care agenda

- 4.2 Bring service in house. However the Council does not currently have the skill set to deliver a complex needs service for clients with a learning disability Executive Summary

5. Introduction

- (1) The current contract supports clients deemed to have the most complex Learning Disability needs of all comparable schemes operating in the District.
- (2) This service is integral to the Transforming Lives agenda which is a government initiative to ensure that people with a complex learning disability can live fulfilling lives in the community.
- (3) WBC purchases five beds (maximum occupancy) who all have assured tenancy agreements with the Registered Social Landlord (Sovereign Housing.)
- (4) The existing contract is nearing expiry (December 2016) and cannot be extended further. A replacement service is required.
- (5) Following a previous competitive process a three year fixed price contract was let in December 2011 and subsequently extended by a further two years under the agreed terms.
- (6) The existing contract with Choice Care Group expires on 4th December 2016. Choice Care group currently have an outstanding rating with Care Quality Commission (CQC)
- (7) Contracts & Commissioning have completed a consultation exercise with clients and clients' families in order to inform the updated specification.

5.2 Nature of Services

- (1) The service provides 24/7 domiciliary care and support including two waking night staff for adults who have autism/complex needs and present challenging behaviours.
- (2) Bidders will be invited to supply a price per hour fixed for the duration of the contract.
- (3) The number of required hours per week will be reviewed annually by Care Managers during the lifetime of the contract. The contract is flexible which means we only pay for the hours of care delivered.

5.3 Performance monitoring and outcomes

- (1) The new service will be an outcome based contract and monitored by the Contracts and Commissioning Team according to agreed West Berkshire Council terms. A copy of the outcomes is attached with the supporting information

- (2) The new service will also be monitored for quality assurance by the West Berkshire Council Care Quality Team.
- (3) The new service will also be independently monitored by the Care Quality Commission (CQC)

5.4 Value for money (including bench marking and comparators)

- (1) The intention is to award the most economically advantageous contract which will also deliver quality service to clients following a full procurement exercise.
- (2) A 2.5% saving on the previous contract has been recognised over the lifetime of the new contract
- (3) Procurement Programme Board have agreed the contact award
- (4) TUPE may be applicable to any new contract
- (5) A longer contract term of five plus three years will potentially help with value for money (VFM) as contractor will be able to spread the costs over the whole life of the contract
- (6) A consultation exercise has been completed with residents/families. A market research exercise has also been completed with potential providers

6. Conclusion

- 6.1 The Executive resolves to award and enter into the [The provision of complex needs learning disability supported living service at Blagden Close] contract to the successful tenderer, Choice Care Group for a period of 5 (+3) as set out in the Report.

7. Appendices

- 7.1 Appendix A - Supporting Information
- 7.2 Appendix B – Equalities Impact Assessment

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Contract Award – Complex Needs Service for Clients with a Learning Disability – Supporting Information

1. Introduction/Background

- 1.1 The current contract supports clients with complex Learning Disability needs. This service is integral to ensuring the Council meets its requirements through the national Transforming Care agenda. Transforming Lives is a government initiative to ensure that people with a learning disability do not remain in hospital and are able to live meaningful lives out in the community. The Council is working with the CCG and other Berkshire authorities to understand the needs of this client group and ensure adequate provision is in place. As a result, WBC is likely to need more of this sort of accommodation rather than less in the future as a clearer picture of future needs emerges.
- 1.2 West Berkshire Council purchases five beds (maximum occupancy) who all have assured tenancy agreements with the Registered Social Landlord (Sovereign Housing.)
- 1.3 The existing contract is nearing expiry (December 2016) and cannot be extended further and a replacement service is required. The service provider, Choice Care Group, the landlord, Sovereign Housing and the current residents and families, have been advised of the Council's intention to undertake a new tender exercise leading to the award of a new contract.
- 1.4 The existing contract with Choice Care Group expires on 4 December 2016. Choice Care group currently have an outstanding rating with Care Quality Commission
- 1.5 Contracts & Commissioning have completed market research via an early supplier involvement exercise with potential providers in order to inform the updated specification. There are five learning disability clients resident at Blagden Close and they, along with family members, were approached in May 2016 via a face to face consultation exercise in order for commissioners to get a better understanding of the strengths and weaknesses of the current service. The comments received have been used within the updated specification document.

