

# Notice of Meeting

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# Special Executive

**Thursday 25 February 2016 at 5.00pm**

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

Date of despatch of Agenda: Friday 19 February 2016

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

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Further information and Minutes are also available on the Council's website at [www.westberks.gov.uk](http://www.westberks.gov.uk)



To:	Councillors Dominic Boeck, Hilary Cole, Roger Croft, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones, Alan Law and Garth Simpson
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# Agenda

## Part I

- 1. Apologies for Absence**  
To receive apologies for inability to attend the meeting (if any).
- 2. Declarations of Interest**  
To remind Members of the need to record the existence and nature of any Personal, Disclosable Pecuniary or other interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).

## Items as timetabled in the Forward Plan

	<b>Pages</b>
<b>3. Investment and Borrowing Strategy 2016/17 (C2976)</b> (CSP: MEC and 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 2016/17.	5 - 18
<b>4. Capital Strategy and Programme 2016/17 to 2020/21 (C2978)</b> (CSP: BEC, SLE, P&S, HQL, MEC, SLE2, P&S1, HQL1 and MEC1) Purpose: To outline the five year Capital Strategy for 2016 to 2021, 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 2016/17 to 2020/21.	19 - 134
<b>5. Revenue Budget 2016/17 (C2979)</b> (CSP: BEC, SLE, P&S, HQL, MEC, BEC1, BEC2, SLE1, SLE2, P&S1, HQL1 and MEC1) Purpose: To consider and recommend to Council the 2016/17 Revenue Budget. This report highlights that for West Berkshire residents there will be a Council Tax requirement of £82.28m requiring a Council Tax increase of 1.99% in 2016/17 and a 2% ring-fenced precept for adult social care. The Council has had to find savings of £14m in 2016/17, the highest in the	135 - 260



## Agenda - Executive to be held on Thursday, 25 February 2016 (continued)

Council's history.

Given the scale of task to arrive at a balanced budget for next year a number of significant saving proposals have been made including reductions to libraries, children centres, home to school transport, public transport subsidy, highway maintenance, provision of care services and many others.

The proposed savings will have significant implications for staff. Subject to the outcome of public consultations, 127 employees will be at risk of redundancy and associated exit costs are estimated to be in the region of £2m.

The report also proposes the Fees and Charges for 2016/17 as set out in Appendix H and the Special Expenses as set out in Appendix I.

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.



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## Investment and Borrowing Strategy 2016/17

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<b>Committee considering report:</b>	Special Executive on 25 February 2016 Council on 1 March 2016
<b>Portfolio Member:</b>	Councillor Roger Croft
<b>Date Portfolio Member agreed report:</b>	19 January 2016
<b>Report Author:</b>	Gabrielle Esplin
<b>Forward Plan Ref:</b>	C2976

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### 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 2016/17

### 2. Recommendations

- 2.1 To adopt the 2016/17 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 revenue budget.
- 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 coming financial year. It recommends prudential limits for investments in 2016/17 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, the types of institutions with which the Council will invest its funds and their minimum credit ratings. For 2016/17 we propose to increase the maximum limit for investments with banks rated P2 by Moody's from £2,500,000 to £4,000,000 and for P3 from £2,500,000 to £3,000,000. This will mean that the maximum to be invested with Nat West, which is our main bank, will be £4,000,000 and the bank limits will be brought in line with the existing building society limits. We also propose to consider investing for longer term of up to 2 years if funds allow and market conditions are favourable.

We propose to increase the Council's maximum borrowing limits by £11 million (to £173 million) in 2016/17, by a further £4 million (to £177 million) in 2017/18 and by £1 million (to £178 million) in 2018/19. The increases in borrowing limits over the next three years are to allow for the planned level of borrowing to fund the proposed capital programme (also taking into account the planned level of debt repayment). The increase in the borrowing limit in 2016/17 is £3 million higher than previously estimated because of the planned use capital receipts in 2016/17 to offset the cost of transforming and restructuring services to generate revenue savings.

### 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 2016/17 financial year. These proposals form part of the Council's overall Treasury and Capital Strategy and are aligned with the proposed Capital Strategy (also on this agenda) and the requirements of the Prudential Code.

A report on the actual performance of the Treasury Team in managing the Council's loans and investments for the whole of 2015/16 will be brought to Executive after the end of the financial year.

## 7. Appendices

7.1 Appendix A – Detailed Investment and Borrowing Strategy 2016/17

7.2 Appendix B – Equalities Impact Assessment –N/A

7.3 Appendix C – Forecast Level of Debt and Debt Repayments 2015/16 to 2040/41

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# Investment and Borrowing Strategy 2016/17

## Supporting Information

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### 1. Introduction

- 1.1 This report proposes the Annual Investment and Borrowing Strategy for 2016/17, 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 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 2016/17

- 2.1 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.
- 2.2 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:

2.3 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.

2.4 The recommended limits for external debt for 2016/17 and the following two financial years are shown below in comparison with the agreed level for 2015/16.

New Recommended Limits for External Debt		
	Authorised Limit	Operational Boundary
2015/16 Approved	£162 million	£152 million
2016/17 Proposed	£173 million	£163 million
2017/18 Proposed	£177 million	£167 million
2018/19 Proposed	£178 million	£168 million

2.5 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.

2.6 The increases in the borrowing limits of £11 million in 2016/17, £4 million in 2017/18 and £1 million in 2018/19 reflect the new borrowing which is expected to be required over the next three years to fund the proposed capital programme 2016-2021 (also on this agenda). The increase in the borrowing limit in 2016/17 is now £3 million higher than previously estimated because of the proposal to use capital receipts in 2016/17 to offset the cost of transforming and restructuring services to generate revenue savings. The use of capital receipts for this purpose means that it will be necessary to borrow more in 2016/17 to fund capital expenditure. The proposed borrowing limits also take account of repayments of existing debts which will be made each year. More details of the Council's borrowing strategy are given in Section 4 (below).

2.7 The recommended limits for exposure to borrowing at variable and fixed rates of interest are as follows (unchanged from 2015/16):

Exposure to Variable Interest Rates	
	Upper Limit
2016/17	50%
2017/18	50%
2018/19	50%



Exposure to Fixed interest rates		
	Upper Limit	Lower Limit
2016/17	100%	50%
2017/18	100%	50%
2018/19	100%	50%

- 2.8 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.
- 2.9 The recommended limits for the maturity structure of borrowing are as follows (unchanged from 2015/16):

	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 2016/17

- 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 2016/17 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 2016/17. However as we changed the main credit rating agency on which we rely in 2015/16 from Fitch to Moody's, we have also reviewed the limits for investment with banks rated P2 and P3 by Moody's and propose to amend the maximum limit for banks rated P2 from £2,500,000 to £4,000,000 and for P3 from £2,500,000 to £3,000,000. This will mean that the maximum to be invested with Nat West who are our main bankers will be £4,000,000 and the bank limits will also be brought in line with the existing building society limits.
- 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. Borrowing Strategy

- 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 stands at 3.16% as at the 17<sup>th</sup> February 2016. (This includes the 0.20% "certainty" discount which is currently being 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 £115.7 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 approximately £325,000 per year on average. All loans taken out by West Berkshire Council since 2006, however, 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 2016, the PWLB loans balance is expected to have increased by £10.4 million to £126.1 million. Part of this increase is to fund £12.5 million proposed capital spending for 2015/16 which is not funded from grants, capital receipts or other external sources of capital funding. £2 million was also borrowed in October

2015 in respect of previous years' capital expenditure, which has not yet been financed from borrowing. However the new borrowing will be offset by approximately £4.1 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 2016, including that related to the PFI contract, is approximately £141.6 million.
- 4.5 Based on the current proposals for capital spending from 2016 to 2021 (as per the proposed Capital Strategy and Programme 2016-2021, also on this agenda), the Council's overall level of borrowing is expected to increase at a slower rate from 2016/17 onwards than in recent years. This is because the amount of principal repaid on annuity loans increases year on year, while the level of capital expenditure funded from borrowing is planned to decrease to around £6 million per year by 2018.
- 4.6 The overall level of debt to fund capital expenditure is currently expected to peak at around £145 million by 2024. The forecast peak level of borrowing is now £2 million higher and three years later than previously forecast because of the proposal to use capital receipts in 2016/17 to offset the cost of transforming and restructuring services to generate revenue savings. A summary of the current long term debt forecast 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, Treasury, Assets and VAT

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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.

<b>Name of policy, strategy or function:</b>	Investment and Borrowing Strategy 2016/17
<b>Version and release date of item (if applicable):</b>	Version 1 19 <sup>th</sup> January 2016
<b>Owner of item being assessed:</b>	Gabrielle Esplin
<b>Name of assessor:</b>	
<b>Date of assessment:</b>	

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

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?	
<b>Aims:</b>	To ensure that the Council's cash flow, banking, money market transactions, loans and investments are effectively managed.
<b>Objectives:</b>	To maximise the return on the Council's investments while ensuring sufficient liquidity and minimising the risks to the Council's resources
<b>Outcomes:</b>	To achieve the maximum level of investment income while protecting the principal sum of the Council's investments
<b>Benefits:</b>	To contribute to the Council's revenue income and to ensure that sufficient funds are available for the day to day running of Council 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.)

<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>

**Further Comments relating to the item:**

Effective treasury management supports the achievement of all the Council's service objectives, but does not impact directly on any one service or group of service users.

### **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 investment and borrowing strategy does not impact directly on any one service or group of employees or service users

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

**Yes/No**

**Please provide an explanation for your answer:** The investment and borrowing strategy does not impact directly on any one service or group of employees or 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:**

<b>Stage Two required</b>	No
<b>Owner of Stage Two assessment:</b>	

<b>Timescale for Stage Two assessment:</b>	
<b>Stage Two not required:</b>	

**Name:** Gabrielle Esplin

**Date:** 11<sup>th</sup> January 2016

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



Forecast Level of Debt and Debt Repayments 2015-16 to 2040-41

Year	PWLB Debt				Annual Increase/Decrease in PWLB Debt	PFI Debt			All Debt		Annual Increase/Decrease in Total Debt	Proposed Authorised Borrowing Limit	Proposed Operational Boundary	Total Annual Debt Payment	Annual Increase/Decrease in Debt Payments (excluding PFI Loan)	5 year average increase	Annual % increase
	Balance b/f	Borrowed	Repaid	Balance c/f		Balance b/f	Repaid	Balance c/f	Total Repaid	Total Balance							
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
2015/16	115,700	14,531	- 4,106	126,125		16,005	- 537	15,468	- 4,643	141,593		162,000	152,000	9,061	603		7.1%
2016/17	126,125	10,741	- 4,242	132,624	6,499	15,468	- 570	14,898	- 4,812	147,522	5,929	173,000	163,000	9,511	450		5.0%
2017/18	132,624	9,943	- 4,752	137,815	5,191	14,898	- 605	14,293	- 5,357	152,108	4,586	177,000	167,000	10,011	500		5.3%
2018/19	137,815	6,625	- 5,331	139,109	1,294	14,293	- 641	13,652	- 5,972	152,761	653	178,000	168,000	10,511	500		4.9%
2019/20	139,109	8,385	- 5,736	141,758	2,649	13,652	- 681	12,971	- 6,417	154,729	1,968	180,000	170,000	11,011	500		4.8%
2020/21	141,758	8,993	- 6,139	144,613	2,854	12,971	- 722	12,249	- 6,861	156,861	2,132	182,000	172,000	11,511	500	490	4.5%
2021/22	144,613	5,993	- 6,219	144,387	- 225	12,249	- 766	11,483	- 6,985	155,870	- 992	181,000	171,000	12,011	500		4.3%
2022/23	144,387	5,993	- 5,495	144,885	498	11,483	- 813	10,670	- 6,308	155,555	- 315	181,000	171,000	12,529	518		4.3%
2023/24	144,885	5,993	- 5,907	144,972	87	10,670	- 863	9,807	- 6,769	154,779	- 776	180,000	170,000	12,465	- 63		-0.5%
2024/25	144,972	5,993	- 6,116	144,849	- 123	9,807	- 915	8,892	- 7,031	153,741	- 1,038	179,000	169,000	12,561	96		0.8%
2025/26	144,849	5,993	- 6,170	144,673	- 176	8,892	- 971	7,920	- 7,141	152,593	- 1,147	178,000	168,000	12,977	416	293	3.3%
2026/27	144,673	5,993	- 6,580	144,086	- 587	7,920	- 1,030	6,890	- 7,610	150,976	- 1,617	176,000	166,000	13,249	272		2.1%
2027/28	144,086	5,993	- 6,789	143,291	- 796	6,890	- 1,093	5,796	- 7,883	149,087	- 1,889	174,000	164,000	13,458	209		1.6%
2028/29	143,291	5,993	- 7,071	142,213	- 1,078	5,796	- 1,160	4,636	- 8,231	146,849	- 2,238	172,000	162,000	13,684	227		1.7%
2029/30	142,213	5,993	- 7,311	140,895	- 1,318	4,636	- 1,231	3,405	- 8,542	144,300	- 2,549	169,000	159,000	13,855	170		1.2%
2030/31	140,895	5,993	- 7,586	139,302	- 1,592	3,405	- 1,306	2,099	- 8,892	141,401	- 2,898	166,000	156,000	14,046	192	214	1.4%
2031/32	139,302	10,993	- 12,866	137,429	- 1,873	2,099	- 1,386	713	- 14,252	138,143	- 3,259	163,000	153,000	13,932	- 114		-0.8%
2032/33	137,429	5,993	- 8,188	135,234	- 2,195	713	- 713	0	- 8,902	135,234	- 2,908	160,000	150,000	13,879	- 54		-0.4%
2033/34	135,234	5,993	- 7,898	133,330	- 1,905				- 7,898	133,330	- 1,905	158,000	148,000	14,053	174		1.3%
2034/35	133,330	10,993	- 12,690	131,633	- 1,696				- 12,690	131,633	- 1,696	157,000	147,000	13,756	- 297		-2.1%
2035/36	131,633	12,574	- 14,086	130,122	- 1,512				- 14,086	130,122	- 1,512	155,000	145,000	13,356	- 400	138	-2.9%
2036/37	130,122	5,993	- 6,624	129,491	- 631				- 6,624	129,491	- 631	154,000	144,000	12,610	- 746		-5.6%
2037/38	129,491	5,993	- 6,677	128,807	- 684				- 6,677	128,807	- 684	154,000	144,000	12,606	- 4		0.0%
2038/39	128,807	5,993	- 6,917	127,883	- 924				- 6,917	127,883	- 924	153,000	143,000	12,102	- 504		-4.0%
2039/40	127,883	5,993	- 7,001	126,876	- 1,008				- 7,001	126,876	- 1,008	152,000	142,000	12,110	8		0.1%
2040/41	126,876	5,993	- 7,136	125,733	- 1,142				- 7,136	125,733	- 1,142	151,000	141,000	12,286	176	214	1.5%

Notes

- 2020/21 Previously Expected peak year for total Council Debt
- 2021/22 New Expected peak year for total Council Debt
- 2033/34 New Expected peak year for debt repayment costs (excluding PFI)

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## Capital Strategy and Programme 2016/17 to 2020/21

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<b>Committee considering report:</b>	Special Executive on 25 February 2016 Council on 1 March 2016
<b>Portfolio Member:</b>	Councillor Roger Croft
<b>Date Portfolio Member agreed report:</b>	19 January 2016
<b>Report Author:</b>	Gabrielle Esplin
<b>Forward Plan Ref:</b>	C2978

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### 1. Purpose of the Report

- 1.1 To outline the five year Capital Strategy for 2016 to 2021, 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 2016/17 to 2020/21.

### 2. Recommendation

- 2.1 To approve the Capital Strategy and Programme 2016/17 to 2020/21.

### 3. Implications

- 3.1 **Financial:** The draft programme allocates £38.8 million of Council capital resources over five years. This includes £1.25 million from capital receipts from assets which are expected to be sold over the next three years. The remainder will be funded from prudential borrowing.

By reviewing the capital financing strategy and taking advantage of lower than expected interest rates it is possible to make a lower than expected increase in the revenue budget for capital financing of £450,000 in 2016/17. The annual increase is planned to be £500,000 per year from 2017/18 to 2020/21. 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 some government capital grants from 2016/17 onwards which have 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.

- 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

Not applicable.

## 5. Executive Summary

### 5.1 Introduction

This report sets out the draft Capital Strategy and Programme covering the five year period 2016/17 to 2020/21. Its aim is to ensure that the Council's highest priorities for capital investment can be delivered within the financial constraints which the Council faces.

### 5.2 Proposals

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

- **Better Education Communities:** £57.1 million for new school places and improvements to school buildings;
- **A Stronger Local Economy:** £55.0 million for maintenance and improvement of highways and £1.5 million to facilitate the delivery of superfast broadband across West Berkshire;
- **Protect and support those who need it:** £11.6 million for occupational health equipment, home adaptations and supported living for older people and people with physical, sensory or learning disabilities and support for looked after children;
- **Maintaining a high quality of life within our Communities:** £3.8 million for maintenance and improvement of parks, open spaces sporting and cultural facilities.

### 5.3 Equalities Impact Assessment Outcomes

5.3 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

6.1 The Capital Programme allows for total expenditure over five years of £140.4 million, of which £20.9 million is from developers contributions, £80.7 million is funded from other external sources of funding – mainly government grants, and £38.8 million, or an average of £7.8 million per year, is funded from Council resources. Council resources include an estimated £1.25 million capital receipts from assets which are expected to be sold over the next two years. The remainder will be funded from prudential borrowing in line with the revenue provision for capital financing assumed in the current Medium Term Financial Strategy (MTFS).

6.2 Any schemes in the programme which have not yet been committed will be subject to further review by officers and members to determine whether any savings can be made in the capital programme which could generate additional revenue savings, without serious detriment to the Council's objectives. Any further changes which are proposed to the 2016/17 programme will be reported to the next meeting of the Executive.

## 7. Appendices

Appendix A – Capital Strategy and Programme 2016/17 to 2020/21

Appendix B – Equalities Impact Assessment –N/A

Appendix C – Summary of Capital Programme 2016/17 to 2020/21

Appendix D – Detailed Capital Programme 2016/17 to 2020/21

Appendix E – Overview of the Council's Asset Management Strategy

Appendix F – Highways Asset Management Plan 2016/17



## Appendix A

# **Capital Strategy** **2016/17 – 2020/21**

**Incorporating the Capital Programme for 2016/17 to 2020/21, an overview of the Council's Property Asset Strategy and the Highways Asset Management Strategy 2014/15 to 2018/19**

## 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. 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 2016-2021

1.3 The proposed capital programme also 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 (as at December 2015);
- ii. Additional pressures on the schools programme, including permanent provision of universal infant free school meals, and the need to maintain and improve the condition and suitability of school buildings;
- iii. New capital grant allocations for Highways including £5.7 million for improvements to the A339 and £5.0 million to convert street lights to energy saving LED bulbs.
- iv. 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);
- v. The Council's commitment to invest a further £1.5 million in the extension of Superfast Broadband to the maximum possible number of premises across West Berkshire which is also supported by additional investment of approximately £19.8 million from Central Government and the contractors delivering the project;
- vi. The need to replace the RAISE system (for management of social care cases and budgets) and to provide other 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 will mostly replace Section 106 funding from April 2015 and is expected to provide a lower level of funding;
- 1.4 The Capital Programme for 2016 to 2021 will help to deliver many of the Council's strategic priorities including:
- More than £110,000 million capital investment over the next four years;
  - Delivery of superfast broadband to rural areas;
  - Highways schemes to improve road surfaces and reduce congestion;
  - Conversion of street lights to LEDs;
  - Ongoing maintenance of public rights of way;
  - Additional primary school places in Hungerford and Newbury;
  - A new units for children with autism in the primary and secondary phases;
  - Permanent extensions to school kitchens.
- 1.5 The Council's strategic priorities also include the provision of more affordable housing and the provision of extra care housing in the east of the district. There is currently no specific provision in the Capital Programme to deliver these objectives, but officers and members will continue to work together to explore ways using existing capital resources and Council assets to help achieve these aims.
- 1.6 Officers and members will also continue to review the Capital Programme to determine whether it is possible to make any further savings in capital expenditure which would generate additional revenue savings from 2017/18 onwards, without serious detriment to the Council's strategic objectives.
- 1.7 The remainder of the draft strategy document is structured as follows:
- Section 2:** The Capital Strategy for 2016/17 to 2020/21 which explains how the programme helps to deliver the Council Strategy
- Section 3:** An analysis of how the programme is funded
- Section 4:** An over view of the Capital Programme 2016/17 to 2020/21
- Appendix C:** A Summary of the of the Capital Programme 2016/17 to 2020/21
- Appendix D:** A detailed breakdown of the Capital Programme for 2016/17 to 2020/21
- Appendix E:** An overview of the Council's Asset Management Strategy
- Appendix F:** Highways Asset Management Plan 2014/15 to 2018/19

## **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 Better Educated Communities**

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 21<sup>st</sup> 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. supporting the outcomes of the Small Schools Review;
- viii. the continuing improvement in the accessibility of schools; and
- ix. inclusion of pupils with SEN into mainstream education where appropriate.

## **2.4 A Stronger Local Economy**

### 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.

#### Enabling the Completion of More Affordable Housing

2.4.3 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.

2.4.4 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).

2.4.5 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

2.4.6 Over recent years the Council has also successfully focussed on the prevention of homelessness which reduces the need for temporary housing. However the Council still maintains a small supply of temporary accommodation to meet its

statutory duty in this area. 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.

- 2.4.7 The capital strategy will also need to take account of the fact that welfare reforms and 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.

### Regeneration and The Digital Economy

- 2.4.8 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

- 2.4.9 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.

## **2.5 Protect and Support Those Who Need it**

### Safeguarding Children and Vulnerable Adults

- 2.5.1 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.

- 2.5.2 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.

- 2.5.3 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.

## **2.6 Maintaining a High Quality of Life Within our Communities**

- 2.6.1 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.
- 2.6.2 Capital investment will be targeted at ensuring that the existing network of libraries, 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. This investment is partly funded from reductions in service revenue budgets from 2013 to 2018.
- 2.6.3 The Council will also work 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.

## **2.7 Strategy for Management of the Council's Property Assets**

- 2.7.1 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.
- 2.7.2 Where appropriate, assets which are no longer needed for operational purposes will be sold to generate capital receipts which can be used to fund new capital schemes or the increases in costs to existing schemes, so reducing the revenue cost of borrowing to fund the capital expenditure.

### **3. FUNDING OF THE CAPITAL PROGRAMME 2016-2021**

- 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 Capital Programme for the five year period 2016/17 to 2020/21 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 Capital receipts are normally required to be used either to fund capital spending or repay debt. West Berkshire's usual capital strategy is to use capital receipts to fund capital expenditure in order to minimise the amount of new borrowing required. However, in 2016/17, Local Authorities have been given the flexibility to use capital receipts to fund the cost of restructuring or transforming services to achieve ongoing revenue savings. (The strategy for use of Capital Receipts is explained in more detail in Appendix O of the Revenue Budget Report, also on this agenda).
- 3.4 The main capital receipt expected in 2016/17 will be from the sale of the former Pound Lane depot. It is proposed to use this to fund the cost of transforming Council services to help achieve savings in the revenue budget. £450,000 other capital receipts are proposed to be used to fund the 2016/17 capital programme including the proceeds of the sale of the Starting Gate Pub and overage on the sale of property in previous years. We also anticipate that additional receipts of at least £800,000 will become available in the later years of the programme, as there are expected to be other buildings which will no longer required by the Council for operational purposes. In setting the Capital Programme it has been assumed that this sum will be available to fund capital spend in 2017/18 or 2018/19.
- 3.5 If the actual level of capital receipts is significantly lower than the amount assumed, e.g. if the Council decides to not to sell or let some of its surplus assets , or not to sell or let them at their full market value, then the planned level of capital spend may have to be reviewed.

#### Minimum Revenue Provision Statement

- 3.6 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.

- 3.7 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

- 3.8 Since 2013/14 the Council has planned to increase its provision for revenue funding of capital by approximately £500,000 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).
- 3.9 In order to minimise the pressure on the revenue budget in 2016/17, we have reviewed our capital financing strategy and propose to extend the periods over which we borrow to fund capital assets with longer useful lives from 25 years to 30 years (e.g. to fund building maintenance and highways improvements) and from 40 years to 50 years (for new build schemes – mainly schools). It is also possible to reduce the amount which we plan set aside over the next five years for the future repayment of maturity loans. This can be compensated for by a higher annual provision from 2021 onwards when we anticipate that the annual increase in debt repayment costs will have reduced slightly, as some of the loans first taken out from 2010/11 onwards will then start to have been repaid in full. In addition the level of PWLB interest rates is lower at present than was predicted when the capital strategy for 2016/17 onwards was first compiled. All these factors enable us to make a lower than planned increase in the 2016/17 the revenue budget for capital financing of £450,000.
- 3.10 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 bigger increase in the revenue budget for financing of the capital programme, but 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 relate to the replacement of street lights with LEDs, capital investment in leisure centres, occupational health equipment previously funded from the Adult Social Care revenue budget, and efficiencies from investment in ICT and energy management.
- 3.11 The overall increases in the capital financing budget, including the element to be financed from savings in existing revenue budgets are as follows:



<b>Table 1 –Annual Cost of Borrowing to Fund Approved Level of Programme 2016-2021</b>						
	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>5 year Total £000</b>
<b>Annual Increase overall revenue budget to accommodate the cost of borrowing</b>	450	500	500	500	500	2,450
<b>Funds transferred from existing revenue budgets to fund invest to save schemes</b>	187	40	43	31	44	345
<b>Total Annual increase in capital financing budget</b>	637	540	543	531	544	2,795

3.12 The estimated cost of borrowing shown is based on the assumption that the Bank of England base rate each will increase by 0.5% each year from 2016/17 to 2019/20 (i.e. from its current level of 0.5% to a peak of 2.5% in 2019/20). 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

3.13 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, Adult Social Care and Disabled Facilities Grants.

3.14 The Highways Integrated Transport grant for 2016/17 has been confirmed at £910,000 and it has been assumed that this grant will remain at this level for the period of the programme. Capital maintenance allocations have been announced of £4.0 million for 2016/17, £3.8 million for 2017/18 and £3.5 million per year from 2018/19 to 2020/21. However the Department for Transport has also indicated that it will no longer make available additional capital grants to address severe weather events, which is may place additional pressure on the Council's capital resources.

- 3.15 The Highways Service has been successful in bidding for additional grant funding from the Department for Transport (DfT) Challenge Fund to support the LED Street Lighting Programme (£5.0 million between 2015/16 and 2016/17) and improvements to the A339 corridor in Newbury (£5.7 million between 2015/16 and 2017/18). A further £5.2 million has also been allocated between 2016/17 and 2017/18 by the Local Transport Body funding for the widening of the A339 adjacent to the London Road Industrial Estate, the Kings Road Link and access to the proposed Sandford development.
- 3.16 Final allocations of Social Care Capital Grant and Disabled Facilities Grants (DFG) have yet been announced for 2016/17 onwards. These grants are currently assumed to continue at their 2015/16 levels (£279,000 and £726,000 respectively) the period of the programme.
- 3.17 For Education, provisional allocations of Basic Need grant for 2015/16 to 2016/17 of £7.1 million and £7.5 million respectively have been received. These allocations are significantly higher than for 2014/15 and are in line with the forecast increase in demand for primary school places. The Department for Education has indicated provisionally that no basic need grant allocation will be made in 2017/18. It is expected that grant allocations from 2018/19 onwards will reflect the Council's pupil number forecast and provide a proportion, but not all of the funding needed to meet the full cost of providing the additional school places required.
- 3.18 Education Capital Maintenance grant for 2016/17 is expected to be around £1.85 million has been allocated for 2015/16, which is approximately £450,000 less than the level of grant in recent years and the estimated ongoing level of need for maintenance spending. However the level of maintenance grant is expected to decrease further from 2017/18 onwards due to the removal of floor level of formula grant funding, which is likely to result in a lower level of maintenance grant for West Berkshire.

<b>Table 2: Actual and Estimated Capital Grant Allocations 2014/15 to 2018/19</b>					
	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>
<b>Highways:</b>			<i>Indicative</i>		
Integrated Transport Grant	1,103	910	910	910	910
Highways Capital Maintenance	3,447	4,314	3,955	3,836	3,472
Pinchpoint Fund (re A4 Calcot)	1,192				
DfT Challenge fund grant for A339		2,486	1,753	1,371	
DfT Challenge fund grant for LED Streetlights		3,000	2,028		
Local Transport Body grant for (re A339, Kings Road Link and Sandleford Access Newbury)		500	2,440	2195	600
Flood recovery grant	1,490				
Local Sustainable Transport Fund	135				
			<i>Est.</i>	<i>Est.</i>	<i>Est.</i>
DfT grant for Newbury Car Club		50			
DEFRA funding for flood defence	1,500	1,054	1,625	1,346	
<b>Total for Highways</b>	<b>8,867</b>	<b>12,314</b>	<b>12,711</b>	<b>9,658</b>	<b>4,982</b>
<b>Care Commissioning Housing and Safeguarding:</b>			<i>Est.</i>	<i>Est.</i>	<i>Est.</i>
Disabled Facilities Grant	661	726	726	726	726
<b>Adult Social Care:</b>					
Social Care Capital Grant	275	279	279	279	279
<b>Education:</b>				<i>Est.</i>	<i>Est.</i>
Basic need	1,330	7,122	7,478	0	1,059
Universal Infant free school meals	366	232			
Targeted Basic Need	1,932				
			<i>Indicative</i>		<i>Est.</i>
Capital Maintenance	2,309	1,854	1,854	1,600	1,600
<b>Total non devolved Education Grants</b>	<b>5,937</b>	<b>9,208</b>	<b>9,332</b>	<b>1,600</b>	<b>2,659</b>

Key:	Firm allocation	Indicative Allocation	Estimated future Allocation	Grant not applicable
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## Section 106 Developers Contributions/Community Infrastructure Levy (CIL)

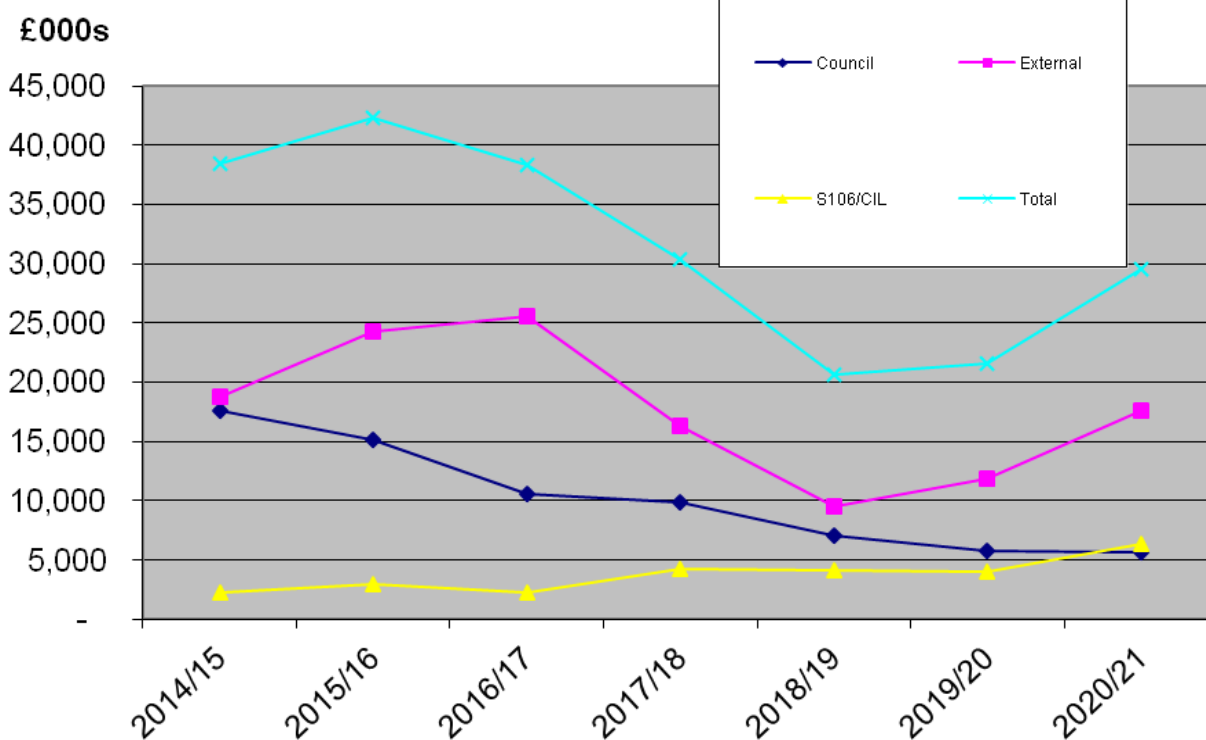
- 3.19 The proposed programme includes £20.9 million to be funded from section 106 developers' contributions and/or CIL for Education and Highways schemes. Most of the S106 contributions included in the proposed Highways and Education programmes 2015/16 have already been formally agreed with and/or received from developers.
- 3.20 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 2016/17 onwards.
- 3.21 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.

### Total Forecast Capital Spending 2016 to 2021

- 3.22 Total planned capital expenditure for the five years of the capital programme for 2016 to 2021 (as shown in Appendix C) is £140.4 million. This figure consists of £38.8 million from Council resources, £20.9 million from S106 contributions and/or CIL and £80.7 million from other external funding sources (mainly government grants). Annual expenditure for the period of the programme is summarised in table 3 and illustrated in chart 1 in comparison with forecast expenditure for 2015/16 and actual expenditure in 2014/15.

	<b>2014/15 Actual £000</b>	<b>2015/16 Forecast £000</b>	<b>2016/17 Planned £000</b>	<b>2017/18 Planned £000</b>	<b>2018/19 Planned £000</b>	<b>2019/20 Planned £000</b>	<b>2020/21 Planned £000</b>
Borrowing	17,191	14,960	10,092	9,899	6,265	5,687	5,627
Capital Receipts	338	187	450	-	800	-	-
<b>Total Council Funds</b>	<b>17,529</b>	<b>15,147</b>	<b>10,542</b>	<b>9,899</b>	<b>7,065</b>	<b>5,687</b>	<b>5,627</b>
External	18,737	24,216	25,536	16,255	9,444	11,889	17,590
S106/CIL	2,223	2,884	2,287	4,184	4,110	3,944	6,344
<b>Total</b>	<b>38,489</b>	<b>42,247</b>	<b>38,365</b>	<b>30,338</b>	<b>20,619</b>	<b>21,520</b>	<b>29,561</b>

**Chart 1 - Capital Expenditure by Funding Source 2014 to 2021**



#### **4. OVERVIEW OF THE PROPOSED CAPITAL PROGRAMME 2016-2021**

4.1 The proposed capital programme for 2016/17 to 2020/21 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) and Section 106 developers' contributions.

4.2 The main elements of the proposed programme for each service grouping are also summarised below.

#### **4.3 Resources**

##### ICT and Corporate Support

4.3.1 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. Therefore the proposed level of investment in corporate ICT systems proposed for 2016 to 2021 has increased to an average of £756,000 per year (from £720,000 per year in the 2015 to 2020 programme).

4.3.2 In addition, the programme also includes £1.5 million for the extension of Superfast Broadband to the majority of the rural areas of West Berkshire (shown under corporate schemes in Appendices C and D). This is expected to provide superfast broadband to over 99% of homes in West Berkshire. This forms part of a total contribution of £1.9 million from West Berkshire Council to the project as a whole which in turn forms part of the total investment in Superfast Broadband in Berkshire by Local Authorities, Central Government and private sector broadband providers of £19.8 million.

### Strategic Support

4.3.3 The Strategic Support programme includes approximately £130,000 per year to support community projects across West Berkshire through the Parish Plans, Vibrant Villages and Members' Bids programmes, as well as the Shopmobility scheme in Newbury. It also includes £45,000 per year in 2015/16, 2016/17 and 2017/18 to support the visions for the development of the east of the area and Newbury, including the redevelopment of Newbury Town Centre. The Council's investment in these projects is planned to reduce to £25,000 per year from 2018/19 onwards but investment by partner organisations such as private developers and the Greenham Common Trust is expected to increase.

## **4.4 Environment**

### Highways

4.4.1 The largest element of the Environment programme consists of Highways and Transport improvements. The 2016/17 Highways Capital Programme is funded at approximately £17.0 million comprising the following sources:

- Council funded capital maintenance: £1.03 million;
- Council investment to complete the roll out of LED street lights started in 2015 (funded from revenue savings from street lighting energy) of £0.9 million;
- £2.1 million challenge fund grant from the Department for Transport (DfT) for the completion of the LED street lights programme
- Local Transport Plan Grant funding from the DfT of £4.9 million (including £900,000 for Integrated transport and £4.0 million Maintenance block funding);
- £1.7m DfT challenge fund grant for improvements to the A339
- £2.4m Local Growth Funding through the Local Enterprise Partnership towards the construction of the Kings Road link and a new junction into the London Road Industrial Estate;
- DEFRA Grant in Aid Flood Defence funding: £1.6 million (subject to successful bids);
- S106 developer contributions: £2.1 million.

- 4.4.2 In line with Central Government guidance the main focus of the programme centres on maintenance of the highways infrastructure and management of the asset. £1.03 million of Council funding and £4.0 million of the DfT grant funding is to be spent on Maintenance. Of this approximately 85% will be spent on surface and structural reconditioning, with the remaining funds spent maintaining other key highway assets (structures, drainage, traffic signals, sign and road marking upgrades etc).
- 4.4.3 A number of key Transport Improvements will be funded from S106 developer contributions and from the £1m Integrated Transport element of the DfT Grant. These include the delivery of a new public transport interchange at the Wharf in Newbury, demand management improvements in Newbury along with other essential themes including network management improvements, road safety, public transport and walking and cycling improvements.
- 4.4.4 In addition to the above, specific grants have been obtained from the DfT and the Local Enterprise Partnership to enable the commencement of a new access from the A339 into the London Road Industrial Estate and the Kings Road link.
- 4.4.5 Flood defence works to be undertaken in 2016/17 with financial support from DEFRA will include the completion of the Tull Way retention pond and Phase 2 of the Winterbourne Flood Alleviation scheme and commencement of work on the Dunstan Park retention pond.

#### Planning and Countryside

- 4.4.6 The Council funded programme for Planning and Countryside consists of £125,000 per year investment in the essential maintenance and improvement of 1,100km of rights of way, public conveniences and children's play areas. £663,000 S106 contributions have also been allocated in 2016/17 and 2017/18 which includes the development of one or more new all weather pitches at Henwick worthy and to make improvements to other public open spaces. 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 2016/17 and 2017/18.

#### Culture and Environmental Protection

- 4.4.7 £430,000 investment is planned for structural maintenance of Shaw House and its grounds Between 2016/17 and 2018/19. £280,000 of this sum is from allocations of £50,000 per year set aside for this purpose in previous years. Major works will to include the restoration of the historic boundary wall adjacent to Love Lane which is currently in a dangerous state of disrepair. It is also planned to continue to set aside £50,000 per year for ongoing maintenance of the house and grounds in line with the conditions of Heritage Lottery Funding for the building.

- 4.4.8 The five year programme also includes £1.2 million (an average of £243,000 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. It is anticipated that this level of investment will be needed in order to 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.
- 4.4.9 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.

## **4.5 Communities**

### Education

- 4.5.1 Capital investment within the Education programme remains predominantly focussed on delivering suitable and sufficient places to meet primary basic need pressures, urgent capital maintenance and health and safety needs across the school estate. In the first three years of the programme this accounts for approximately 91% of the capital investment in schools.
- 4.5.2 Numbers of pupils coming into reception classes remains consistently high across West Berkshire, with further significant increases forecast for Newbury and the east of district. This will continue to place significant pressure on the 2016/17 programme and beyond, in order for the Council to meet its statutory obligation to provide a school place for every eligible child in West Berkshire who wants one. The aim of the new programme will be to deliver of sufficient pupil places to meet the forecast growth in demand up to academic year 2017/18. However it is expected that, with the pressures outlined above, schools will be running at close to 100% capacity by 2017/18.
- 4.5.3 Newbury and the east of the district are forecast to see the most significant levels of primary basic need over the next 5 years. Towards the middle part of the programme period pressure on Secondary school places is also expected to be felt, as the increase in primary pupils from September 2012 finds its way into secondary. Work is underway to develop solutions to meet this basic need pressure and the ongoing and regular review of forecast data will provide increasing clarity on any medium to long term pressures.



- 4.5.4 The basic need grant of £7.5 million allocated for 2016/17 is not expected to be sufficient to deliver the required number of additional school places, because the grant is based on an assumed build cost of around £1,100 per m<sup>2</sup>, which is lower than the actual average cost new school buildings in West Berkshire. In addition, the basic need grant does not allow for the cost of additional land which is likely to be needed for several future planned schools expansions, as those schools with pressure on numbers which did have excess land available have now already been expanded.
- 4.5.5 Following the high level of basic need grants grant allocation in 2015/16 and 2016/17, the DfE has indicated that West Berkshire is likely to receive no basic need grant in 2017/18. It is hoped that grant allocations from 2018/19 onwards will reflect the number of new places needed, based on West Berkshire's submissions of pupil number forecasts. However it is anticipated that the shortfall in funding per place will continue and it is therefore expected to be necessary to allocate £7.8 million of available Council fund to help meet the demand for new school places over the five years of the programme.
- 4.5.6 Levels of urgent capital maintenance need do not appear to be reducing. The programme has been running for some time on an annual capital investment of approximately £2.4 million per year. It is anticipated that this level will need to continue for the duration of the current programme. However the government grant for capital maintenance has reduced to £1.85 million in 2015/16 and 2016/17 and is expected to reduce further to around £1.6 million from 2017/18 onwards with further changes in the allocation formula which are expected to disadvantage West Berkshire. It is proposed to allocate £320,000 Council funding per year for maintenance from 2017/18 onwards to top up the maintenance grant. However this will only allow an annual budget of £2 million which is not expected to be sufficient to meet all urgent maintenance priorities.
- 4.5.7 After allowing for additional school places to meet demand and for the most urgent health and safety and maintenance needs, all available Council funding and government grant remaining will have to be allocated has been allocated to complete schemes already underway to improve the condition and suitability of buildings at Lambourn and Kennet Valley primary schools and John O' Gaunt Secondary School and to provide new primary and secondary Autistic Spectrum Disorder (ASD).

#### Corporate Buildings

- 4.5.8 The five year programme includes approximately £515,000 per year for survey and maintenance of corporate offices and other council buildings and for the remainder e 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 £800,000 per year and £50,000 is allowed in 2016/17 for improvements to the layout of the West Street and Market Street offices to enable services to operate more efficiently.

## Adult Social Care (ASC)

- 4.5.9 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 telecare and self referral and assessment for clients. The programme also provides for the continuation of refurbishment of Council owned care homes.
- 4.5.10 In addition, £500,000 has been added to the programme for the acquisition of occupational therapy aids and equipment from the Berkshire Community Equipment Service. This equipment was formerly funded from the revenue budget and the additional capital expenditure will be funded partly from revenue savings with a contribution of £279,000 per year expected from DoH grants from 2017/18 onwards.

## Care Commissioning, Safeguarding and Housing (CCSH)

- 4.5.11 The CCSH programme includes £986,000 in 2016/17 and £1.2 million per year from 2017/18 onwards for disabled facilities grants (DFGs) to enable people with disabilities to live independently in their own homes. £726,000 of the annual budget is expected to be met by DoH grant. The 2016/17 budget will be supplemented by unspent funds from previous years which will give a total budget which is expected to meet the level of demand for DfGs of approximately £1.2 million per year. However 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.
- 4.5.12 A one off saving in DFGs due to a backlog of applications processed by the Home Improvement Agency in 2014/15 has enabled a contribution of £800,000 to be made for the extensive refurbishment required for the 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. The total cost of the scheme is estimated to be in excess of £1 million.
- 4.5.13 The 2016/17 programme also includes £540,000 to complete the implementation of the Care Director System which will replace RAISE case management system. £40,000 of this will be met from DoH grant with the remainder being met from Council resources.

## **4.6 Capital Salaries**

The programmes for Corporate Buildings and Highways include a significant element for the cost of staff required to deliver the capital programme. The level of capital funded salaries, will continue to be reviewed over the next five years, with a view to achieving further savings where possible, while maintaining an appropriate level of resource to deliver the agreed programme.

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**Subject to Call-In:**

Yes:  No:

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

**Strategic Aims and Priorities Supported:**

The proposals will help achieve the following Council Strategy aims:

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

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

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

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**Officer details:**

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

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## 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.

<b>Name of policy, strategy or function:</b>	Capital Strategy and Programme 2016/17 to 2020/21
<b>Version and release date of item (if applicable):</b>	Version 1 19 <sup>th</sup> January 2016
<b>Owner of item being assessed:</b>	Gabrielle Esplin
<b>Name of assessor:</b>	Gabrielle Esplin
<b>Date of assessment:</b>	12 <sup>th</sup> January 2016

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	Yes	Already exists and is being reviewed	Yes
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?	
<b>Aims:</b>	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.
<b>Objectives:</b>	To enable the effective and efficient delivery of the Council's key priorities as set out in the Council Strategy 2015 to 2019.
<b>Outcomes:</b>	The Council's buildings, equipment and systems are maintained, renewed and improved.
<b>Benefits:</b>	Improvements in the effectiveness and efficiency of the Council's services.