2. Supporting Information

2.1 Nature of Services

- (1) The service provides 24/7 domiciliary care and support including two waking night staff for adults who have autism/complex needs and present challenging behaviours.
- (2) Bidders will be invited to supply a price per hour fixed for the duration of the contract.

- (3) The Contract hours are flexible and can go up or down dependent upon the needs of the clients. The number of required hours per week will be reviewed annually by Care Managers during the lifetime of the contract

2.2 Performance monitoring and outcomes

- (1) The new service will be an outcome based contract and monitored by the Contracts and Commissioning Team. A copy of the required outcomes is attached below
- (2) The new service will also be monitored for quality assurance by the West Berkshire Council Care Quality Team.
- (3) The new service will also be independently monitored by the Care Quality Commission (CQC)

2.3 Value for money (including bench marking and comparators)

- (1) This tender exercise has recognised a 2.5% annual saving on the existing contract price
- (2) Procurement Programme Board have agreed the contract award
- (3) TUPE may be applicable to any new contract
- (4) A consultation exercise has been completed with residents/families. A market research exercise has been completed with potential providers

3. Options for Consideration

- 3.1 Do nothing – this is not an option due to complex nature of client group and increased pressure to ensure that services in the community are available for this complex needs group in light of the transforming care agenda
- 3.2 Bring service in house. However the Council does not currently have the skill set to deliver a complex needs service for clients with a learning disability

4. Conclusion

- 4.1 The Executive resolves to award and enter into the [The provision of complex needs learning disability supported living service at Blagden Close] contract to the successful tenderer, Choice Care Group for a period of 5 (+3) as set out in the Report.

5. Consultation and Engagement

Shiraz Sheikh – Principal Solicitor
Mike Sullivan – Contracts and Performance Officer
Tandra Forster – Head of WBC Adult Social Care
Roz Haines - Business Manager Adult Social Care
Procurement Programme Board
Blagden House residents and families

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:

P&S – Protect and support those who need it

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

P&S1 – Good at safeguarding children and vulnerable adults

Officer details:

Name: Karen Felgate
Job Title: Service Manager Contracts Commissioning and Systems
Tel No: 01635 519586
E-mail Address: karen.felgate@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:	Contract award complex needs service for people with a learning disability
Version and release date of item (if applicable):	1.0
Owner of item being assessed:	Karen Felgate
Name of assessor:	Karen Felgate
Date of assessment:	22/8/16

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	Yes
Function	No	Is changing	No
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:	Provide a complex needs service for people with a learning disability
Objectives:	Supported housing for people with a complex learning disability
Outcomes:	Contract award
Benefits:	Provision of a bespoke service

<p>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.</p> <p>(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.)</p>
--

Group Affected	What might be the effect?	Information to support this
Age	N/A	
Disability	Remaining in hospital longer – bed blocking. Stress for families dealing with relatives whilst suitable care is sought	Ongoing review of needs information from service area. This will be sourced from data collated through the Transforming Lives project with other Berkshire authorities
Gender reassignment	N/A	
Marriage and civil partnership	N/A	
Pregnancy and maternity	N/A	
Race	N/A	
Religion or belief	N/A	
Sex and sexual orientation	N/A	

Further Comments relating to the item:

Service will have a positive impact upon the lives of people with a learning disability equipping them with the ability to live more successfully in the community rather than in a hospital setting.

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: This service will deliver a complex needs service for people with a learning disability. There is a requirement to ensure there is a range of provision for this complex needs group within the community in light of the governments Transforming Care agenda. Transforming Care programme aims to reduce long stays in hospital for this client group and ensure they have a rich and fulfilling life in the community. WBC is working with CCG and other Berkshire West Authorities' to promote and achieve this agenda.

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: Karen Felgate

Date: 22/8/16

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

Agenda Item 18.

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Agenda Item 19.

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Agenda Item 20.

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Agenda Item 21.

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