<p><b>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.</b></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>		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Older people, people, people with disabilities, 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 4.5 of Appendix B and Appendix D
<p><b>Further Comments relating to the item:</b></p> <p>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.</p>		

<b>3. Result</b>	
<b>Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> The capital strategy seeks to improve the quality of buildings, equipment and systems in order to address improve accessibility for vulnerable groups.	
<b>Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> 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.**

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

**Name:** Gabrielle Esplin

**Date:** 12<sup>th</sup> January 2016

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

**Summary of West Berkshire Capital Programme: 2016/17 to 2020/21**

	2016/2017				2017/2018				2018/19				2019/20				2020/21				TOTAL - All Years			
	Council	External	S106/CIL	Total	Council	External	S106/CIL	Total	Council	External	S106/CIL	Total	Council	External	S106/CIL	Total	Council	External	S106/CIL	Total	Council	External	S106/CIL	Total
<b>Resources</b>																								
ICT	761,250	-	-	761,250	877,000	-	-	877,000	957,250	-	-	957,250	677,000	-	-	677,000	508,250	-	-	508,250	3,780,750	-	-	3,780,750
Strategic Support	186,000	-	-	186,000	186,000	-	-	186,000	156,000	-	-	156,000	156,000	-	-	156,000	156,000	-	-	156,000	840,000	-	-	840,000
<b>Total Chief Executive</b>	<b>947,250</b>	<b>-</b>	<b>-</b>	<b>947,250</b>	<b>1,063,000</b>	<b>-</b>	<b>-</b>	<b>1,063,000</b>	<b>1,113,250</b>	<b>-</b>	<b>-</b>	<b>1,113,250</b>	<b>833,000</b>	<b>-</b>	<b>-</b>	<b>833,000</b>	<b>664,250</b>	<b>-</b>	<b>-</b>	<b>664,250</b>	<b>4,620,750</b>	<b>-</b>	<b>-</b>	<b>4,620,750</b>
<b>Environment</b>																								
Highways & Transport	1,900,970	12,711,000	2,138,700	16,750,670	1,028,970	9,658,000	2,844,700	13,531,670	1,354,970	4,982,000	2,957,700	9,294,670	1,328,970	4,992,460	2,207,700	8,529,130	1,309,970	4,403,070	1,207,700	6,920,740	6,923,850	36,746,530	11,356,500	55,026,880
Planning & Countryside	125,000	202,000	20,630	347,630	125,110	572,000	-	697,110	125,000	-	-	125,000	125,000	-	-	125,000	125,000	-	-	125,000	625,110	774,000	20,630	1,419,740
Culture and Environmental Protection	456,450	-	-	456,450	480,000	-	-	480,000	675,000	-	-	675,000	335,000	-	-	335,000	425,000	-	-	425,000	2,371,450	-	-	2,371,450
<b>Total Environment</b>	<b>2,482,420</b>	<b>12,913,000</b>	<b>2,159,330</b>	<b>17,554,750</b>	<b>1,634,080</b>	<b>10,230,000</b>	<b>2,844,700</b>	<b>14,708,780</b>	<b>2,154,970</b>	<b>4,982,000</b>	<b>2,957,700</b>	<b>10,094,670</b>	<b>1,788,970</b>	<b>4,992,460</b>	<b>2,207,700</b>	<b>8,989,130</b>	<b>1,859,970</b>	<b>4,403,070</b>	<b>1,207,700</b>	<b>7,470,740</b>	<b>9,920,410</b>	<b>37,520,530</b>	<b>11,377,130</b>	<b>58,818,070</b>
<b>Communities</b>																								
Education	1,623,910	11,374,800	128,060	13,126,770	4,783,620	4,936,680	1,339,630	11,059,930	1,372,750	3,374,160	1,151,960	5,898,870	995,980	5,891,180	1,736,500	8,623,660	1,051,430	12,182,010	5,135,980	18,369,420	9,827,690	37,758,830	9,492,130	57,078,650
Corporate Buildings	1,696,240	-	-	1,696,240	1,394,080	-	-	1,394,080	1,420,600	-	-	1,420,600	1,066,300	-	-	1,066,300	1,048,680	-	-	1,048,680	6,625,900	-	-	6,625,900
Children's Services	20,000	-	-	20,000	20,000	-	-	20,000	20,000	-	-	20,000	20,000	-	-	20,000	20,000	-	-	20,000	100,000	-	-	100,000
Adult Social Care	406,500	481,860	-	888,360	406,500	361,860	-	768,360	406,500	361,860	-	768,360	406,500	279,000	-	685,500	406,500	279,000	-	685,500	2,032,500	1,763,580	-	3,796,080
Care Commissioning, Housing & Safeguarding	1,827,500	766,000	-	2,593,500	541,500	726,000	-	1,267,500	541,500	726,000	-	1,267,500	541,500	726,000	-	1,267,500	541,500	726,000	-	1,267,500	3,993,500	3,670,000	-	7,663,500
<b>Total Communities</b>	<b>5,574,150</b>	<b>12,622,660</b>	<b>128,060</b>	<b>18,324,870</b>	<b>7,145,700</b>	<b>6,024,540</b>	<b>1,339,630</b>	<b>14,509,870</b>	<b>3,761,350</b>	<b>4,462,020</b>	<b>1,151,960</b>	<b>9,375,330</b>	<b>3,030,280</b>	<b>6,896,180</b>	<b>1,736,500</b>	<b>11,662,960</b>	<b>3,068,110</b>	<b>13,187,010</b>	<b>5,135,980</b>	<b>21,391,100</b>	<b>22,579,590</b>	<b>43,192,410</b>	<b>9,492,130</b>	<b>75,264,130</b>
<b>Superfast Broadband and other Corporate Schemes</b>																								
<b>Superfast Broadband and other Corporate Schemes</b>	<b>1,537,840</b>	<b>-</b>	<b>-</b>	<b>1,537,840</b>	<b>55,880</b>	<b>-</b>	<b>-</b>	<b>55,880</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>1,698,720</b>	<b>-</b>	<b>-</b>	<b>1,698,720</b>
<b>Total</b>	<b>10,541,660</b>	<b>25,535,660</b>	<b>2,287,390</b>	<b>38,364,710</b>	<b>9,898,660</b>	<b>16,254,540</b>	<b>4,184,330</b>	<b>30,337,530</b>	<b>7,064,570</b>	<b>9,444,020</b>	<b>4,109,660</b>	<b>20,618,250</b>	<b>5,687,250</b>	<b>11,888,640</b>	<b>3,944,200</b>	<b>21,520,090</b>	<b>5,627,330</b>	<b>17,590,080</b>	<b>6,343,680</b>	<b>29,561,090</b>	<b>38,819,470</b>	<b>80,712,940</b>	<b>20,869,260</b>	<b>140,401,670</b>

Project Title	Description of Project	2016/17				2017/18				2018/19				2019/20				2020/21				All Years							
		Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External	S106/CIL	Total				
<b>ICT</b>																													
Windows Server OS Upgrades	Upgrade Windows Server Operating System to 2008 R2 Then start on Server 2012 upgrades in 2017/18.(Costs are largely resource to do the work)	20,000			20,000	0			0	50,000			50,000			0			0			0	70,000	0	0	70,000			
Franking Mavhine Purchase - Invest to Save	Purchase Franking Machine instead of leasing	15,000			15,000				0				0						0			15,000			15,000	30,000	0	0	30,000
Corp It Replacement	Re-provision of WBC ICT systems and equipment on an ongoing basis - spikes to provide major rebuilds of servers etc.	300,000			300,000	300,000			300,000	300,000			300,000			360,000			360,000			360,000			360,000	1,620,000	0	0	1,620,000
PSN Accreditation Maintenance	Essential security enhancement to maintain compliance with Government Connect requirements.	10,000			10,000	10,000			10,000	10,000			10,000			10,000			10,000			10,000			10,000	50,000	0	0	50,000
Remote Working Infrastructure Maintenance	Maintenance of WBC's remote working infrastructure (Currently Citrix)	50,000			50,000	50,000			50,000	40,000			40,000			40,000			40,000			40,000			40,000	220,000	0	0	220,000
Upgrade Backup Infrastructure	Upgrade / Replace Backup associated hardware	0			0	0			0	70,000			70,000			0			0			0			0	70,000	0	0	70,000
VPN Firewall Replacements	Replace Juniper VPN Firewall concentrators	65,000			65,000				0				0						0			0			0	65,000	0	0	65,000
Perimeter Firewalls	Replacement of current perimeter firewalls which will be unsupported from Q2 2016	10,000			10,000				0	50,000			50,000						0			0			0	60,000	0	0	60,000
Corporate SAN	Existing Hitachi SAN is now end of product life. Risk of 'end of support' from 2016? Need to expand fast storage soon to accommodate new Database configuration and EV requirements	22,000			22,000	250,000			250,000	0			0						0			0			0	272,000	0	0	272,000
Telephony Infrastructure (VoIP Corporate Offices)	Migrate telephony from analogue to VoIP	10,000			10,000	20,000			20,000	25,000			25,000			0			0			0			0	55,000	0	0	55,000
Telephony Infrastructure (Replace Legacy ISDX)	Migrate telephony from analogue to VoIP	0			0	40,000			40,000	0			0			0			0			0			0	40,000	0	0	40,000
Telephony Infrastructure (Unified Communications Core Infrastructure)	Replace unified communication hardware/infrastructure as it reaches end of life	40,000			40,000	40,000			40,000	40,000			40,000			40,000			40,000			0			0	160,000	0	0	160,000
Planning Service Upgrades	System upgrades for planning systems	11,250			11,250	0			0	11,250			11,250			0			0			11,250			11,250	33,750	0	0	33,750
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			40,000			40,000			40,000			40,000			40,000	200,000	0	0	200,000
Email System Upgrades	To maintain Corporate Exchange Email system up to date	0			0	0			0	15,000			15,000			0			0			0			0	15,000	0	0	15,000
Email Archiving System Upgrade	To upgrade Enterprise Vault email archive to latest version	0			0	0			0	15,000			15,000			0			0			0			0	15,000	0	0	15,000
Security (Bluecoat Web Filtering)	Update Bluecoat web filtering software when it goes end of life	0			0	5,000			5,000	15,000			15,000			0			0			0			0	20,000	0	0	20,000
Security(Proofpoint Email Filter)	Update Proofpoint email filtering software when it goes end of life	0			0	0			0	5,000			5,000			0			0			0			0	5,000	0	0	5,000
Network Infrastructure (Core Switches)	Replace core switches at end of life	6,000			6,000	0			0	0			0			0			0			0			0	6,000	0	0	6,000
Network Infrastructure (Edge Switches)	Replace edge switches at end of life	30,000			30,000	30,000			30,000	0			0			0			0			0			0	60,000	0	0	60,000
Network Infrastructure (WiFi Provision)	Increase capacity coverage of WiFi in WBC offices	25,000			25,000	0			0	0			0			0			0			0			0	25,000	0	0	25,000
Network Infrastructure (Dark Fibre Multiplexors)	Upgrade connectivity equipment between Market St and West Street House when end of life	0			0	10,000			10,000	0			0			0			0			0			0	10,000	0	0	10,000
Network Infrastructure (IPv6 Gateway)	System to allow WBC's IPV4 network to converse with external IPV6 networks and services	0			0	0			0	8,000			8,000			0			0			0			0	8,000	0	0	8,000
VMware Servers & Hosts	Replace physical servers (hosts) as they reach end of life.	32,000			32,000	20,000			20,000	20,000			20,000			32,000			32,000			32,000			32,000	136,000	0	0	136,000
VMWare Software Upgrade	Update VMWare software/licences	0			0	0			0	80,000			80,000			0			0			0			0	80,000	0	0	80,000
Maintenance of DR Facility	Replace DR equipment at Turnhams Green when it reaches end of life	0			0	0			0	0			0			30,000			30,000			0			0	30,000	0	0	30,000
Telephony Infrastructure (Unified Communications Software)	Replace unified communication software as it reaches end of life	0			0	0			0	40,000			40,000			20,000			20,000			0			0	60,000	0	0	60,000



Project Title	Description of Project	2016/17				2017/18				2018/19				2019/20				2020/21				All Years			
		Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total
Telephony Infrastructure (BES)	Upgrade BlackBerry Enterprise Server to latest version or implement alternative mobile device management (MDM) solution	0			0	0			0	8,000			8,000	0			0	0			0	8,000	0		8,000
Telephony Infrastructure (Mobility Solutions)	Funding for staff mobile working enablement	0			0	20,000			20,000	20,000			20,000	20,000			20,000	0			0	60,000	0		60,000
Library Web Filter Replacement	Replace Library web filtering solution when it goes end of life	15,000			15,000	0			0	0			15,000			15,000	0			0	30,000	0		30,000	
Intrusion Detection / Prevention System & Network Access Control	Extra layer of security to WBC systems, likely to be mandated by PSN rules.	0			0	10,000			10,000	0			0			0	0			0	10,000	0		10,000	
Large File Transfer Facility	Provide a facility for transferring electronic files too large for email attachments	0			0	0			0	10,000			10,000	0			0	0			0	10,000	0		10,000
Telephony Infrastructure (VoIP Outlying Offices)	Migrate telephony from analogue to VoIP	10,000			10,000	20,000			20,000	15,000			15,000	0			0	0			0	45,000	0		45,000
Telephony Infrastructure (SIP and MPLS)	Strategic deployment of SIP and MPLS to save voice and data costs	0			0	0			0	70,000			70,000	70,000			70,000	0			0	140,000	0		140,000
IT Room Equipment	Replace guillotine	0			0	12,000			12,000	0			0			0	0			0	12,000	0		12,000	
Voice Recognition System Implementation	To implement an IVR system on the Councils switchboard	50,000			50,000	0			0	0			0			0	0			0	50,000	0		50,000	
		0			0	0			0	0			0			0	0			0	0	0		0	
		761,250	0	0	761,250	877,000	0	0	877,000	957,250	0	0	957,250	677,000	0	0	677,000	508,250	0	0	508,250	3,780,750	0	0	3,780,750

**Strategic Support**

Shop Mobility	Provides electric wheelchairs for use by people with mobility problems visiting Newbury town centre	6,000			6,000	6,000			6,000	6,000			6,000	6,000			6,000	6,000			6,000	30,000	0		30,000
The visions	To support the redevelopment of Newbury Town Centre and the East of West Berkshire	45,000			45,000	45,000			45,000	25,000			25,000	25,000			25,000	25,000			25,000	165,000	0		165,000
Parish Planning		40,000			40,000	40,000			40,000	40,000			40,000	40,000			40,000	40,000			40,000	200,000	0		200,000
Vibrant Villages		15,000			15,000	15,000			15,000	15,000			15,000	15,000			15,000	15,000			15,000	75,000	0		75,000
Member Bids	Matched funding to support local community schemes	80,000			80,000	80,000			80,000	70,000			70,000	70,000			70,000	70,000			70,000	370,000	0		370,000
		186,000	0	0	186,000	186,000	0	0	186,000	156,000	0	0	156,000	156,000	0	0	156,000	156,000	0	0	156,000	840,000	0	0	840,000

**Highways & Transport**

CAPITALISED		2016/17				2017/18				2018/19				2019/20				2020/21				All Years			
Patching	Annual Programme	632,260	9,020		641,280	632,260	9,020		641,280	632,260	9,020		641,280	632,260	9,020		641,280	632,260	9,020		641,280	3,161,300	45,100	0	3,206,400
Surface Treatment	Annual Programme	800,710	60,000		860,710	800,710	60,000		860,710	800,710	60,000		860,710	800,710	60,000		860,710	800,710	60,000		860,710	4,003,550	300,000	0	4,303,550
Savings to pay for post snow repairs		-348,000			-348,000	-348,000			-348,000													-696,000	0	0	-696,000
Savings to pay for lifecycle investment in A4	Annual Programme	-53,000			-53,000	-56,000			-78,000	-104,000			-104,000	-123,000			-123,000	-123,000			-123,000	-414,000	0	0	-414,000
<b>HIGHWAYS</b>																									
<b>Highway Maintenance</b>																									
2016/17 Schemes	Annual Programme		2,716,950		2,716,950																	0	2,716,950	0	2,716,950
2017/18 Schemes	Annual Programme					2,788,030			2,788,030													0	2,788,030	0	2,788,030
2018/19 Schemes	Annual Programme									2,413,500			2,413,500									0	2,413,500	0	2,413,500
2019/20 Schemes	Annual Programme (tbc)												2,413,500			2,413,500					0	0	2,413,500	0	2,413,500
2020/21 Schemes	Annual Programme (tbc)															0	2,413,500		2,413,500			0	2,413,500	0	2,413,500
																						0	0	0	0
<b>Bridge Works</b>																									
Essential Bridge Maintenance			400,000		400,000		400,000		400,000		400,000		400,000		400,000		400,000		400,000		400,000	0	2,000,000	0	2,000,000
Preventative Bridge Maintenance	Maintenance		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000	0	500,000	0	500,000
<b>Land Drainage and Flooding</b>																									
Land Drainage Works	Annual Programme		200,000		200,000		200,000		200,000		200,000		200,000		200,000		200,000		200,000		200,000	0	1,000,000	0	1,000,000
<b>Drainage and Flood Defence</b>																									
2016/17			150,000		150,000																	0	150,000	0	150,000
2017/18						150,000			150,000													0	150,000	0	150,000
2018/19										150,000			150,000									0	150,000	0	150,000
2019/20													150,000			150,000					150,000	0	300,000	0	300,000
<b>EA Funded Projects</b>																									
Thattham Surface Water Management Plan																									

Project Title	Description of Project	2016/17				2017/18				2018/19				2019/20				2020/21				All Years			
		Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External	S106/CIL	Total
Tull Way Retention Pond	Subject to DEFRA funding		950,000		950,000																	0	950,000	0	950,000
Dunstan Park Flood Alleviation	Subject to DEFRA funding		200,000		200,000		1,228,280		1,228,280													0	1,428,280	0	1,428,280
<b>Local Flood Risk Management Strategy Schemes</b>																									
Waller Drive Flood Alleviation Study	Subject to DEFRA funding		40,000		40,000		80,140		80,140													0	120,140	0	120,140
Winterbourne Flood Alleviation Phase 2	Subject to DEFRA funding		165,000		165,000		37,350		37,350													0	202,350	0	202,350
Purley on Thames Property Level Protection	Subject to DEFRA funding		50,000		50,000																	0	50,000	0	50,000
Great Shefford Flood Alleviation	Subject to DEFRA funding		220,000		220,000																	0	220,000	0	220,000
<b>Street Lighting</b>																									
Ongoing replacements of lighting columns and lanterns		869,000	2,128,000		2,997,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000	869,000	2,528,000	0	3,397,000
<b>School Safety Improvements</b>																									
Annual Programme			75,000		75,000		75,000		75,000		75,000		75,000		75,000		75,000		75,000		75,000	0	375,000	0	375,000
<b>Footways</b>																									
Improved Footways and verges	Annual Programme		70,000		70,000		70,000		70,000		70,000		70,000		70,000		70,000		70,000		70,000	0	350,000	0	350,000
A340 & Station Rd approach widening	S106 funded			20,000	20,000			150,000	150,000													0	0	170,000	170,000
Paices Hill footway	S106 funded			280,000	280,000																	0	0	280,000	280,000
<b>Cycleways</b>																									
New / Improved Cycleways	Annual Programme		70,000		70,000		70,000		70,000		70,000		70,000		70,000		70,000		70,000		70,000	0	350,000	0	350,000
<b>Parish S106 Improvements</b>																									
Mortimer S106	S106 investigation/studies			35,000	35,000																	0	0	35,000	35,000
Theale S106	S106 investigation/studies			15,000	15,000																	0	0	15,000	15,000
Basildon Parish S106	S106 investigation/studies			20,000	20,000																	0	0	20,000	20,000
Purley S106	S106 investigation/studies			70,000	70,000																	0	0	70,000	70,000
A340 Aldermaston Pedestrian Crossing	S106 investigation/studies			15,000	15,000			50,000	50,000													0	0	65,000	65,000
Future CIL Improvements	S106 investigation/studies							250,000	250,000			750,000	750,000		1,000,000	1,000,000		1,000,000	1,000,000		0	0	3,000,000	3,000,000	
<b>Safety and Accident Reduction Works</b>																									
Annual programme			75,000		75,000		75,000		75,000		75,000		75,000		75,000		75,000		75,000		75,000	0	375,000	0	375,000
<b>Speed Limit Reviews</b>																									
Annual programme			30,000		30,000		30,000		30,000		30,000		30,000		30,000		30,000		30,000		30,000	0	150,000	0	150,000
<b>Network Signing</b>																									
Annual programme			30,000		30,000		30,000		30,000		30,000		30,000		30,000		30,000		30,000		30,000	0	150,000	0	150,000
<b>Traffic Signal Upgrades</b>																									
Annual programme			50,000		50,000		50,000		50,000		50,000		50,000		50,000		50,000		50,000		50,000	0	250,000	0	250,000
<b>Network Management Improvements</b>																									
Kings Road Link, Newbury	Design, assessment and construction.		1,040,000	270,000	1,310,000		1,395,000		1,395,000				0		0							0	2,435,000	270,000	2,705,000
A339 LRIE Junction Improvements	S106 Boundary Hall		1,400,000		1,400,000								0		0							0	1,400,000	0	1,400,000
Robinhood Improvements	S106 funded			510,000	510,000			50,000	50,000				0		0							0	0	560,000	560,000
Bear Lane Junction Improvements	S106							792,000	792,000			35,000	35,000									0	0	827,000	827,000
Burger King Junction Improvements	S106											440,000	440,000									0	0	440,000	440,000
A339 Corridor Improvements	Challenge Funding		1,753,000		1,753,000		1,371,000		1,371,000				0		0							0	3,124,000	0	3,124,000
Sandleford Access Improvements	LEP & S106 Funded				0		800,000	1,200,000	2,000,000		600,000	1,450,000	2,050,000		600,000	1,000,000	1,600,000					0	2,000,000	3,650,000	5,650,000
<b>Travel Plans</b>																									
Travel Plans ( Transport Planning)	Annual programme		10,000	5,000	15,000		10,000	5,000	15,000		10,000	5,000	15,000		10,000		10,000		10,000		10,000	0	50,000	15,000	65,000
Newbury Car Club	Subject to DfT Grant in 15/16			21,000	21,000			20,000	20,000													0	0	41,000	41,000
<b>Assessment and Evaluations</b>																									
Future Project Assessment & Evaluations	Assessment and feasibility of works to support bids for grant, S106, CIL, LDF and LTP3.		50,000		50,000		50,000		50,000		50,000		50,000		50,000		50,000		50,000		50,000	0	250,000	0	250,000
<b>Public Transport</b>																									

Project Title	Description of Project	2016/17				2017/18				2018/19				2019/20				2020/21				All Years									
		Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External	S106/CIL	Total						
Public Transport Infrastructure	RTPI + Infrastructure			70,000	70,000			70,000	70,000			0	70,000	70,000			0	70,000	70,000			0	70,000	70,000			0	210,000	210,000		
Wharf Bus Station	New bus station linked to the Market Street Development		200,000	600,000	800,000			50,000	50,000					0				0					0	200,000	650,000			850,000	850,000		
<b>Salaries</b>																															
Highways & Transport	Annual Salaries for Projects Team - part funded by s.106		469,030	207,700	676,730			479,180	207,700	686,880			489,480	207,700	697,180			499,940	207,700	707,640			510,550	207,700	718,250			0	2,448,180	1,038,500	3,486,680
		<b>1,900,970</b>	<b>12,711,000</b>	<b>2,138,700</b>	<b>16,750,670</b>	<b>1,028,970</b>	<b>9,658,000</b>	<b>2,844,700</b>	<b>13,531,670</b>	<b>1,354,970</b>	<b>4,982,000</b>	<b>2,957,700</b>	<b>9,294,670</b>	<b>1,328,970</b>	<b>4,992,460</b>	<b>2,207,700</b>	<b>8,529,130</b>	<b>1,309,970</b>	<b>4,403,070</b>	<b>1,207,700</b>	<b>6,920,740</b>	<b>6,923,850</b>	<b>36,746,530</b>	<b>11,356,500</b>	<b>55,026,880</b>						

**Planning & Countryside**

The Ridgeway National Trail	To maintain the trail at the standard required by Natural England	13,000			13,000	13,000			13,000	13,000			13,000	13,000			13,000	13,000			13,000	13,000			13,000	13,000			65,000	0	0	65,000
Recreational walking routes	To improve selected pedestrian rights of way in order to increase their recreational value	14,040			14,040	13,980			13,980	13,930			13,930	13,890			13,890	13,890			13,890	13,890			13,890	13,890			69,730	0	0	69,730
Rights of way volunteer scheme	To undertake rights of way maintenance work by the use of volunteers	2,500			2,500	2,500			2,500	2,500			2,500	2,500			2,500	2,500			2,500	2,500			2,500	2,500			12,500	0	0	12,500
Improvements to pedestrian routes	Improve the condition of pedestrian routes	14,030			14,030	13,980			13,980	13,940			13,940	13,890			13,890	13,890			13,890	13,890			13,890	13,890			69,730	0	0	69,730
Disabled access to the countryside	Improve selected rights of way in order to increase their usability and recreational value for less able users.	7,000			7,000	7,000			7,000	7,000			7,000	7,000			7,000	7,000			7,000	7,000			7,000	7,000			35,000	0	0	35,000
Bridleway/cycling improvements	To improve selected rideable and cycleable rights of way in order to increase their recreational and/or utilitarian value	14,030			14,030	13,990			13,990	13,940			13,940	13,890			13,890	13,890			13,890	13,890			13,890	13,890			69,740	0	0	69,740
Right of Way	Rights of Way		50,000	20,630	70,630		82,000		82,000				0				0				0			132,000	20,630			0	152,630	152,630		
Recreational cycle routes	To improve selected cycleable rights of way in order to increase their recreational and/or utilitarian value.	14,030			14,030	13,990			13,990	13,940			13,940	13,880			13,880	13,880			13,880	13,880			13,880	13,880			69,720	0	0	69,720
Rural signing	Maintenance & improvement of direction signage on rural rights of way	5,270			5,270	5,270			5,270	5,270			5,270	5,270			5,270	5,270			5,270	5,270			5,270	5,270			26,350	0	0	26,350
Countryside Capital salaries	To manage the capital projects the Countryside Service is responsible for under the Local Transport Plan	19,220			19,220	19,410			19,410	19,600			19,600	19,800			19,800	19,800			19,800	19,800			19,800	19,800			97,830	0	0	97,830
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	21,880			21,880	21,990			21,990	21,880			21,880	21,880			21,880	21,880			21,880	21,880			21,880	21,880			109,510	0	0	109,510
Henwick Wthy Sports Facility	New sports pitch. x 1 possibly 2 pitches if match funding becomes available		50,000		50,000		490,000		490,000				0				0				0			540,000	0		0	0	540,000	540,000		
Newbury Public Open Spaces	Improvements to Newbury POS		75,000		75,000																			75,000	0		0	75,000	75,000			
Eastern Area	Improvement to Eastern area POS		27,000		27,000																			27,000	0		0	27,000	27,000			
		<b>125,000</b>	<b>202,000</b>	<b>20,630</b>	<b>347,630</b>	<b>125,110</b>	<b>572,000</b>	<b>0</b>	<b>697,110</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>	<b>625,110</b>	<b>774,000</b>	<b>20,630</b>	<b>1,419,740</b>		

**Culture and Environmental Protection**

Shawhouse Mansion Mtc	Maintenance Programme as advised by Consultants and under terms of HLF grant (25 year duration)	215,000			215,000	65,000			65,000	150,000			150,000	50,000			50,000	50,000			50,000	50,000			50,000	50,000			530,000	0	0	530,000
Museum lifetime maintenance		25,000			25,000	25,000			25,000	25,000			25,000	25,000			25,000	25,000			25,000	25,000			25,000	25,000			125,000	0	0	125,000
Leisure Centre Compliance and Modernisation	Capital Investment in Leisure Provision - required to maintain existing sites as EoA new site currently removed	77,600			77,600	190,000			190,000	300,000			300,000	60,000			60,000	150,000			150,000	150,000			150,000	150,000			777,600	0	0	777,600
Essential Capital Investment in Leisure Core Sites	Capital Investment in Leisure Provision as contractually agreed as part of Parkwood contract.	38,850			38,850	100,000			100,000	100,000			100,000	100,000			100,000	100,000			100,000	100,000			100,000	100,000			438,850	0	0	438,850

Project Title	Description of Project	2016/17				2017/18				2018/19				2019/20				2020/21				All Years					
		Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External	S106/CIL	Total		
Cultural Services PMP		100,000				100,000				100,000				100,000				100,000				500,000	0	0	500,000		
		456,450	0	0	0	480,000	0	0	480,000	675,000	0	0	675,000	335,000	0	0	335,000	425,000	0	0	425,000	2,371,450	0	0	2,371,450		
<b>Education (Excluding Corporate Buildings)</b>																											
Education Capital Maintenance Programme	Rolling maintenance programme formulated for each service using the current condition survey data.	100,680	1,939,280	0	2,039,960	320,000	1,680,000	0	2,000,000	320,000	1,680,000	0	2,000,000	320,000	1,680,000	0	2,000,000	320,000	1,680,000	0	2,000,000	1,380,680	8,659,280	0	10,039,960		
Schools Surveys	5-year rolling programme to undertake Asbestos, Condition, Fire and Legionella surveys.	35,000	0	0	35,000	35,000	0	0	35,000	35,000	0	0	35,000	35,000	0	0	35,000	35,000	0	0	35,000	175,000	0	0	175,000		
Little Heath School	To address unsuitable, undersized accommodation for sixth form numbers.	0	74,400	0	74,400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	74,400	0	74,400		
Lambourn Primary School	Replace and rationalise current poor condition and unsuitable accommodation.	25,690	0	0	25,690	780	0	0	780	0	0	0	0	0	0	0	0	0	0	0	0	26,470	0	0	26,470		
The Willows Primary School (Phase 3)	The expansion of accommodation to meet the impact from the proposed Racecourse housing development.	62,330	1,697,670		1,760,000	36,000			36,000				50,000	0	0	50,000	0	0	0	0	0	148,330	1,697,670	0	1,846,000		
Kennet Valley Primary School		75,000			75,000				0				0			0		0			0	75,000	0	0	75,000		
Education Broadband Transition	The Project Management of a systematic transition of existing Broadband services from incumbent supplier to the bid winner.	18,330	0	0	18,330	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18,330	0	0	18,330		
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).	0	1,013,760	0	1,013,760	32,300	0	0	32,300	0	0	0	0	0	0	0	0	0	0	0	0	32,300	1,013,760	0	1,046,060		
Park House - Basic Need	Explore options to address additional pupil numbers from Racecourse development and Sandlford Park development (basic need).	0	0	0	0	0	0	0	0	0	118,150	118,150	0	0	1,304,440	1,304,440	0	0	33,080	33,080	0	0	1,455,670	1,455,670			
Calcot Junior Basic Need	Expansion of accommodation to address local basic need.	560	10,000	0	10,560	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	560	10,000	0	10,560		
Secondary School Development - John o'Gaunt	To refurbish a proportion of the existing accommodation to address a lack of capital investment over the years and to support the school with the work they're doing to make John o'Gaunt the school of choice.	16,110	0	0	16,110	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,110	0	0	16,110		
Universal Infant Free School Meals		22,610			22,610	8,880			8,880				0			0						31,490	0	0	31,490		
Robert Sandilands - Basic Need	Increase in accommodation to enable an additional bulge class of 30 from September 2015.	7,000			7,000				0				0			0						7,000	0	0	7,000		
Francis Baily - UIFSM	Kitchen expansion to enable continued delivery of UIFSM.	10,000			10,000				0				0			0						10,000	0	0	10,000		
Additional ASD Resourced Provision - Secondary	Provision of an additional secondary ASD resource	525,660	0	0	525,660	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	525,660	0	0	525,660		
Theale Primary School - Basic Need	Expansion of the school from 1.0FE to 1.5FE to meet local primary basic need.	0	4,371,750	29,000	4,400,750	3,620	2,596,820		2,600,440	130,330	0	0	130,330	0	0	0	0	0	0	0	0	133,950	6,968,570	29,000	7,131,520		
Highwood Copse - Basic Need	Provision of a new 1FE Primary school with Nursery class to meet primary basic need across Newbury.	0	1,917,000	0	1,917,000	1,079,220	621,810	0	1,701,030	84,080	0	0	84,080	0	0	0	0	0	0	0	0	1,163,300	2,538,810	0	3,702,110		
Hungerford Primary - Basic Need (Phase 2)		0	230,440	51,560	282,000	1,833,510			1,833,510	202,770	67,840		270,610	53,460			53,460	0			0	2,089,740	298,280	51,560	2,439,580		
Francis Bailey - Foundation Stage	Replacement of partially failed timber framed Foundation Stage building. Funded under PSBP2.				0		38,050		38,050		566,830		566,830		15,130		15,130				0	0	620,010	0	620,010		
Sandleford Park Development - New Primary school	Provision of additional primary provision to meet the impact from the Sandleford Park Housing Development.			0	0			26,320	26,320			412,420	412,420			399,560	399,560			5,102,900	5,102,900	0	0	5,941,200	5,941,200		
Additional Places in Compton - Primary Basic Need.	School expansion to meet forecast primary pupil growth.				0	16,270			16,270		407,480		407,480		1,000,150		1,000,150			33,110	33,110	16,270	1,440,740	0	1,457,010		
Additional Primary Places in Newbury - Secondary Basic Need	Provision of 1FE Primary school with Nursery class to meet primary basic need across Newbury.	0			0	32,000	0		32,000	197,240	0		197,240	202,770	2,000,000		2,202,770	688,630	10,439,800		11,128,430	1,120,640	12,439,800	0	13,560,440		
Planning Area 9 - Basic Need	Accommodation solution to primary basic need in the east (Basic Need).	0			0	78,370	0	144,800	223,170	94,820	572,010	0	666,830	0	25,000		25,000	0	29,100		29,100	173,190	626,110	144,800	944,100		
Planning Area 8 - Basic Need	Accommodation solution to primary basic need in the east (Basic Need).				0				0		80,000		80,000		1,170,900		1,170,900				0	0	1,250,900	0	1,250,900		

Project Title	Description of Project	2016/17				2017/18				2018/19				2019/20				2020/21				All Years						
		Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External	S106/CIL	Total			
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.	0		15,000	15,000			153,700	153,700			150,000	150,000			7,500	7,500			0	0	0	0	0	0	326,200	326,200	
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.	133,870	10,500		144,370	248,370			248,370	7,270			7,270							0	0	389,510	10,500	0	0	400,010		
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.	18,910			18,910	322,180	0		322,180	284,360	0		284,360	326,750						326,750	7,800			7,800	960,000	0	0	960,000
South Newbury - Impact from new housing	Accommodation solution to meet the impact from Newbury Racecourse housing development.	55,000	0	0	55,000	176,220	0	890,890	1,067,110	0	0	471,390	471,390	8,000	0	25,000	33,000	0	0	0	0	239,220	0	1,387,280	0	1,626,500		
Theale Primary School	To provide sufficient accommodation to enable admission of higher numbers in September 2016 in lieu of the expansion project completion for September 2017.	0	110,000	0	110,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	110,000	0	0	110,000		
Mrs Bland's Infant School - UIFSM	Kitchen expansion to enable continued delivery of UIFSM.	71,000			71,000				0				0							0	71,000	0	0	0	71,000			
Cold Ash St Mark's - UIFSM	Kitchen expansion to enable continued delivery of UIFSM.	396,160			396,160	9,200			9,200				0							0	405,360	0	0	0	405,360			
Additional ASD Resourced Provision - Primary	Provision of an additional primary ASD resource.		0	32,500	32,500	551,700	0	123,920	675,620	16,880	0	0	16,880	0	0	0	0	0	0	0	568,580	0	156,420	0	725,000			
Theale Primary School - Site Options Appraisal	Undertake an options appraisal of future possible uses of the current Theale Primary school site.	10,000	0	0	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10,000	0	0	0	10,000			
Pangbourne Caretaker's dwelling	Remedial works to the property to bring the property up to a habitable standard.	40,000	0	0	40,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40,000	0	0	0	40,000			
		<b>1,623,910</b>	<b>11,374,800</b>	<b>128,060</b>	<b>13,126,770</b>	<b>4,783,620</b>	<b>4,936,680</b>	<b>1,339,630</b>	<b>11,059,930</b>	<b>1,372,750</b>	<b>3,374,160</b>	<b>1,151,960</b>	<b>5,898,870</b>	<b>995,980</b>	<b>5,891,180</b>	<b>1,736,500</b>	<b>8,623,660</b>	<b>1,051,430</b>	<b>12,182,010</b>	<b>5,135,980</b>	<b>18,369,420</b>	<b>9,827,690</b>	<b>37,758,830</b>	<b>9,492,130</b>	<b>57,078,650</b>			

**Corporate Buildings**

Corporate Buildings I PMP Budget (Excluding Schools)	Annual maintenance provision - will be allocated to individual services in year using Condition Survey data.	247,000			247,000	120,000			120,000	170,000			170,000	220,000			220,000	150,000			150,000	907,000	0	0	907,000
Other Buildings PMP		153,000			153,000	60,000			60,000	21,600			21,600	17,800			17,800	25,600			25,600	278,000	0	0	278,000
Adaptations to Market Street and West Street Offices		50,000			50,000				0				0				0			0	50,000	0	0	0	50,000
Cap Sal Property	Capitation Costs of Property Project Managers	784,240			784,240	792,080			792,080	800,000			800,000	808,000			808,000	816,080			816,080	4,000,400	0	0	4,000,400
Cond/Asb/Meas Surveys		15,000			15,000	12,000			12,000	7,000			7,000	9,000			9,000	20,000			20,000	63,000	0	0	63,000
Access Works/Disabled		10,000			10,000	4,000			4,000	4,000			4,000	4,000			4,000	6,000			6,000	28,000	0	0	28,000
Asbestos - PMP		37,000			37,000	6,000			6,000	18,000			18,000	7,500			7,500	31,000			31,000	99,500	0	0	99,500
Fire Risk Remedial Works	Actions required from Fire Risk Assessments	400,000			400,000	400,000			400,000	400,000			400,000	0			0	0			0	1,200,000	0	0	1,200,000
		<b>1,696,240</b>	<b>0</b>	<b>0</b>	<b>1,696,240</b>	<b>1,394,080</b>	<b>0</b>	<b>0</b>	<b>1,394,080</b>	<b>1,420,600</b>	<b>0</b>	<b>0</b>	<b>1,420,600</b>	<b>1,066,300</b>	<b>0</b>	<b>0</b>	<b>1,066,300</b>	<b>1,048,680</b>	<b>0</b>	<b>0</b>	<b>1,048,680</b>	<b>6,625,900</b>	<b>0</b>	<b>0</b>	<b>6,625,900</b>

**Children's Services**

Building work to foster homes		20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000	100,000	0	0	100,000
		<b>20,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

**Adult Social Care**

Self Referral and Assessment System	This will support people to take cash personal budgets, simplifying the transaction processing and allow for more robust monitoring of expenditure, reducing financial risk to the Council.		30,000		30,000				0				0				0			0	0	30,000	0	0	30,000
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Project Title	Description of Project	2016/17				2017/18				2018/19				2019/20				2020/21				All Years			
		Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External Funds (excl s.106)	S106/CIL	Total	Council	External	S106/CIL	Total
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)		82,860		82,860		82,860		82,860		82,860		82,860		82,860		82,860		0		0	0	248,580	0	248,580
Supported Living	Targeted use of telecare/equipment for young adults with complex physical and/or learning disabilities in community settings.		50,000		50,000				0				0				0		0		0	0	50,000	0	50,000
Chestnut Walk Project	Investment to support renovation projects and other works to ensure best use is made of assets.		40,000		40,000				0				0				0		0		0	0	40,000	0	40,000
O/T Equipment	Annual provision for essential aids & equipment for vulnerable people.	306,500	279,000		585,500	306,500	279,000		585,500	306,500	279,000		585,500	306,500	279,000		585,500	306,500	279,000		585,500	1,532,500	1,395,000	0	2,927,500
Adult Social Care PMP		100,000			100,000	100,000			100,000	100,000			100,000	100,000			100,000	100,000			100,000	500,000	0	0	500,000
		<b>406,500</b>	<b>481,860</b>	<b>0</b>	<b>888,360</b>	<b>406,500</b>	<b>361,860</b>	<b>0</b>	<b>768,360</b>	<b>406,500</b>	<b>361,860</b>	<b>0</b>	<b>768,360</b>	<b>406,500</b>	<b>279,000</b>	<b>0</b>	<b>685,500</b>	<b>406,500</b>	<b>279,000</b>	<b>0</b>	<b>685,500</b>	<b>2,032,500</b>	<b>1,763,580</b>	<b>0</b>	<b>3,796,080</b>

**Care Commissioning Housing and Safeguarding**

Home Repair and Discretionary Renovation Grants	Grants for emergency home repairs for older/vulnerable people	50,000			50,000	50,000			50,000	50,000			50,000	50,000			50,000			50,000	250,000	0	0	250,000	
Disabled Facilities Grants	Mandatory grant for disabled adaptations, to enable local residents to live independently in their own homes.	260,000	726,000		986,000	474,000	726,000		1,200,000	474,000	726,000		1,200,000	474,000	726,000		1,200,000	474,000	726,000		1,200,000	2,156,000	3,630,000	0	5,786,000
Redevelopment of the Four Houses Corner Gypsy and Travellers' Site	Funded from surplus from sale of Pound Lane	1,000,000			1,000,000				0				0				0				0	1,000,000	0	0	1,000,000
RAISE Replacement		500,000	40,000		540,000				0				0				0				0	500,000	40,000	0	540,000
Temp Accommodation		17,500			17,500	17,500			17,500	17,500			17,500	17,500			17,500	17,500			17,500	87,500	0	0	87,500
1392000		<b>1,827,500</b>	<b>766,000</b>	<b>0</b>	<b>2,593,500</b>	<b>541,500</b>	<b>726,000</b>	<b>0</b>	<b>1,267,500</b>	<b>541,500</b>	<b>726,000</b>	<b>0</b>	<b>1,267,500</b>	<b>541,500</b>	<b>726,000</b>	<b>0</b>	<b>1,267,500</b>	<b>541,500</b>	<b>726,000</b>	<b>0</b>	<b>1,267,500</b>	<b>3,993,500</b>	<b>3,670,000</b>	<b>0</b>	<b>7,663,500</b>

**Superfast Broadband and other Corporate Schemes**

Superfast Broadband	Fibre	1,475,000			1,475,000				0				0				0				0	1,475,000	0	0	1,475,000
Superfast Extension PM	Project management	27,840			27,840	20,880			20,880				20,880				20,880				20,880	48,720	0	0	48,720
Adaptations for disabilities	Corporate Provision for reasonable adaptations for staff and service users with disabilities	10,000			10,000	10,000			10,000	10,000			10,000	10,000			10,000				10,000	50,000	0	0	50,000
Corporate Allocation	Contingency for unforeseen capital budget pressures across all services	25,000			25,000	25,000			25,000	25,000			25,000	25,000			25,000				25,000	125,000	0	0	125,000
		<b>1,537,840</b>	<b>0</b>	<b>0</b>	<b>1,537,840</b>	<b>55,880</b>	<b>0</b>	<b>0</b>	<b>55,880</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>1,698,720</b>	<b>0</b>	<b>0</b>	<b>1,698,720</b>
<b>Total</b>		<b>10,541,660</b>	<b>25,535,660</b>	<b>2,287,390</b>	<b>38,364,710</b>	<b>9,898,660</b>	<b>16,254,540</b>	<b>4,184,330</b>	<b>30,337,530</b>	<b>7,064,570</b>	<b>9,444,020</b>	<b>4,109,660</b>	<b>20,618,250</b>	<b>5,687,250</b>	<b>11,888,640</b>	<b>3,944,200</b>	<b>21,520,090</b>	<b>5,627,330</b>	<b>17,590,080</b>	<b>6,343,680</b>	<b>29,561,090</b>	<b>38,819,470</b>	<b>80,712,940</b>	<b>20,869,260</b>	<b>140,401,670</b>

## Capital Strategy and Programme 2016/17 to 2020/21

### 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.

#### 2. Summary of the Council's Property Portfolio

2.1 The majority of the Council's property assets are 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 dispose of the property, unless a case is made to transfer it to another service 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
- Agreement reached for the redevelopment of the former waste depot at Pound Lane for commercial and affordable housing
- An arrangement is now in place for the joint use of the Riverside Community Centre by Thatcham Youth and the Council is in the process of negotiating a similar arrangement for the Moorside Community Centre.

## Appendix 1 –Property Asset Disposal Programme

Site	Comments
<b>Current Disposals</b>	
Pound Lane Depot	Contracts for sale exchanged and planning application for commercial and affordable housing development submitted.
The Starting Gate Pub	Freehold of the site to be sold to the tenant subject to planning application for development of a convenience store.
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
<b>Potential Future Disposals</b>	
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.





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# Highway Asset Management Plan 2014/15 – 2018/19

*Second Edition –  
November 2014*

**Highways and Transport Service**  
West Berkshire Council

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**West Berkshire**  
C O U N C I L

# Highway Asset Management Plan



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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) provides guidance on the delivery of value for money highway maintenance services, consistent with the aims and ambitions of the Council Strategy 2013 - 2017 where 'Focus on carrying out essential highways maintenance' is defined as a key outcome under the 'Promoting a Vibrant District' priority. 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 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 and Strategy. 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 2014/15 – 2018/19.

**Mark Edwards**

*Head of Highways and Transport*

*West Berkshire Council*

1 September 2014

# 1. Introduction

- 1.1 This is West Berkshire Council's second 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 2013 -17
  - Medium Term Financial Strategy, Revenue Budget and Capital Strategy & Programme
  - Local Transport Plan
  - Newbury 2026 – A Vision of Newbury Town Centre
  - Local Service Plans
- 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
  - lighting column replacement.

#### Revenue Funding

- 3.3 The Medium Term Financial Strategy (MTFS) sets 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. The Comprehensive Spending Review (CSR) announced in late 2010 set out the funding envelope for local Government over the period 2011-15.
- 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 Priorities as set out in the Council's Strategy 2013 – 17.

#### 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 2014/15 financial year, the following budget allocations have been made.

Table 1 Maintenance Revenue Funding 2014/15

	£'s
A339 De-trunking	205,680
Drainage	400,970
Reactive Maintenance	94,850
Bridge Maintenance	193,360
Hand Patchng	334,360
Safety Fences	66,880
Gulley Emptying	195,510
Grip Cutting	35,070
Signs and Road Markings	174,860
Emergencies	616,930
Street Lighting Maintenance and Energy	1,054,720
<b>Total</b>	<b>3,373,190</b>

Table 2 Capital Funding 2014/15

	£'s
Highway Reconditioning	2,816,003
Carriageway Patching	229,196
Footway Patching	40,297
Flood Damage Repairs	1,770,480
Pothole Repair Grant	798,707
<b>Total</b>	<b>5,655,976</b>

## External Funding and Other Savings

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

- invest to save
- developer 'commuted sum' contributions to cover the extra future maintenance costs of unusual surfacing, 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
<b>Net Value</b>	<b>1,147,286</b>	-	-	<b>15,537</b>

## 5. Lifecycle Plans

- 5.1 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
- 5.2 This provides 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

## 6. Asset Management Strategy

- 6.1 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).
- 6.2 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.
- 6.3 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.

- 6.4 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.
  - the introduction of 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.
- 6.5 Attention will be focussed more on technical aspects of our work in the second and future editions. The overall work we need to do is summarised in section 9 and, of that, those most important for the technical assessment work are:
- improving asset data
  - further investigation of service lives for different treatments
  - further research into treatment options for paved and flagged footways
  - further investigation of the case for painting steel lighting columns
- 6.6 In addition, future versions of the HAMP need to include similar analysis for the other asset groups not included in this first version.

## 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 service 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, though with the core content perhaps little changed after 2015.
- 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
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"><li>• use of condition data</li><li>• deterioration modelling</li><li>• use of alternative materials/treatments/treatment options</li></ul>	Y

### Updating

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

## 10. Glossary of Terms and Abbreviations

BVPI	Best Value Performance Indicator
CIPFA	The Chartered Institute of Public Finance & Accountancy
CSS	County Surveyors Society
CVI	Coarse Visual Inspection
DfT	Department for Transport
DVI	Detailed Visual Inspection
FNS	Footway Network Survey
GIS	Geographical Information System
LTP	Local Transport Plan
NMP	Network Management Plan
NI	National Indicator
PI	Performance Indicators
SCANNER	Road condition measurement survey
SCRIM	Skid Resistance measurement survey
HAMP	Highways Management Plan
TAMP	Transport Asset Management Plan
UKPMS	United Kingdom Pavement Management System
WDM	Electronic Highways Management System
WGA	Whole Government Accounts

# 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
<b>1</b>	Motorway*	Limited access motorway regulations apply.	Routes for fast moving long distance traffic. Fully grade separated and restrictions on use
<b>2</b>	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.
<b>3a</b>	Main Distributor	Non Principal A Roads.	Routes between strategic routes and linking urban centres to the strategic network.
<b>3b</b>	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.
<b>4a</b>	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.
<b>4b</b>	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 (Sideway-force Coefficient Routine Investigation Machine) 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

## 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 (LI244b). 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 below.

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	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
A Roads	BV 223 5%	BV 223 7%	NI 168 5%	NI 168 6%	NI 168 5%	NI 168 5%	130-01 5%	130-01 4%
B & C Roads	BV224a 11%	BV224a 9%	NI 169 7%	NI 169 9%	NI 169 9%	NI 169 9%	130-02 9%	130-02 6%
U Roads	BV224b 26%	BV224b 20%	LI224b 14%	LI224b 21% *	LI224b 12% *	LI224b 11% *	LI224b 12% *	LI224b 3% **

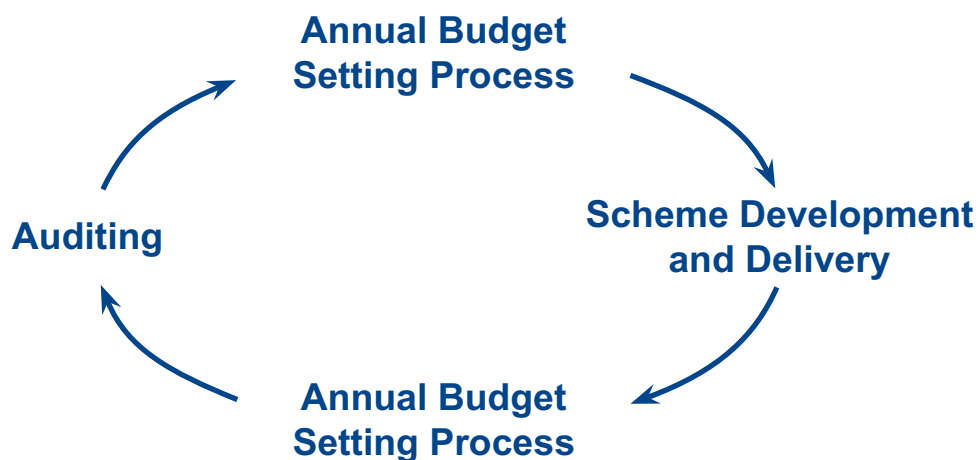
\* Based on 100% network coverage.

\*\* 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%
<b>Urban and Rural</b>	<b>£1,546,038</b>	<b>£38,650,961</b>	<b>43%</b>
<b>TOTAL</b>	<b>£3,649,934</b>	<b>£91,248,373</b>	<b>100%</b>

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 <sup>2</sup>	4	10	0.8	80*
10m profile Variance (LV10)	mm <sup>2</sup>	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
<b>Maximum Scores (RCI)</b>			<b>Urban Roads</b>	<b>290</b>	
			<b>Rural Roads</b>	<b>315</b>	

\* 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 <sup>2</sup>	5	13	0.8	80*
10m profile Variance (LV10)	mm <sup>2</sup>	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
<b>Maximum Scores (RCI)</b>				<b>Urban Roads</b>	<b>290</b>
				<b>Rural Roads</b>	<b>315</b>

\* 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 <sup>2</sup>	7	17	0.8	80*
10m profile Variance (LV10)	mm <sup>2</sup>	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
<b>Maximum Scores (RCI)</b>				<b>Urban Roads</b>	<b>270</b>
				<b>Rural Roads</b>	<b>290</b>

\* 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 <sup>2</sup>	10	20	0.6	60*
10m profile Variance (LV10)	mm <sup>2</sup>	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
<b>Maximum Scores (RCI)</b>			<b>Urban Roads</b>	<b>226</b>	
			<b>Rural Roads</b>	<b>246</b>	

\* 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 <sup>2</sup> )			
		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	24.00	24.00	23.00	23.00
Thin Overlay (40-60mm)	20	19.00	19.00	18.00	18.00
Thin Inlay (40mm)	15	21.00	21.00	20.00	20.00
Moderate Inlay (90-110mm)	20	26.00	26.00	25.00	25.00
Surface Dress/Micro (10-25mm)	10	6.00	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 620. 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)	10	17	0.8	80
Road Classification	Class	D&U	A	0.4	40
<b>Maximum Score</b>					<b>620</b>

**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

### 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.

Table 17

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

43. The above calculation is added to the scores from wet injury accidents, SCANNER, trend analysis and road classification 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.

Table 18

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	

## 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**	mm <sup>2</sup>	10	80
Cracking	% area	0.175	30***
Texture Depth	mm	0.8	0
<b>Total RCI Score</b>			<b>210</b>

\* 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	<b>Total 280</b>

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

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

Table 20

## 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.

Table 21

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

## 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

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

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	3	5400*	2.0	3600*	2.0	3600*	0.0	0
Secondary Walking Route	20	18	32400*	1.2	2160*	0.6	1080*	0.3	540*
Link Footways	252	248	446400*	1.2	2160*	1.8	3240*	1.4	2520*
Local Access Footways	546	540	972000*	0.8	1440*	2.0	3600*	3.6	6480*
Remote Metalled Cycletracks	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

### 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	TBC

## Asset Condition and Assessment

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

Table 6

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

## Asset Valuation

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

## Future Changes in Demand

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

## Treatment Options and Costs

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

Table 7

Treatment	Design Life (Years)	Unit Cost (£/m2)
<b>Reactive Maintenance</b>		
Bituminous (Patching etc)	5 -10	13.00
Blocked	10 *	25.00
Paved	10 *	20.00
<b>Preventative Maintenance</b>		
Bituminous (Slurry sealing)	8	1.40
Blocked	N/A	-
Paved	N/A	-
<b>Renewal</b>		
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

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

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"><li>• offensive graffiti</li><li>• debris in watercourse beneath bridges</li></ul>	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)
<b>Masonry arch (span range 1.5m – 12.0m, average span – 4.6m, average area – 131m<sup>2</sup>)</b>			
	Brickwork repairs	10 years	15
	Complete replacement(with modern equivalent)	120 years	249
<b>Concrete bridge (span range 1.5m – 33.5m, average span – 5.0m, average area – 103m<sup>2</sup>)</b>			
	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
<b>Steel bridge (span range 3.0m – 39.0m, average span – 8.6m, average area – 265m<sup>2</sup>)</b>			
	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

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

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
<b>Total</b>	<b>12839</b>

*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
<b>Total</b>			<b>12973</b>

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
<b>Total</b>	<b>12973</b>

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					<b>9</b>
	21 - 30		825					<b>825</b>
	31 – 40		833	3				<b>836</b>
	Over 40		23					<b>23</b>
	Total		1690	3				<b>1693</b>
Aluminium (Extruded)	0 – 20	2	1533	495	584	649	169	<b>3432</b>
	21 - 30		993					<b>993</b>
	31 – 40		38					<b>38</b>
	Over 40		1					<b>1</b>
	Total	2	2379	432	416	497	102	<b>4464</b>
Aluminium (Sheet)	0 – 20							
	21 - 30					37	35	<b>72</b>
	31 – 40					50		<b>50</b>
	Over 40							
	Total					87	35	<b>122</b>
Cast iron	0 – 20							
	21 - 30							
	31 – 40							
	Over 40	2	5					<b>7</b>
	Total	2	5					<b>7</b>
Concrete	0 – 20							
	21 – 30		20					<b>20</b>
	31 – 40		299					<b>299</b>
	Over 40		403					<b>403</b>
	Total		818					<b>722</b>
Galvanised Steel	0 – 20	21	365	5	145	55	9	<b>600</b>
	21 – 30		205	12	122	57	6	<b>402</b>
	31 – 40		210	20	42	121	31	<b>424</b>
	Over 40		15		8		12	<b>35</b>
	Total	21	795	37	317	233	58	<b>1461</b>

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	<b>1763</b>
	21 – 30	2	139	154	313	82	35	<b>725</b>
	31 – 40		169	40	168	147	23	<b>547</b>
	Over 40		731		46	220	1	<b>998</b>
	Total	7	1772	371	1038	745	100	<b>4033</b>
Pole Bracket	0 – 20		8					<b>9</b>
	21 - 30		1					<b>1</b>
	31 – 40		1					<b>1</b>
	Over 40		80	6				<b>86</b>
	Total		90	6				<b>96</b>
Subway lighting	0 – 20	147						<b>147</b>
	21 - 30							
	31 – 40	10						<b>10</b>
	Over 40							
	Total	157						<b>157</b>
Wall Brackets	0 – 20	6	3	7	8	13		<b>21</b>
	21 – 30		2	1	2	1		<b>6</b>
	31 – 40	1	6	2	5			<b>14</b>
	Over 40		8	3	3			<b>14</b>
	Total	8	21	8	18	12		<b>67</b>
	Total	211	7685	924	1957	1727	362	<b>12839</b>

## 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

<b>Impact</b>	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
	<b>Likelihood</b>			

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

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## SCRIM (Measurement of Skidding Resistance of the Road Surface)

### Introduction

1. West Berkshire Council has a “Skid Resistance Related Accident Reduction Policy” to manage and maintain an appropriate level of skidding resistance on running surfaces, with the overall aim of reducing the frequency of skid related accidents in wet conditions on its classified road network (referred to as the ‘critical network’).
2. Whilst a high skid resistance will not prevent the emergency braking situation from arising or improve driver judgment, it can often alleviate the effects of driver error and reduce the risk of an accident occurring or at least reduce the severity of a collision. This will not only reduce the amount of suffering but also save considerable costs to the community. The implementation of a robust Skid Resistance policy will also provide a defence against litigation.
3. The intention of the policy is to provide procedures and guidance to assist the Engineer in measuring skid resistance and offer a methodology in assessing the need for and the prioritising of remedial works in order to maintain an appropriate level of skidding resistance on the highway network.
4. The term “skid resistance” refers to the frictional properties of the road surface, measured using an approved testing device, under controlled conditions. Measurements obtained from skid resistance testing of a road surface are analysed in conjunction with individual site characteristics and accident statistics to assess the need for maintenance.
5. The Highways Agency has produced a standard for skid resistance referred to as HD28/04. This standard describes how the provision of appropriate levels of skid resistance for trunk roads will be managed. There is also an interim advice note IAN98/07 which was issued in 2007 and overrules some of the statements in HD28/04. The HD28/04 standard has been revised and will be reissued in due course as HD28/09.
6. The Skid Resistance Policy for the West Berkshire Council is based on the Highways Agency Standard HD28/04 and also takes into account the information from the soon to be issued HD28/09. However, it should be noted that the Highways Agency standard is specifically for the management of skid resistance for Motorways and Trunk Roads within the UK. Therefore, the policy also considers advice from the following key documents, for managing skid resistance on the local road network:
  - 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®

### Routine Testing (SCRIM)

7. Within West Berkshire, the SCRIM (Sideway-force Coefficient Routine Investigation Machine) is used for measuring skid resistance by measuring the force between a rubber tyre against a wetted road surface. The resulting value, referred to as the Sideway-force Coefficient, relates to the coefficient of friction and provides an indication of the polished state of a road surface.



8. The skid resistance policy only applies to the roads that are surveyed and this set of roads is referred to as the critical network. As a consequence, there is no formal skid resistance policy for the unclassified roads, however, there is a requirement for surfacing aggregates to meet minimum specified levels for Polished Stone Values to help maintain the skid resistance of the surface on the unclassified road network. The traffic levels on the unclassified roads are relatively low and so are the number of wet skidding accidents, therefore, this approach is considered an acceptable risk to achieve a cost effective output.
9. The Investigatory Level (IL) is a skid resistance warning level. If the skid resistance is found to be below the IL then an investigation is required to establish if treatment should be undertaken. The IL's have been specifically established for West Berkshire Council by using previous studies and comparing the accident rates to the skid resistance at various site categories across the critical network. It has been found that different sites present different risks and as a consequence, the IL varies depending on the site in an attempt to present an equal risk across the critical network. A summary of the IL bands is shown in Table 1 overleaf.
10. With reference to Table 1, the initial IL's are shown with an 'I' in the cell. The initial values will be applied to each site category but these initial values will be reviewed as each site is investigated.

## Site Categories and Investigatory Levels

Site Category and Definition		Investigatory Level at 50 km/h							
		0.30	0.35	0.40	0.45	0.50	0.55	0.60	0.65
A	Motorway Class		I						
B	Dual Carriageway non-event		I						
C	Single Carriageway non-event			I					
Q1	Approaches to and across minor and major junctions				I				
Q2	Approaches to roundabouts					I			
K	Crossings and other high risk situations						I		
R	Roundabout				I				
G1	Gradient 5-10% longer that 50m				I				
G2	Gradient >=10% longer than 50m					I			
S1	Bend radius <=500m – dual carriageway				I				
S2<100	Bend radius <=100m – single carriageway					I			
S2>100	Bend radius > 100m and <=250m – single carriageway				I				
S2>250	Bend radius >250m and <500m – single carriageway				I				

## Site-Investigation and Treatment

11. Once the SCRIM and accident data are processed, the information can be filtered and collated into lists that identify sites that are below the required SCRIM IL and or have disproportionately high accident rates. These sites will then be assessed and prioritised for investigation by a designated Site Investigator. In carrying out the investigation, the Site Investigator will carry out a risk assessment and make a recommendation based on the four options below for each site.
  - The site requires a change in the investigatory level
  - The site requires treatment to improve the skid resistance
  - The site requires a treatment other than for the skid resistance
  - The site does not require treatment.
12. The recommendation to treat sites for skid resistance will initially be made by the Site Investigator and then confirmed by the Highways Manager. The Highways Manager or his delegated representative will decide which sites are to be treated to improve the skid resistance and the time frame. If it is agreed that certain sites require treatment other than for the skid resistance, these sites will be considered as safety sites and passed over to the Traffic Services team within Highways and Transport.
13. If treatment for skid resistance is required and the work cannot be started within a reasonable period of time, slippery road signs may be erected if highlighted as a risk, for example if the site is significantly below the required skid resistance (typically -0.1 below Investigatory Level or less) and there is a history of wet injury accidents in the past 3 years. This policy provides a targeted use of signs and is designed to avoid a proliferation of signs that would undermine their effectiveness and would not make the best use of resources. If a site that has been signed but has not been treated due to timescale/budget constraints and wet injury accidents have decreased to zero within a 3 year period, signs will be removed. Once a site has been treated and on re-surveying, is found to be above the required IL, any slippery road signs will be removed as soon as is reasonably practicable.

# Appendix F

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## 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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If you require this information in an alternative format or translation,  
please contact Melvyn May on Telephone 01635 519208.

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WBC/H&T/MM/1114

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## Revenue Budget 2016/17

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<b>Committee considering report:</b>	Special Executive on 25 February 2016 Council on 1 March 2016
<b>Portfolio Member:</b>	Councillor Roger Croft
<b>Date Portfolio Member agreed report:</b>	18 February 2016
<b>Report Author:</b>	Andy Walker
<b>Forward Plan Ref:</b>	C2979

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### 1. Purpose of the Report

- 1.1 To consider and recommend to Council the 2016/17 Revenue Budget. This report highlights that for West Berkshire residents there will be a Council Tax requirement of £82.28m requiring a Council Tax increase of 1.99% in 2016/17 and a 2% ring-fenced precept for adult social care. The Council has had to find savings of £14m in 2016/17, the highest in the Council's history.
- 1.2 Given the scale of task to arrive at a balanced budget for next year a number of significant saving proposals have been made including reductions to libraries, children centres, home to school transport, public transport subsidy, highway maintenance, provision of care services and many others.
- 1.3 The proposed savings will have significant implications for staff. Subject to the outcome of public consultations, 127 employees will be at risk of redundancy and associated exit costs are estimated to be in the region of £2m.
- 1.4 The report also proposes the Fees and Charges for 2016/17 as set out in Appendix H and the Special Expenses as set out in Appendix I.

### 2. Recommendations

- 2.1 That the Executive recommends to Council:
  - (1) That the responses received to each of the 47 public facing savings proposals in relation to Phase 1 of the public consultation exercise undertaken on the 2016/17 budget be noted.
  - (2) That Council consider the use of the 2016/17 transitional grant as a means of mitigating the impact of some of the Phase 1 proposals and where this is not used, the recommendations set out in the Overview and Recommendations template be approved.
  - (3) That it be a recommendation to Council that those public health grant funded services (marked as "to be progressed") in the Overview and Recommendations template totalling £114,000 be progressed.
  - (4) That the 2016/17 revenue budget requirement for Council Tax setting purposes of £82.28 million requiring a Council Tax increase of 1.99% be approved.

- (5) That the 2% ring-fenced adult social care precept be applied.
- (6) That the Fees and Charges be approved as set out in Appendix H and the appropriate statutory notices be placed where required.
- (7) That the Special Expenses be approved as set out in Appendix I.
- (8) That the Efficiency Strategy for Use of Capital Receipts be approved as set out in Appendix O.
- (9) That the Executive, on 24 March 2016, be given delegated authority to adjust the Council's budget plans, should the responses to Phase 2 of the public consultation require it to do so.
- (10) That the Executive, on 24 March 2016, propose where the transitional grant funding of £1.39m will be used.

### 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 and a ring-fenced 2% adult social care precept, which leads to a significant savings programme of £14m in 2016/17, the highest level of savings required in any one year in the Council's history, which in turn will present some additional risks surrounding their implementation and which will be closely monitored during the year.
- The proposed savings will have significant implications for staff. Subject to the outcome of the Phase 2 public consultations, 127 employees will be at risk of redundancy (96 FTE) and associated exit costs are estimated to be in the region of £2m. The Government has recognised that councils will be challenged to fund these costs given the level of organisational change being proposed and is now allowing the Council to use capital receipts expected during next year to fund these costs provided that the conditions covering their use in this way are met. This will help the Council protect its level of General Fund reserves at what is considered to be a minimum prudent level of £6m.
- 3.2 Policy:** Because of the scale of the funding reductions required for 2016/17 it will be necessary to undertake a review of the Council Strategy to ensure that the priorities and projects are still appropriate, affordable and achievable.
- 3.3 Personnel:** There will be significant implications for staff. Subject to the outcome of the Phase 2 public consultations, 127 employees will be at risk of redundancy (96 FTE); and in addition 27 FTE vacant posts will be deleted. 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.
- 3.5 **Risk Management:** There is a real inherent risk in achieving the scale of savings required in 2016/17. As part of the 2016/17 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 consider 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, for example, a library or children's centre. There could be a number of options to be investigated when the decision on the revenue budget have been agreed from; sale of the site, re-development, shared use, mothballing 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 2016/17 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 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% and apply the adult social care ring-fenced precept of a 2% increase to Council Tax. If these options were not taken, the savings requirement would be £3.2m higher. We have considered all options available to us in order to keep the savings requirement to the level it is. These options include use of capital receipts and transitional grant funding.

## 5. Executive Summary

- 5.1 Over the last six years, West Berkshire Council has had to find over £36m of revenue savings, which has been achieved through finding efficiencies, staff reductions and transforming services. Over two thirds of the Council's income comes from Council Tax, which has seen no increases in four out of the last six years, with the last increase being in 2013/14. Where there have been increases, these have been kept below 2%.
- 5.2 The provisional settlement figures for the next four years were issued on 17 December 2015 and the settlement for West Berkshire was much worse than expected. In 2016/17 we will receive 44% less in Revenue Support Grant (RSG) than in 2015/16, equating to a loss of £7.6m. This is the third largest cut to RSG of all Unitary Authorities in England. Although we had planned for RSG to be cut by 25% year on year, the cuts to RSG are being applied much faster than expected. A number of grants have been rolled into the RSG and have then been cut. The most significant of these is the freeze grant funding that we received for freezing Council Tax in prior years. For West Berkshire this amounted to £2.8m. This grant has now been rolled into the RSG and will be cut as part of the RSG cuts so that by 2019/20 none of our freeze grant will remain.
- 5.3 Central Government has introduced without warning, a new formula for distribution of council funding. West Berkshire loses from this formula because it is based on assumptions about our ability to raise Council Tax income. Central Government has assumed that local authorities will increase their Band D Council Tax by 1.75% (CPI forecast) and take up the ring-fenced 2% adult social care precept. Based on these assumptions, our grant funding has been reduced accordingly.
- 5.4 From 2013/14, the Council has been exposed to the volatility of our local business rate generation. Of the £89m collected locally the vast majority is paid over to central government leaving the Council with £17m. Whilst councils did not previously bear any risk from successful appeals by businesses to the Valuation Office, 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. The Spending Review included proposals for further major transformation of local government funding, confirming that the Government will move to the retention of 100% of business rates by 2020, but no details have yet been issued on whether this will benefit local authorities.
- 5.5 The Care Act 2014 came into force in April 2015, introducing the most significant changes to social care legislation for 60 years. The most significant financial impact for the Council was the implementation of the new national eligibility criteria. This required the Council, which had previously met service users' "critical" needs only, to expand the number of clients supported, and the scope of packages of care, to meet this new definition of eligibility which is closer to that previously defined as "substantial". Despite the Government stating they would meet the costs of the Care Act in full, the total additional funding received (which has covered other elements of the Care Act, such as services to carers) has left the Council to cover a funding gap of £3m caused by this particular change. The Council (with another LA) judicially reviewed the Department of Health's assessment and decision making process and it agreed a further review of the eligibility criteria based on that

challenge. The local MP also made representation to the Secretary of State and additional funding may become available following the final outcome of all the review processes.

- 5.6 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. The funding is split into three blocks – schools, early years and high needs. The DSG settlement for 2016/17 was announced on 17 December 2015 and there will be a shortfall of £1.4m. The shortfall in funding will have a significant impact on all schools, making it harder for schools to balance their own individual budgets.
- 5.7 West Berkshire Council receives a ring-fenced grant to fund Public Health. The Government has announced savings in public health spending averaging annual real terms savings of 3.9% over the next five years and that the grant is to remain ring-fenced for a further two years in 2016/17 and 2017/18. In 2016/17 we will receive £6.2m.
- 5.8 A collection fund deficit of £1.01m 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 2015/16 the physical number of new builds has met expectations but the rate of build has been slower, resulting in a lower value of debit. The deficit reduces our funding available by £1.01m.
- 5.9 Each year an increase in budget is required for the Council to perform exactly the same functions. As part of the budget setting process, the Council provides for general inflationary pressures such as salary increases, contractual inflation and increases to National Insurance and pension contributions.
- 5.10 Each year new unavoidable service pressures arise and need to be built into the revenue budget. The unavoidable pressures for 2016/17 amount to £3.89m and include £908k for children's placements, £551k for Ofsted Improvement plans for Children's Services, £600k for the transition of learning disability clients from children to adult placements and £179k for costs associated with Deprivation of Liberty Safeguarding. Full details are given in Appendix D.
- 5.11 Prior to the provisional settlement we had identified a need to find £10.8m savings in 2016/17, but in the light of these grant figures, this increased to £19m. By increasing Council Tax by 1.99% and applying the ring-fenced Adult Social Care precept of 2%, and making some changes to our assumptions around cost pressures and inflation, we have reduced this savings requirement to £14m. However, by choosing not to fund some cost pressures we are exposed to greater risk.
- 5.12 Given the scale of the task to arrive at a balanced budget for next year a number of significant saving proposals have been made including reductions to libraries, children centres, home to school transport, public transport subsidy, highway maintenance, provision of care services and many others.
- 5.13 As a result of these savings plans, 127 employees are at risk of redundancy (96 FTE) and in addition 27 vacant posts will be deleted. The associated exit costs are estimated to be in the region of £2m.

- 5.14 Given the scale of the savings requirement for 2016/17, 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. As a result, from 3 November to 14 December 2015, a public consultation exercise (Phase 1) was undertaken on the need to make £10.8m of savings in 2016/17. £4.6m of these savings affected frontline services. The consultation generated over 2,500 responses and covered 47 individual budget proposals.
- 5.15 Since the consultation closed on 14 December 2015 Members and officers have had the task of reading and assessing all of the comments received. The Revenue Budget papers has included, as Appendix N, the report which went to the Executive on 11 February 2016 which has been amended to reflect the comments made at that meeting including referencing the three petitions and a letter objecting to the proposed funding reductions for short breaks for children and bus route 143. This report also contains links to the verbatim comments, a summary of comments template, an overview and recommendations template and the Equality Impact Assessments templates for each of the 47 savings proposal.
- 5.16 Members are fully aware of the Public Sector Equality Duty which 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 2016/17 budget.
- 5.17 In view of the unexpectedly poor Government RSG settlement it has been necessary to undertake a Phase 2 public consultation exercise. This commenced on 15 February 2016 and will conclude on 7 March 2016. There are 16 public facing savings proposals representing £2.1m.
- 5.18 It is proposed that the Council will set its budget on 1 March 2016. However, it is also proposed that the Executive, at its meeting on 24 March 2016, be given delegated authority to adjust these plans afterwards, should it need to. Once the consultation closes on 7 March 2016, the responses to our proposals will be fully considered. The Executive will be able to respond accordingly to any issues raised and will be proposing where the transitional grant funding of £1.39m will be used.
- 5.19 On 8 February 2016, Government announced their response to the consultation of the provisional Local Government Settlement. A transitional grant has been made available to be paid in each of the first two years of the settlement. West Berkshire will receive additional transitional grant funding from central government of £1.39m in 2016/17 and £1.37m in 2017/18. After the Phase 2 consultation on savings is closed, the Executive on 24 March 2016 will be proposing where the transitional grant funding will be used. The full list of savings proposals for 2016/17 are detailed in Appendix E, amounting to £14m.

## 6. Conclusion

- 6.1 The Council has been left with little room for manoeuvre to deliver a balanced budget for next year and has to propose significant savings to many valued services as detailed in the report.

- 6.2 As a result of these savings plans, 127 employees are at risk of redundancy (96 FTE) and in addition 27 vacant posts will be deleted. The associated exit costs are estimated to be in the region of £2m.
- 6.3 A public consultation exercise (Phase 1) was undertaken on the need to make £10.8m of savings in 2016/17. £4.6m of these savings affected frontline services. In view of the unexpectedly poor Government RSG settlement it has been necessary to undertake a Phase 2 public consultation exercise. This commenced on 15 February 2016 and will conclude on 7 March 2016. There are 16 public facing savings proposals representing £2.1m.
- 6.4 It is proposed that the Council will set its budget on 1 March 2016. However, it is also proposed that the Executive, at its meeting on 24 March 2016, be given delegated authority to adjust these plans afterwards, should it need to. Once the Phase 2 consultation closes on 7 March 2016, the responses to our proposals will be fully considered. The Executive will be able to respond accordingly to any issues raised, and will be proposing where the transitional grant funding of £1.39m will be used.
- 6.5 The Council's 151 officer (the Head of Finance) recommends that General Reserves are a minimum of 5% of the Council's net budget, which in 2016/17 should be £6m.

## 7. Appendices

- 7.1 Appendix A - Supporting Information
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Contract Inflation
- 7.4 Appendix D – Unavoidable Service Pressures
- 7.5 Appendix E – Savings Proposals 2016/17
- 7.6 Appendix F - Reserves statements
- 7.7 Appendix G - Adequacy of reserves and robustness of budget estimates
- 7.8 Appendix H - Fees and charges
- 7.9 Appendix I - Special Expenses
- 7.10 Appendix J - Council Tax Collection Fund
- 7.11 Appendix K - Unison comments – *Council papers only*
- 7.12 Appendix L – Minutes of the Business Panel information meeting held on 22nd February 2016 - *to be tabled*
- 7.13 Appendix M – Council Tax Resolution – *Council papers only*
- 7.14 Appendix N – Budget Consultation
- 7.15 Appendix O – Efficiency Strategy for use of Capital Receipts 2016/17

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# Revenue Budget 2016/17 – Supporting Information

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## 1. Introduction

- 1.1 The purpose of this paper is to propose the Council's revenue budget for 2016/17, to outline the context within which it is set, and to set a Council Tax requirement for 2016/17.
- 1.2 This report highlights that for West Berkshire residents there will be a Council Tax requirement of £82.28m requiring a Council Tax increase of 1.99% in 2016/17 and a ring-fenced 2% precept for adult social care. The Council has had to find savings of £14m in 2016/17, the highest in the Council's history.
- 1.3 Given the scale of task to arrive at a balanced budget for next year a number of significant saving proposals have been made including reductions to libraries, children centres, home to school transport, public transport subsidy, highway maintenance, provision of care services and many others.
- 1.4 The proposed savings will have significant implications for staff. Subject to the outcome of public consultations, 127 employees will be at risk of redundancy and associated exit costs are estimated to be in the region of £2m.
- 1.5 The report also proposes the Fees and Charges for 2016/17 as set out in Appendix H and the Special Expenses as set out in Appendix I.

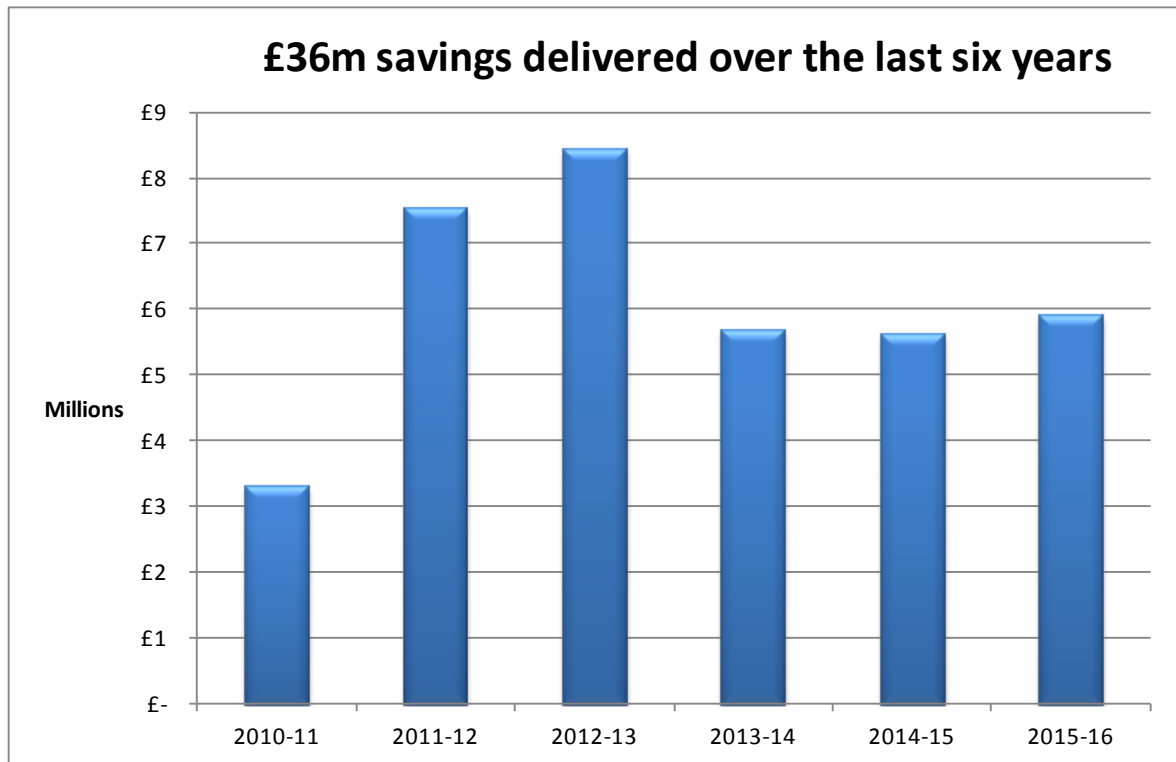
## 2. Background

- 2.1 Over the last six years, West Berkshire Council has had to find over £36m 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 a loss of nearly £3m from backdated appeals and 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.

- (5) Over two thirds of the Council’s income comes from Council Tax, which has seen no increases in four out of the last six years, with the last increase being in 2013/14. Where there have been increases, these have been kept below 2%.

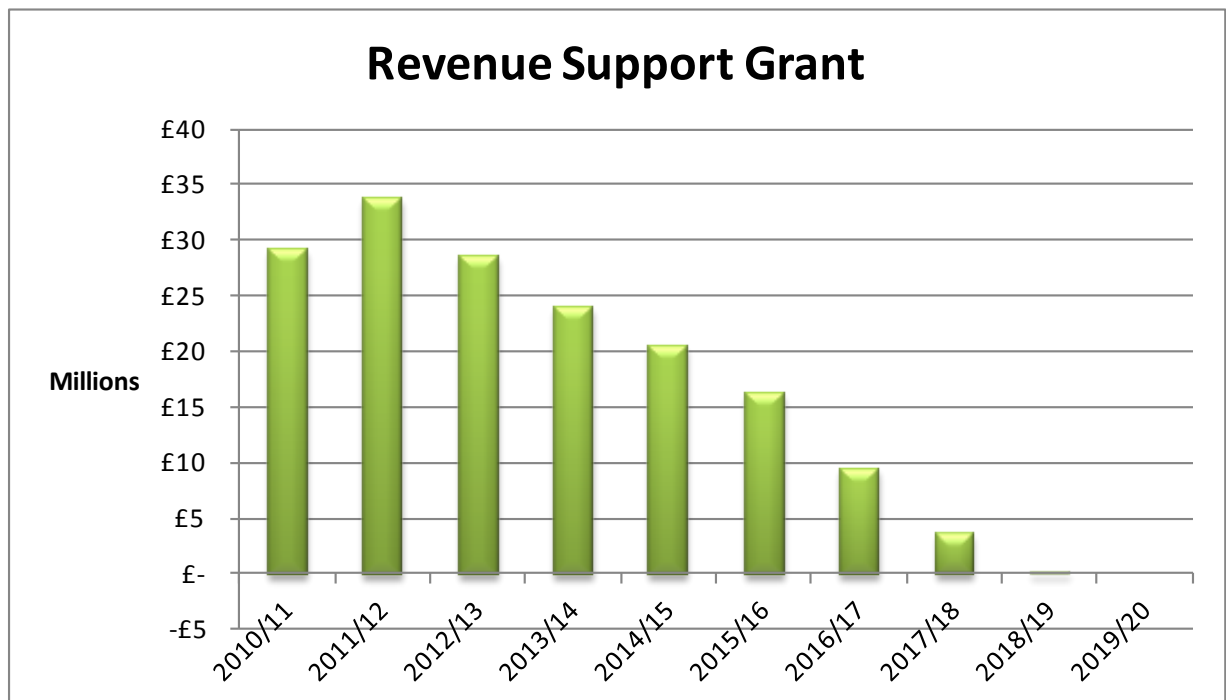
2.2 During this period, we have put in place a programme to remain within our budget which has delivered savings of around £36m as shown in the following chart:



### 3. Local Government Settlement 2016-17

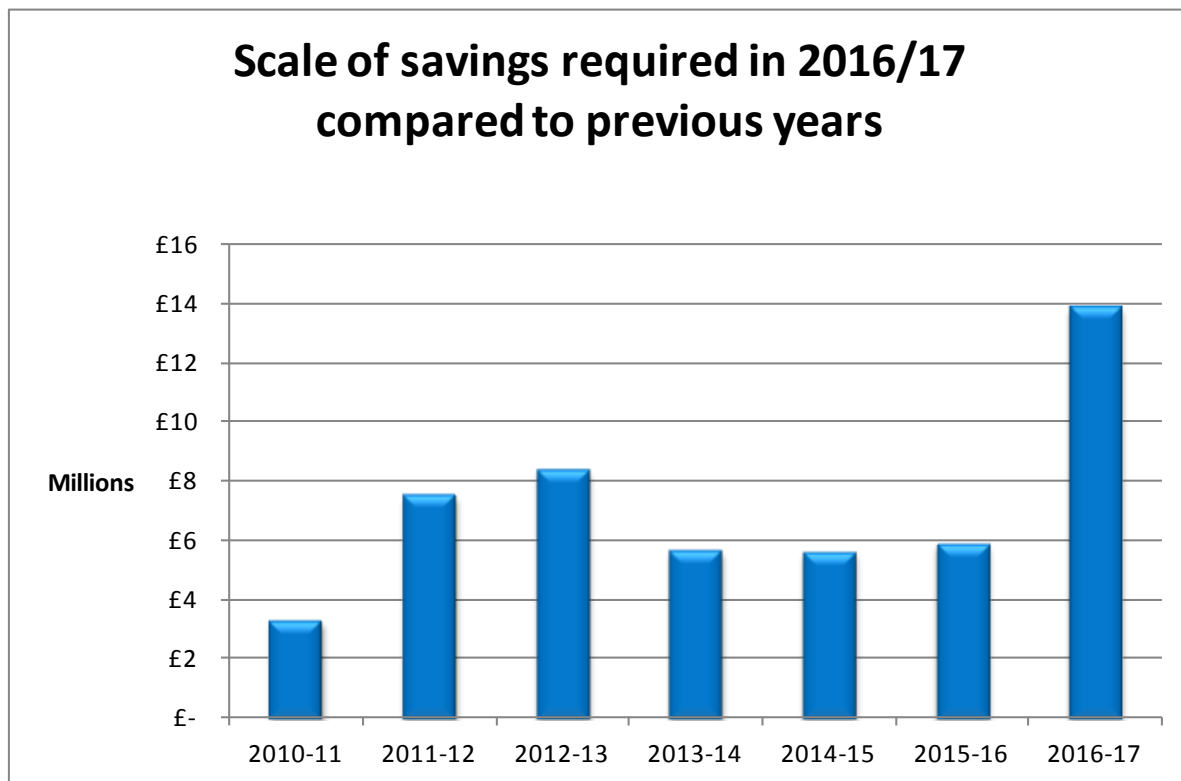
3.1 The provisional settlement figures for the next four years were issued on 17 December 2015 and the settlement for West Berkshire was much worse than expected. In 2016/17 we will receive 44% less in Revenue Support Grant (RSG) than in 2015/16, equating to a loss of £7.6m. This is the third largest cut to RSG of all Unitary Authorities in England. Although we had planned for RSG to be cut by 25% year on year, the cuts to RSG are being applied much faster than expected. The scale of RSG cuts are shown in the following chart:





- 3.2 By 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. A number of grants have been rolled into the RSG and have then been cut. The most significant of these is the freeze grant funding that we received for freezing Council Tax in prior years. For West Berkshire this amounted to £2.8m. This grant has now been rolled into the RSG and will be cut as part of the RSG cuts so that by 2019/20 none of our freeze grant will remain.
- 3.3 The Spending Review included proposals for further major transformation of local government funding, confirming that the Government will move to the retention of 100% of business rates by 2020, but no details have yet been issued on whether this will benefit local authorities.
- 3.4 Central Government has introduced without warning, a new formula for distribution of council funding. West Berkshire loses from this formula because it is based on assumptions about our ability to raise Council Tax income. Central Government has assumed that local authorities will increase their Band D Council Tax by 1.75% (CPI forecast) and take up the 2% ring-fenced adult social care precept. Based on these assumptions, our grant funding has been reduced accordingly.
- 3.5 Our Education Services grant has been cut as a result of the General Funding Rate for schools being reduced from £87 to £77 per pupil. This has cost us £180k in 2016/17.
- 3.6 The New Homes Bonus funding is below our previous expectations as a result of proposed reforms, and this is forecast to fall by £1.5m in 2018/19 and a further £100k in 2019/20.
- 3.7 Prior to the provisional settlement we had identified a need to find £10.8m savings in 2016/17, but in the light of these grant figures, this increased to £19m. By increasing Council Tax by 1.99% and applying the Adult Social Care ring-fenced precept of 2%, and making some changes to our assumptions around cost

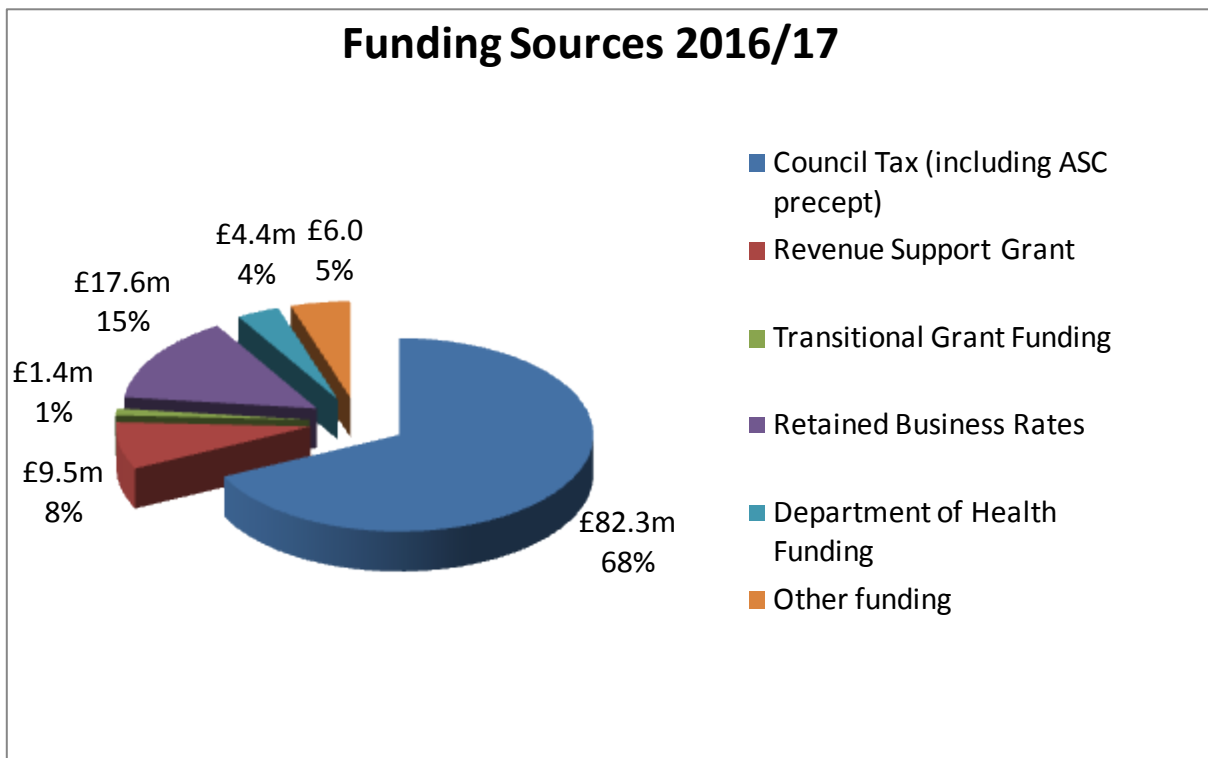
pressures and inflation, we have reduced this savings requirement to £14m. However, by choosing not to fund some cost pressures we are exposed to greater risk. The scale of savings compared to previous years is shown in the following chart:



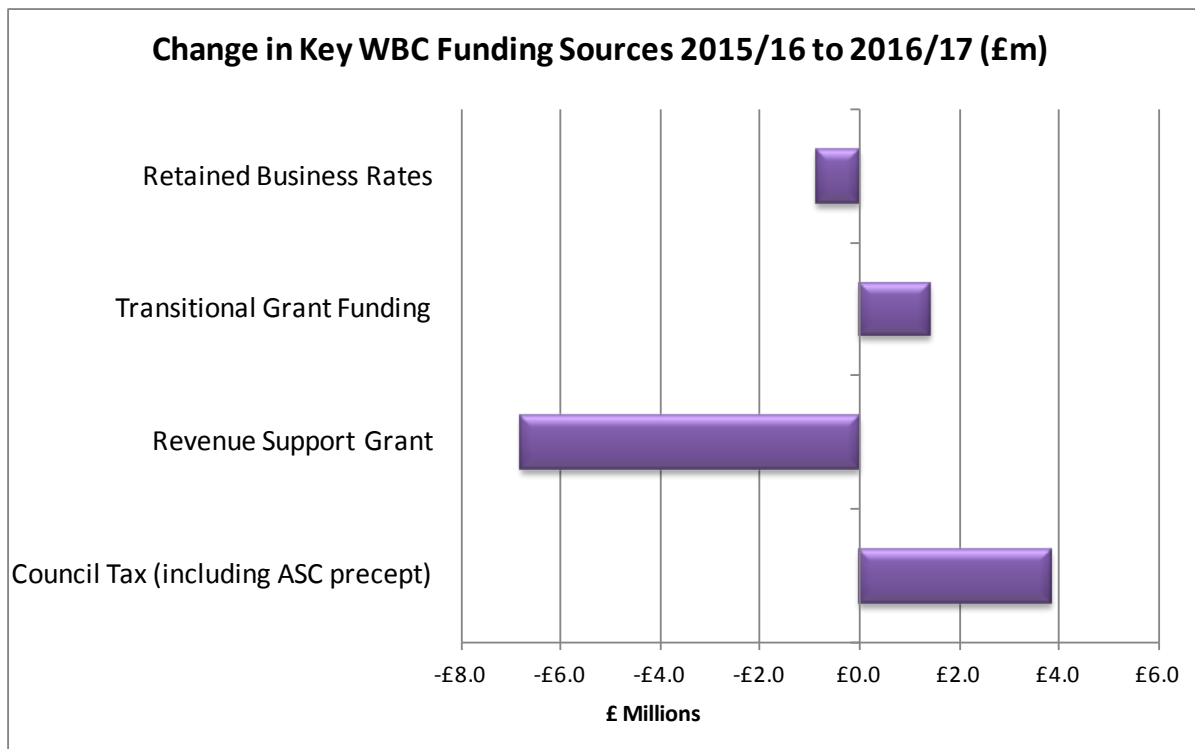
3.8 On 8 February 2016, Government announced their response to the consultation of the provisional Local Government Settlement. A transitional grant has been made available to be paid in each of the first two years of the settlement. West Berkshire will receive additional transitional grant funding from central government of £1.39m in 2016/17 and £1.37m in 2017/18. After the Phase 2 consultation on savings is closed, the Executive on 24 March 2016 will be proposing where the transitional grant funding will be used.

#### 4. Sources of Funding

4.1 The sources of funding for the revenue budget for West Berkshire Council in 2016/17 are shown in the following chart. This does not include 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 2016/17 and a 2% ring-fenced precept for adult social care.
- 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 £9.5m in 2016/17. This represents a reduction in this funding of 44%, or a £7.6m reduction from 2015/16.
- 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 and is available for the first two years of the settlement.
- 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 £87m collected locally the vast majority is paid over to central government leaving the Council with £17.6m. 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 The chart below shows the change to the three main funding sources compared to last year.



4.7 **Department of Health Funding.** This 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. In 2016/17 the fund will be allocated to local areas where it will be 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.

4.8 **Other Funding.** West Berkshire Council receives a number of specific grants to support its priorities:

- (1) **Education Services Grant.** This is allocated on a per-pupil basis to local authorities according to the number of pupils for whom they are responsible. For 2016/17 this amounts to £1.84m for West Berkshire Council, a reduction of £187k from 2015/16. The reduction is as a result of reducing the pupil funding rate from £87 per pupil to £77.
- (2) **New Homes Bonus.** This is paid to councils to encourage them to build new homes. This 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 £3.95m from this grant in 2016/17, which is an increase of £892k from 2015/16 as a result of reaching year six of the scheme.
- (3) **Collection Fund Deficit.** A collection fund deficit of £1.01m 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 2015/16 the physical number of new builds has met expectations but the rate of build has been slower, resulting in a lower value of debit. The deficit reduces our funding available by £1.01m.

- (4) **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. In order to qualify for this flexibility, the authority must prepare an Efficiency Strategy which is included in Appendix O. The initial strategy must be approved by Council by 31 March 2016. This may be updated at any point in the year to take account of any change to the estimated level of capital receipts available and their planned use. Any amendments must also be approved by Council. The main capital receipt available in 2016/17 is £2.9m from the sale of the former Pound Lane depot. This will be used to fund the expected cost of redundancies in 2016/17 of £1.9m, which will generate annual savings of £2.7m, and to fund the transformation of service provision costing an estimated £1m, which will generate annual savings of £500k.

4.9 **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 received by government and then passed straight out to schools. The funding is split into three blocks – schools, early years and high needs. The DSG settlement for 2016/17 was announced on 17 December 2015 and there will be a shortfall of £1.4m. The shortfall in funding will have a significant impact on all schools, making it harder for schools to balance their own individual budgets. The available funding compared to the budget estimates for 2016/17 is shown in the following table:

2016/17 Estimate	DSG Funding £'000	Budget Estimate £'000	Headroom/ (Shortfall) £'000
Schools Block	96,718	96,112	606
Early Years Block	6,708	6,824	-116
High Needs Block	19,464	21,379	-1,915
<b>Total</b>	<b>122,890</b>	<b>124,315</b>	<b>-1,425</b>

- (2) **Public Health Grant.** West Berkshire Council receives a ring-fenced grant to fund Public Health. The Government has announced savings in public health spending averaging annual real terms savings of 3.9% over the next five years and that the grant is to remain ring-fenced for a

further two years in 2016/17 and 2017/18. In 2016/17 we will receive £6.2m. Details of the savings required to meet the cut in grant in 2016/17 are shown in Appendix E iv).

## 5. Planned Revenue Expenditure

### BASE BUDGET GROWTH

- 5.1 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. From April 2016, the new State Pension will replace the existing basic and additional State Pension and will bring to an end 'contracting-out' and the National Insurance rebate. For employers, the standard rate of National Insurance is 13.8% of all earnings above the secondary threshold for all employees and we will no longer receive the 3.4% National Insurance rebate. The impact for West Berkshire Council in 2016/17 is expected to be in the region of £800k.

### BASE BUDGET GROWTH - CARE ACT ELIGIBILITY

- 5.2 The first phase of the Care Act 2014 came into force in April 2015 and introduced the most significant changes to social care legislation for 60 years. The most significant financial impact for the Council was the implementation of the new national eligibility criteria. This required the Council, which had previously met service users' "critical" needs only, to expand the number of clients supported, and the scope of packages of care, to meet this new definition of eligibility which is closer to that previously defined as "substantial". Despite the Government stating they would meet the costs of the Care Act in full, the total additional funding received (which has covered other elements of the Care Act, such as services to carers) has left the Council to cover a funding gap of £3m in caused by this particular change. The Council (with another LA) judicially reviewed the Department of Health's assessment and decision making process and it agreed a further review of the eligibility criteria based on that challenge. The local MP also made representation to the Secretary of State and additional funding may become available following the final outcome of all the review processes.

### CONTRACT INFLATION

- 5.3 Budgets are inflated where a contract is in place and is subject to annual inflationary increases. This amounts to £383k in 2016/17. 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.

### UNAVOIDABLE SERVICE PRESSURES

- 5.4 Each year new unavoidable service pressures arise and need to be built into the revenue budget. The unavoidable pressures for 2016/17 amount to £3.9m and include £908k for children's placements, £551k for Ofsted Improvement plans for Children's Services, £600k for the transition of learning disability clients from children to adult placements and £179k for costs associated with Deprivation of Liberty Safeguarding. Full details are given in Appendix D.

## OTHER RISKS

- 5.5 The Council is also facing a number of risk items that will arise during 2016/17 but cannot yet be quantified. The main risk items are:
- (1) introduction of the National Living Wage, which will affect some Council employees and service providers that we commission
  - (2) part year impact of any delays to implementing the savings plans for 2016/17
  - (3) possible delay to the recruitment and retention of permanent social workers in Children's Services
  - (4) increases in demand for services over and above budget assumptions.

## 6. Savings

- 6.1 Given the scale of task to arrive at a balanced budget for next year a number of significant saving proposals have been made including reductions to libraries, children centres, home to school transport, public transport subsidy, highway maintenance, provision of care services and many others as detailed in Appendix E totalling £14m.
- 6.2 As a result of these savings plans, 127 employees are at risk of redundancy (96 FTE) and in addition 27 vacant posts will be deleted. The associated exit costs are estimated to be in the region of £2m. The Council is proposing in the Efficiency Strategy at Appendix O, to use capital receipts to fund these costs given the level of organisational change being proposed.

## 7. Budget Consultation 2016/17

- 7.1 Given the scale of the savings requirement for 2016/17, 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. As a result, from 3 November to 14 December 2015, a public consultation exercise (Phase 1) was undertaken on the need to make £10.8m of savings in 2016/17. £4.6m of these savings affected frontline services. The consultation generated over 2,500 responses and covered 47 individual budget proposals.
- 7.2 Since the consultation closed on 14 December 2015 Members and officers have had the task of reading and assessing all of the comments received. The Revenue Budget papers has included, as Appendix N, the report which went to the Executive on 11 February 2016 which has been amended to reflect the comments made at that meeting including referencing the three petitions and a letter objecting to the proposed funding reductions for short breaks for children and bus route 143. This report also contains links to the verbatim comments, a summary of comments template, an overview and recommendations template and the Equality Impact Assessments templates for each of the 47 savings proposal.
- 7.3 Members are fully aware of the Public Sector Equality Duty which 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 2016/17 budget.

- 7.4 In view of the unexpectedly poor Government RSG settlement it has been necessary to undertake a Phase 2 public consultation exercise. This commenced on 15 February 2016 and will conclude on 7 March 2016. There are 16 public facing savings proposals representing £2.1m.
- 7.5 It is proposed that the Council will set its budget on 1 March 2016. However, it is also proposed that the Executive, at its meeting on 24 March 2016, be given delegated authority to adjust these plans afterwards, should it need to. Once the consultation closes on 7 March 2016, the responses to our proposals will be fully considered. The Executive will be able to respond accordingly to any issues raised, and will be proposing where the transitional grant funding of £1.39m will be used. The full list of savings proposals for 2016/17 are detailed in Appendix E, amounting to £14m.

## **8. Levies and Capital Financing Costs**

- 8.1 This budget includes approximately £9.6 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 £0.39 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 The proposed changes to each Directorates fees and charges are shown in Appendix H. There are generally two types of charges; statutory and discretionary and the rationale behind the proposed increases are included in detail in Appendices H i) to H iv).

## **10. Funding Statement**

- 10.1 The Funding Statement for 2016/17 shows all non-ringfenced funding available to the Council which can be used to fund the budget requirement.



2016/17 Funding Statement	£m	£m
<b>Income</b>		
Council Tax income		82.28
Revenue Support Grant		9.53
Transitional Grant Funding		1.39
Other Non-Ringfenced Grants		0.07
Retained Business Rates		17.65
Education Services Grant (ESG)		1.84
Department of Health Funding		4.37
New Homes Bonus		3.95
Council Tax Collection Fund deficit		-1.01
Use of Capital Receipt		1.17
<b>Funds available</b>		<b>121.25</b>
<b>Expenditure</b>		
Opening Directorate Budget	116.30	
Base budget growth	2.07	
Contract inflation	0.38	
Unavoidable service pressures	3.89	
Other risks	1.97	
Savings identified	-13.90	
Use of transitional grant funding	1.39	
Directorate budget requirement		<b>112.09</b>
Levies & capital financing costs		9.10
<b>Net Budget Requirement for Management Accounting</b>		<b>121.19</b>
Use of Reserves (-)		0.00
CTSS support for Parishes		0.05
<b>Budget requirement</b>		<b>121.25</b>

## 11. Reserves

- 11.1 As part of the financial planning process, the Council will consider the establishment and maintenance of reserves. Reserves are categorised into General Reserves, Earmarked Reserves, Capital Reserves and Unusable Reserves.
- 11.2 The General Reserves consist of the General Fund and the Medium Term Financial Volatility Reserve (MTFVR).
- (1) The General Fund exists to cover a number of risks. These are detailed as per the s151 officer's statement in Appendix G; there are a number of items that have inherent but not specific risks. If the risks occur, then this would reduce the General Reserves, assuming that every other Council budget breaks even. If the Council over spends then it will need to establish a mechanism for replenishing reserves in future years.

- (2) The Medium Term Financial Volatility Reserve (MTFVR) was created in 2012/13 to cover a number of risks, primarily resulting from changes to local government finances and the volatility that these present.

11.3 At 31 March 2015 the General Reserves amounted to £7.97m, comprising £6.44m in the General Fund and £1.53m in the MTFVR. During 2015/16, the General Reserves decreased by £2.75m for the following reasons:

- (1) £1.15m to support the 2015/16 budget
- (2) £1m to create an earmarked reserve for schools in financial difficulty
- (3) £0.6m to fund the 2015/16 over spend as forecast at quarter three.

11.4 The Council s151 officer (the Head of Finance) recommends that General Reserves are a minimum of 5% of the Council’s net budget, which in 2016/17 should be £6m. In order to ensure the General Reserves meet the £6m prudent level recommended by the s151 officer, £780k has been released from Earmarked Reserves by reassessing the risks relating to these items. General Reserves are now expected to amount to £6m, comprising £4.97m General Fund and £1.03m MTFVR.

## 12. Special Expenses

12.1 There are six special expenses areas within the District and the special expenses to be levied are detailed below:

North Fawley – St Mary the Virgin	£350
Hungerford Footway Lighting	£4,280
Kintbury – St Mary’s Churchyard	£5,100
Shaw – St Mary’s Churchyard	£910
Theale – Holy Trinity	£1,270
Tilehurst – St Michael’s	£12,500
<b>Total</b>	<b>£24,410</b>

12.2 The special expenses to be levied for these areas 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% and apply the adult social care ring-fenced precept of a 2% increase to Council Tax. If these options were not taken, the savings requirement would be £3.2m higher. We have considered all options available to us in order to keep the savings requirement to the level it is. These options include use of capital receipts and transitional grant funding.

## 14. Proposals

- (1) That the responses received to each of the 47 public facing savings proposals in relation to Phase 1 of the public consultation exercise undertaken on the 2016/17 budget be noted.
- (2) That Council consider the use of the 2016/17 transitional grant as a means of mitigating the impact of some of the Phase 1 proposals and where this is not used, the recommendations set out in the Overview and Recommendations template be approved.
- (3) That it be a recommendation to Council that those public health grant funded services (marked as “to be progressed”) in the Overview and Recommendations template totalling £114,000 be progressed.
- (4) That the 2016/17 revenue budget requirement for Council Tax setting purposes of £82.28 million requiring a Council Tax increase of 1.99% be approved
- (5) That the 2% ring-fenced adult social care precept be applied.
- (6) That the Fees and Charges be approved as set out in Appendix H and the appropriate statutory notices be placed where required
- (7) That the Special Expenses be approved as set out in Appendix I
- (8) That the Efficiency Strategy for Use of Capital Receipts be approved as set out in Appendix O.
- (9) That the Executive, on 24 March 2016, be given delegated authority to adjust the Council’s budget plans, should the responses to Phase 2 of the public consultation require it to do so.
- (10) That the Executive, on 24 March 2016, propose where the transitional grant funding of £1.39m will be used.

## 15. Conclusion

- 15.1 The Council has been left with little room for manoeuvre to deliver a balanced budget for next year and has to propose significant savings to many valued services across the Council as detailed in the report.
- 15.2 As a result of these savings plans, 127 employees are at risk of redundancy (96 FTE) and in addition 27 vacant posts will be deleted. The associated exit costs are estimated to be in the region of £2m.
- 15.3 A public consultation exercise (Phase 1) was undertaken on the need to make £10.8m of savings in 2016/17. £4.6m of these savings affected frontline services. In view of the unexpectedly poor Government RSG settlement it has been necessary to undertake a Phase 2 public consultation exercise. This commenced on 15 February 2016 and will conclude on 7 March 2016. There are 16 public facing savings proposals representing £2.1m.

15.4 It is proposed that the Council will set its budget on 1 March 2016. However, it is also proposed that the Executive, at its meeting on 24 March 2016, be given delegated authority to adjust these plans afterwards, should it need to. Once the Phase 2 consultation closes on 7 March 2016, the responses to our proposals will be fully considered. The Executive will be able to respond accordingly to any issues raised, and will be proposing where the transitional grant funding of £1.39m will be used.

15.5 The Council s151 officer (the Head of Finance) recommends that General Reserves are a minimum of 5% of the Council’s net budget, which in 2016/17 should be £6m.

**Background Papers:**

None

**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:**

All

**Strategic Aims and Priorities Supported:**

The proposals will help achieve the following Council Strategy aim(s):

- 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 priority(ies):

- 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:**

Name: Andy Walker  
 Job Title: Head of Finance  
 Tel No: (01635) 519433

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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.

<b>Name of policy, strategy or function:</b>	Revenue Budget 2016/17
<b>Version and release date of item (if applicable):</b>	
<b>Owner of item being assessed:</b>	Andy Walker
<b>Name of assessor:</b>	Andy Walker
<b>Date of assessment:</b>	29.1.16

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

<b>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?</b>	
<b>Aims:</b>	To ensure the Council has a balanced revenue budget for 2016/17
<b>Objectives:</b>	
<b>Outcomes:</b>	
<b>Benefits:</b>	

<p><b>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.</b></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
<b>Further Comments relating to the item:</b>		

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

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.

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

Name: Andy Walker

Date: 29.1.16

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 2016/17

<b>Contract inflation</b>			<b>2016/17</b>
<b>Directorate</b>	<b>Service</b>	<b>Description</b>	<b>£000</b>
Environment	Planning and Countryside	Various contracts including tree maintenance and BBOWT	18
Environment	Culture & Environmental Protection	Waste	256
Environment	All	Other contract inflation	25
<b>Total</b>			<b>299</b>
Communities	Adult Social Care	Birchwood Rent	9
Communities	Adult Social Care	Birchwood Care	33
Communities	Children's Services	SENDIASS	19
Communities	All	Other contract inflation	23
<b>Total</b>			<b>84</b>
<b>Total Contract Inflation</b>			<b>383</b>

# Unavoidable Service Pressures 2016/17

Appendix D

<b>Unavoidable Service Pressures</b>			<b>2016/17</b>
<b>Directorate</b>	<b>Service</b>	<b>Description</b>	<b>£000</b>
Resources	Customer Services	Housing Benefit Admin grant reduction	88
Resources	ICT and Corporate Services	Loss of income from Schools Transferred Services	32
Resources	Legal	Legal Income Pressure due to transfer of S106 to CIL	70
<b>Total</b>			<b>190</b>

Environment	Culture & Environmental Protection	Waste - Tax Base adjustment	31
Environment	Planning & Countryside	Tree safety inspection officer - inspection of dangerous trees adjacent to the highways	35
Environment	Planning & Countryside	Planning Policy - Monitoring Officer	27
Environment	Highways & Transport	CIL Pressure due to reduced income	30
Environment	Highways & Transport	Highways - Streetworks reduced income from Fixed Penalty Notices	17
Environment	Culture & Environmental Protection	Loss of recycling income from Hampshire CC	50
<b>Total</b>			<b>190</b>

Communities	Adult Social Care	LD Transitions re children scheduled to transition into Adult Social Care	600
Communities	Adult Social Care	Deprivation of Liberty Safeguarding (DOLs)	179
Communities	Adult Social Care	'Front Door' staffing for New Ways of Working	70
Communities	Adult Social Care	CHC Specialist	60
Communities	Children's Services	Placements pressure	908
Communities	Children's Services	Ofsted improvement and "Getting to Good"	455
Communities	Education	Ofsted improvement and "Getting to Good"	41
Communities	Prevention and Developing Community Resilience	Ofsted improvement and "Getting to Good"	55
Communities	Children's Services	External placements funding	100
Communities	Children's Services	Childcare Lawyers joint arrangement	300
Communities	Education	Enham contract	15
Communities	Education	Disability support packages (DCT)	205
Communities	Education	Residential care packages (DCT)	110
Communities	Education	0.7 FTE LACES post	40
Communities	Education	SEN Home To School Transport	200
Communities	Education	Additional staffing - SEN Reform	120
Communities	Education	Additional staffing - asbestos checks	26
Communities	Prevention and Developing Community Resilience	Conference & review Team	23
<b>Total</b>			<b>3,507</b>

<b>Total Unavoidable Pressures</b>	<b>3,887</b>
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Line ref	Directorate	Service	Description	Implications	2016-17 Savings
					£000
1	Communities	Adult Social Care	Implementing a new way of working that will ensure a greater focus on prevention and early intervention.	Ensures we fulfil key elements of the Care Act (2014)	-795
2	Communities	Adult Social Care	Transforming lives approach will ensure that people are supported appropriately and in a way that promotes independent living.	Transforming Care is a key national programme of work, this will allow us to ensure appropriate arrangements in place for the most vulnerable people we support and ensuring people access the appropriate funding streams.	-1,192
3	Communities	Adult Social Care	New Ways of Working will focus on connecting people to resources in their local area, which will reduce demand for transport across the district.	This is about finding better alternatives, removing the requirement for transport and procuring what we do need more efficiently. There are two programmes of work in place to address this. A procurement exercise delivered jointly with the corporate transport team, this should enable us to achieve some efficiencies by commissioning on a more strategic level. In addition, working differently we are supporting people to stay connected with their communities rather than using main stream day service provision. This should enable us to reduce demand for transport.	-50
4	Communities	Adult Social Care	Capitalisation of the Berkshire Equipment Store	This will allow us to utilise ring fenced social care capital grants more effectively.	-400
5	Communities	Adult Social Care	Chestnut Walk - closure of a 13 unit care home for older people.	Whilst the building is old and does not meet current expectations, it has always attracted positive feedback from residents and their families. The home is very small with just 13 beds and therefore finding replacement care home beds would not be an issue. No redundancies are expected as, given the extreme shortage of care staff, redeployment opportunities would be available.	-94
6	Communities	Adult Social Care	Efficiencies' as a result of service reconfiguration	ASC are learning from the transformation work that staff will need to be organised differently with far more emphasis on the 'front door' and the ability to work with people to enable them to live their lives as independently as possible. Whilst the evidence shows that working in this new way saves money and gives better outcomes, it does take longer. Whilst we are not looking to reduce capacity, there will be an opportunity to deliver a modest saving through rebalancing the profile of the workforce.	-100
7	Communities	Adult Social Care	Income generation - increasing room hire fees in the three Council Resource Centres	The increase could not be applied retrospectively which means it will not capture all current arrangements. The majority of the organisations that rent the rooms are either voluntary or community groups.	-7
8	Communities	Adult Social Care	Staffing reductions	Staffing reduction relates to the Care Management Function. All activity is statutory, the main risk is that our change programme shows that if we can spend more time working proactively with vulnerable people we reduce the number of people going on to long term services. Reducing staff will limit our ability to do this and could impact our ability to achieve the £1.4m already agreed as part of the savings programme. Reducing staff will mean we have to go slower and will result in longer waiting list, this could lead to more complaints and a more intensive service as needs will have increased. This will impact jointly funded teams so will be done in consultation with BHFT.	-75

Line ref	Directorate	Service	Description	Implications	2016-17 Savings
					<b>£000</b>
9	Communities	Adult Social Care	Reduction in voluntary prospectus	The Care Act (2014) placed a duty on all local authorities to ensure a range of provision in relation to information, advice and guidance. We have looked at the provision in place and feel that we are compliant with the requirement. We had earmarked this funding as part of the Voluntary Sector Prospectus but, having had two attempts, we have been unable to let the contract.	-70
10	Communities	Adult Social Care	Section 106 funding	Using this funding to allow us to manage the pace of budget reductions means that this will not be available for alternative investments in Adult Social Care.	-100
11	Communities	Community Care, Housing & Safeguarding	Remodelling of long term Supporting People funded services across ASC client groups.	Staff time to remodel and transfer services to ASC.	-460
12	Communities	Community Care, Housing & Safeguarding	Decommission the Two Saints Floating Support service providing support for up to 92 people at home to manage tenancies.	The loss of the service may create pressures in homelessness services and other support networks.	-184
13	Communities	Community Care, Housing & Safeguarding	Decommission the Step by Step Supported Lodgings service which provide supported accommodate for up to 12 young people.	This impacts a relatively small number and will need to identify move on accommodation for the current cohort.	-100
14	Communities	Community Care, Housing & Safeguarding	Decommission the mental health supported living scheme at Fountain Gardens which provides 9 units of self contained supported accommodation.	This impacts a relatively small number and will need to identify move on accommodation for the current cohort.	-100
15	Communities	Community Care, Housing & Safeguarding	Remove Housing Strategy and Enabling post	Empty homes work will cease.	-40
16	Communities	Community Care, Housing & Safeguarding	Restructure to remove one service manager post.	Reduced management capacity and redistribution of duties among other managers will slow down the pace of work.	-68
17	Communities	Community Care, Housing & Safeguarding	Reduction in the council contribution to Discretionary Housing Payment (DHP) budget.	Demand for DHP has reduced during 14/15 and 15/16 - application numbers and awards will be monitored in 16/17.	-100
18	Communities	Community Care, Housing & Safeguarding	Restructure in Housing Strategy to remove two posts.	Limited/no ability to respond to Affordable Housing planning applications, Common Housing Register application process times will slow down.	-77
19	Communities	Community Care, Housing & Safeguarding	Contracts and Commissioning remove training role.	Slow down/reduction in training programme.	-21

Line ref	Directorate	Service	Description	Implications	2016-17 Savings
					<b>£000</b>
20	Communities	Community Care, Housing & Safeguarding	Quality Assurance and Service Improvement remove one Care Quality Officer post.	Reduction in capacity will slow down response to care quality issues. Reorganisation of team to prioritise responses for most vulnerable.	-37
21	Communities	Community Care, Housing & Safeguarding	Restructure to remove five posts within Client Financial Services Team	Slow down or cease work in a number of areas - childrens benefits, financial assessments and collection of income for adult social care. Reorganisation to prioritise most vulnerable for financial support.	-136
22	Communities	Community Care, Housing & Safeguarding	Capitalisation of Housing Strategy Administrator post	Post is dedicated to supporting the capital spend on Disabled Facilities Grants.	-17
23	Communities	Community Care, Housing & Safeguarding	Remove Care Quality Team administrative post.	Slow down through put of work in the team.	-10
24	Communities	Community Care, Housing & Safeguarding	Supplies and Services budgets	None	-10
25	Communities	Education Services	Home to School Transport (non SEN services)	Removal of free entitlement for a number of pupils. Some mitigation identified around signs, paths and buses.	-400
26	Communities	Education Services	Property Services.	Reduced maintenance and responsiveness of service. Unable to maintain Uniform property database. Unable to maintain quality work.	-128
27	Communities	Education Services	Post 16 / Community Learning	Repositioning of part post cost into grant.	-26
28	Communities	Education Services	School improvement team	Potential impact on raising achievement across schools due to reduced capacity	-107
29	Communities	Education Services	Children's Centres & Early Years	Reorganisation proposals following consideration of consultation responses. Main issue is that this proposal raises the total sum to be saved from that set out in the first public consultation. Reduction of core sites from ten to three with focus on outreach to delivery points.	-450
30	Communities	Education Services	Educational Psychology Service	Mainly achieved through additional income generated from Emotional Health Academy as set out in EHA business case.	-91
31	Communities	Education Services	School Crossing Patrol	Centrally funded posts will cease and alternative discussions ongoing with schools and communities	-19
32	Communities	Education Services	Child and Adolescent Mental Health Services (CAMHS)	Depends upon Emotional Health Academy take-up/income	-40
33	Communities	Education Services	Connexions/Adviza Contract	Less responsive to DfE data requests/returns with possible negative impact on performance data or/and NEETS	-122
34	Communities	Education Services	Medical Support	To be funded from alternative source.	-7
35	Communities	Education Services	Lift	Contract ended - cease independent travel training.	-115
36	Communities	Education Services	Pre-school teacher counselling	Reduced number of visits, prioritisation of children/families. Team reduced by circa 50%.	-85
37	Communities	Education Services	LAC Budget	To be funded from alternative source.	-25

Line ref	Directorate	Service	Description	Implications	2016-17 Savings
					<b>£000</b>
38	Communities	Education Services	PRC/Dismissal	Budget removed on basis of previous non-spend.	-33
39	Communities	Education Services	Children's Centres & Early Years	Now funded by Public Health.	-208
40	Communities	Education Services	Social Inclusion / EPS	Removal of Service Manager post and reallocation of responsibilities - will increase other managers' workload and leave some gaps.	-79
41	Communities	Education Services	Admissions / Place Planning	Reduced level of service	-17
42	Communities	Education Services	Continuing Health Care (CHC) awards (moved from Children's Services)	Work required to access greater levels of Health funding for placement costs.	-40
43	Communities	Children's Services	Reduce short breaks for disabled children contracts	These contracts are able to be given notice to conclude whilst consideration is given to revising the level of Short Breaks Provision.	-345
44	Communities	Children's Services	Youth Offending Team	Potential reduction in service.	-47
45	Communities	Children's Services	Family Resource Service	Potential reduction in preventative services, which may result in increased pressure to statutory services.	-194
46	Communities	Children's Services	Efficiencies' as a result of Youth Service reconfiguration	Move from preventative provision to targeted work within Integrated Youth Support Service (IYSS).	-53
47	Communities	Children's Services	Family Placement Team	Reconfigure foster carer recruitment processes.	-42
48	Communities	Children's Services	Youth Offending Team	Reduction in management capacity.	-45
49	Communities	Children's Services	IYSS (Youth Service)	Potential reduction in preventative services, which may result in increased pressure to statutory services.	-54
50	Communities	Children's Services	Castlegate	Removal of vacant posts.	-79
51	Communities	Children's Services	Family Resource Team & Help For Families Restructure	Potential reduction in preventative services, which may result in increased pressure to statutory services.	-117
52	Communities	Children's Services	Leaving Care Services	Reduction in support for care leavers.	-14
53	Communities	Children's Services	Family Resource Service	Potential reduction in preventative services, which may result in increased pressure to statutory services.	-10
54	Communities	Prevention and Developing Community Resilience	Development of an Emotional Health Service inclusive of Family Group Conferencing	This will be reliant on income generation from the Private and Independent Sector	0

Line ref	Directorate	Service	Description	Implications	2016-17 Savings
					<b>£000</b>
55	Communities	Prevention and Developing Community Resilience	Local Safeguarding Children's Board (LSCB) Serious Case Review Budget	Should a Serious Case Review be required, statutory partner agencies will be called upon to meet the cost collectively	-10
56	Communities	Prevention and Developing Community Resilience	Family Group Conference Income Generation	This will be dependent on buy-back potential from other Local Authorities and statutory partner agencies	-20
57	Communities	Directorate wide	Review of property arrangements and detailed review of cost centre at account code level.		-120
58	Communities	Directorate wide	General efficiencies		-80
<b>Total Communities</b>					<b>-7,465</b>

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Line Ref	Directorate	Service	Description	Implications	2016/17 £'000
Page 169	Environment	Highways and Transport	Public Transport/Transport Services - Reduce public transport subsidy and review integrated transport team.	<p>This latest reduction in subsidy to support local bus services will result in services being cut. Services ended/ ceasing in 2015/16 included 5 (Newbury circular), 95 (Wickham) and N1-N4 (Newbury-Thatcham evenings) which will contribute towards the 2016/17 savings. The initial savings of £320k (excluding deletion of 1 officer) for 2016/17 will result in the following changes to local bus network.</p> <p>Areas losing all bus services: Ashmore Green &amp; Ufton Nerve (service 75, Hungerford Newtown, Woodlands St Mary &amp; Lambourn Woodlands (90), Beech Hill (75, 154, although service 145 is expected to divert to cover)                      Loss of direct links: Hungerford to Lambourn (service 90), Services to Wantage (82, 107), Upper Basildon &amp; Pangbourne to Reading (143)                      Loss of peak bus service:Chieveley &amp; Beedon (service 6/6A, daytime service covered by 107, Bradfield, Chapel Row, Bucklebury &amp; Cold Ash (101/105), Beenham, Aldermaston, Brimpton, Crookham (102/104/105), Brightwalton, Chaddleworth, Leckhampstead, Peasemore, Winterbourne (107), Upper Basildon &amp; Pangbourne (143)                      Services continued, but at reduced frequency:Service 2, Wash Common – Newbury (now hourly), Service 4, Lambourn – Newbury (removal of non-schoolday peak vehicle), Service 107, Downlands – Newbury (to be daytime only)                      Removal of West Berkshire Council subsidy: Services 20/22 &amp; 46 (Wiltshire contracts, expected to continue), Service 28 (Reading contract, Reading are removing service)</p> <p>The additional savings of £460k required for 2016/17 will result in the following further changes to the local bus network.                      Areas losing all bus services: Upper Lambourn (service 90)                      Loss of direct links: Lambourn to Swindon (service 90)                      Services continued, but at reduced frequency: Service 4, Lambourn – Newbury (removal of second peak vehicle Schooldays), Service 101/4, Chapel Row, Bucklebury, Cold Ash, Brimpton, Crookham to Thatcham (reducing to daytime, twice per week), Service 101/4, Aldermaston, Beenham, Bradfield to Theale &amp; Calcot (reducing to daytime, once per week), Service 143, Upper Basildon and Pangbourne to Purley (reducing to daytime, twice per week)</p> <p>The following services and functions will cease to be provided: Readibus scheduled accessible service (Newbury / Thatcham and Reading corridor), local additions to the national Concessionary Travel scheme (travel 0900 to 0930; companion passes; mental health entitlement; use of Handybuses) and support to Real Time Passenger Information.</p> <p>The Council has a duty to provide appropriate public passenger transport services under the Transport Act 1985. A risk of objection cannot be excluded. In addition to these public transport savings, the Integrated Transport team has been reviewed and will be reduced from 4 officers to 3 in 2016/17.</p>	-815
2	Environment	Highways and Transport	Car Parks - Increase off street parking charges and review staffing resource.	Phase 1 includes an increase to £1.30 from £1.00 for first hour in Newbury plus commensurate tariff increases; a 50p increase in the evening charge to £1.50 and other tariff, season ticket and resident permit price increases at all district wide car parks. An additional £250K will be raised under Phase 2 by further increases at car parks in Theale, Pangbourne and some in Thatcham as well as a 35% increase in season ticket prices. Other changes include raising the Newbury evening charge to £2 and replacing the current Sunday charge of £1.50 in Newbury with the same tariff as Monday to Saturday. Parking charges in Newbury will therefore be the same everyday, 7 days a week. Saving includes deletion of 2 posts (1 CEO and 1 Parking Officer) which will result in reduced levels of responsiveness in respect of parking enquiries.	-691
3	Environment	Highways and Transport	Traffic Management restructure	A reduction of 1 Traffic Management Engineer post from a team of 6 will result in a reduced service. This will include a reduction in parking studies, traffic management investigations and dealing with requests from Parish Councils, Ward Members and the public for traffic management and road safety related services.	-61
4	Environment	Highways and Transport	Signs and Road Markings - reduce budget	This equates to a further cut of 40% in this budget which means that only essential signs and roadmarkings will be replaced/maintained. Many signs will remain dirty or damaged. Many roadmarkings will remain faded.	-60
5	Environment	Highways and Transport	Street Lighting - Energy saving from LED project	Lower energy bills from reduced consumption following completion of LED project in 2016/17.	-290

Line Ref	Directorate	Service	Description	Implications	2016/17 £'000
6	Environment	Highways and Transport	Reduction in Highways maintenance service	These cuts in winter gritting, road repairs, reactive maintenance, drainage and gully emptying will lead to deteriorating road surfaces and the likelihood of subsequent claims, complaints and adverse publicity. The £70k cut in winter gritting will mean a reduction of 50km per night equivalent to one route. The £100k cut in hand patching will mean a return to pothole plugging rather than permanent repairs. The £207k cut in drainage repairs, gully emptying and reactive maintenance will mean more surface water and potholes as the gully emptying frequency will be reduced to an annual cleanse for the majority of gullies. The £25k cut in bridge maintenance will result in reduced levels of routine repairs and maintenance of highway structures and bridges on the Rights of Way network. The £150k cut in the highway emergencies budget may result in a budget pressure if the number of emergencies the Council's Contractor is required to attend exceeds the available budget.	-597
7	Environment	Highways and Transport	Sewage Treatment Plants - Reduction in routine maintenance	Slight fall in maintenance requirement in 2014/15 - hence proposal for budget reduction. This remains a risk as the sewerage treatment plant is an ageing asset and so vulnerable to failure.	-10
8	Environment	Highways and Transport	Income from Traffic Regulation Orders and minor works	Income derived from traffic regulation orders, amount is dependant on number of orders issued each year and is not guaranteed	-15
9	Environment	Culture and Environmental Protection	Savings in Waste	<p>Reductions in the street cleansing service will include reduced weed spraying, litter bin washing and cleansing around the mini recycling centres, subject to agreement with Veolia. Reduced weed clearing could cause problems of blockages to road gullies and the dispersal of highway surface water.</p> <p>Reduction in budget for landfill is a risk item and it assumes recent reductions in volumes will continue.</p> <p>The cessation of payment to re3 for the provision of access by West Berkshire residents to the re3's Smallmead Household Waste Recycling Centre, Island Road, Reading. Discussions are ongoing with re3, it is possible that they will prevent West Berkshire residents having access to the site. If this were to be the case it is anticipated that many of the West Berkshire residents who currently use the Smallmead site will divert to West Berkshire facilities at Padworth and Newbury or dispose some of their waste through the collection service. Accordingly West Berkshire will still have to process a considerable quantity of the waste previously taken by re3. The amount of saving is at risk subject to the amount of waste that diverts from the Smallmead site.</p> <p>Changes to the HWRC services could see an increase in fly tipping and misuse of the kerbside collection service.</p>	-352
Page 170 10	Environment	Culture and Environmental Protection	Reduction in library service.	<p>Close 8 of the 9 static branch libraries leaving just Newbury library open 6 days per week; cease operation of both mobile libraries; retain the At Home Service (mainly provided through volunteers) .</p> <p>Will reduce the contribution made by the libraries to literacy, IT skilling and all levels of informal education for all age groups; reduce access to information and remove social centres from eight communities. Will increase isolation for rural communities and place strain on the At Home volunteer resource. Will remove independent access to a library from many young people.</p> <p>There will need to be a comprehensive assessment of the public service equalities duty.</p>	-690
11	Environment	Culture and Environmental Protection	Cease Tourist Information Service	Impact on local tourism possibly leading to reduced visitors to the area and associated impact on local economy. Greater impact on those not as computer literate, who therefore rely on face to face contact. No contribution from Visitor Information Service staff to the updating of information on the Visit Newbury website.	-62
12	Environment	Culture and Environmental Protection	Watermill - reduce funding	<p>The proposal reduces the funding to the Watermill theatre by approx 44% from £32k to £18k. It may impact on funding to the Watermill Theatre from other organisations such as Arts Council England who look to the support provided by local authorities when determining their own contributions.</p> <p>A risk of objection cannot be excluded.</p>	-14
13	Environment	Culture and Environmental Protection	Environmental Health/Trading Standards - reduce service levels and cease Cleener Greener activity	<p>Cease revenue funded cleaner greener activities (including support to the LSP Greener sub partnership) and remove the budget for Carbon Commitment following the Council achieving exemption from "Phase 2" of the credit system.</p> <p>The additional proposals see a reduction in service levels and responsiveness of EH and TS together with the phased integration of the two services. This reduction will apply to the majority of functions in EH/TS.</p> <p>In an attempt to minimise the risks associated with reducing performance in relation to statutory functions, a framework for prioritisation will be introduced. This will use a form of resource allocation based on a range of factors such as demand and severity of problem. Trading Standards have been operating this model for some time but not with the specific intention of reducing performance in relation to statutory functions. It will be a new approach for the EH service.</p>	-160

Line Ref	Directorate	Service	Description	Implications	2016/17 £'000
14	Environment	Culture and Environmental Protection	Shaw House saving due to application of new business plan	None	-30
15	Environment	Culture and Environmental Protection	Stop arts and leisure development work	Will no longer attract grants from the Arts Council and other bodies or develop partnerships and projects to help vulnerable people participate in cultural activities in order to help develop their self-confidence and employability. There will be loss of access to grants, loss of community and youth projects in partnership with Public Health and others.	-54
16	Environment	Culture and Environmental Protection	Cease contribution to Kintbury Jubilee Centre	This leisure centre is owned by Kintbury Parish Council who engage Parkwood Leisure for the centre management (agreement was facilitated by WBC initially but is not part of the WBC contract). It is the only Leisure centre not run/owned by the Council to receive a grant.	-9
17	Environment	Culture and Environmental Protection	Corn Exchange - Reduction in grant	The current savings package in relation to the Corn Exchange reduces their grant from the Council by £34k per annum over a 5 year period (total reduction of £170k) that commenced with an agreement in April 2014. This proposal will supersede that agreement. It may also impact on funding to the Corn Exchange from other organisations such as Arts Council England who look to the support provided by local authorities when determining their own contributions.  A risk of objection cannot be excluded.	-136
18	Environment	Culture and Environmental Protection	Museum - reduction in service	Reduce schools and other educational work by 40% on the current plan. Reduce capacity to recruit, train and manage volunteers by 20% (equivalent to one day a week of volunteering opportunities). Reduce capacity to manage the storage of collections and reduce public access to the wider collection (not in the museum) by 20% ( about 1 day a week less public access to the collection).	-40
19	Environment	Planning and Countryside	The Newbury public WCs (Pembroke Rd and the Wharf) will close or transfer to Newbury TC	Closure of the WCs in the Wharf will impact on taxi drivers and visitors in particular.	-70
20	Environment	Planning and Countryside	Funding for Minerals and Waste plan	£160k will still be needed to complete the plan which will slip a year due to recruitment issues. The pressure will therefore be required in 17/18 with the permanent saving realised from 18/19 onwards.	-160
21	Environment	Planning and Countryside	Grounds Maintenance - Contract saving / reduce rural cuts by 1 and contract saving through re-tendering	Reduction in rural cut from 3 to 2 cuts per years and slower response times to service requests and complaints, reduced strimming and 'blowing' after grass cutting and reduced small area cutting eg around the base of signage. Visibility splays will be prioritised on classified roads but there still could be road traffic accidents in rural area.	-10
22	Environment	Planning and Countryside	Cease Access Service	Cease monitoring of compliance with the Equality Act 2010 which ensures the Council provides services that are accessible to people with disabilities. Cease training external service providers (including companies that deliver services on the Council's behalf) on access and equalities. No scrutiny of planning applications or support to the Planning Access Panel in relation to accessibility and inclusivity. Reduce consultation with the various access stakeholder groups such as the Disability Alliance.	-48
23	Environment	Planning and Countryside	Pang and Kennet cease contribution	This is a well developed Project with a history of working with landowners in the Pang and Kennet Valley. The funding reduction is likely to impact on a range of projects including those looking at enhancement of Biodiversity Opportunity Areas, identified by the Local Nature Conservation Partnership, work with the Parish Councils to incorporate biodiversity into Parish Plans. Will lose the ability to attract additional funding from other organisations who look to the support provided by local authorities when determining their own contributions.	-14
24	Environment	Planning and Countryside	Additional income from Development Control	If the number of planning applications should reduce then income could reduce leaving an in year pressure. At this stage national and local trends suggest that the number of applications will continue to increase.	-42
25	Environment	Planning and Countryside	Increase income at Henwick Worthy sports pitches	Increase in demand has resulted in increased income. If demand drops there may be an in year pressure.	-5
26	Environment	Planning and Countryside	Reduce Transport Policy Team resource by 1FTE	Statutory Local Transport Plan will take approx 1 year longer to produce. No longer bid for revenue funded transport initiatives relating to projects like active travel, congestion and air quality. Implementation work on transport initiatives like active travel would cease. Stop consultation responses on 'Minor' and 'Other' planning applications. Reduce support for external meetings such as West Berkshire cycle forum and cease annual cycle monitoring.	-35
				<b>Total Environment</b>	<b>-4,470</b>

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## Resources Directorate Savings 2016/17

Line Ref	Directorate	Service	Description	Implications	2016/17 £'000
1	Resources	Chief Executive	Cut to Resources Training and small efficiencies	Reduced opportunities to support the training and development of staff with the result that employee engagement may fall and the Council will be left with a less capable workforce to deliver what is needed.	-66
2	Resources	Strategic Support	CCTV - cease WBC contribution and seek contributions from the relevant Parish / Town Councils	CCTV - This service currently costs the Council £224,000 annually. In response to the consultation, Newbury Town Council working with Newbury BID, Thames Valley Police are developing a proposal which will hopefully see a CCTV system being retained in Newbury. Thatcham, Hungerford Town Councils Lambourn and Theale Parish Councils are also considering whether to develop their own bespoke CCTV service.	-225
3	Resources	Strategic Support	Stop contribution to Safer Communities/Thames Valley Police (TVP) Co-ordinator's salary	This will mean that community messaging within TVP will need to be reassigned to another TVP officer or the service will cease. This could have an impact on communities who use this system to cascade community safety information. A redundancy may well arise.	-28
4	Resources	Strategic Support	Efficiency saving	None	-5
5	Resources	Strategic Support	Reduction in postage costs through use of an alternative	None	-10
6	Resources	Strategic Support	Members Allowances - efficiencies / pay increase foregone	None	-9
7	Resources	Strategic Support	Members Catering - cut budget	None	-7
8	Resources	Strategic Support	Reduce staffing for Lib Dem support; no longer required due to lower numbers elected.	None although some limited officer support is being provided by existing staff which is causing pressures in itself..	-17
9	Resources	Strategic Support	Members' support Conservative - reduce budget	None	-1
10	Resources	Strategic Support	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.	-15
11	Resources	Strategic Support	Subscriptions to outside organisations - Voluntary Associations	None	-2
12	Resources	Strategic Support	General Management - efficiencies	None	-2
13	Resources	Strategic Support	Reduction in grants to Voluntary Bodies - Community Council for Berkshire	This will mean an increased workload for the Policy Executive assigned to this role and will mean that there will be an overall reduction in work in this area.	-22
14	Resources	Strategic Support	Reduction in grants to Voluntary Bodies - Empowering West Berkshire	EWB provide the VCS with valued guidance and support and help to bring in significant sums of funding into the district via their work with groups who seek external funding opportunities. Removing this organisation will leave the Council and the communities of the district without any support and guidance and may lead to a reduction in volunteering and groups being established because of the lack of support and advice available. This move may lead to individual VCS organisations dominating the market rather than trying to create a vibrant VCS.	-50
15	Resources	Strategic Support	Reduction in grants to Voluntary Bodies - All2gether, Community Furniture Project	The proposal for All2gether will mean that the good work that they do with the minority communities within West Berkshire will cease. This may lead to a widening of the gap between these communities. The proposal for the CFP may result in a number of their schemes being stopped which could impact on the vulnerable people that they work with.	-21
16	Resources	Strategic Support	Reduction in grants to Voluntary Bodies - Citizens Advice Bureau	Currently the Council pay CAB £240,000. The role of CABs is changing and with the introduction of the Government welfare agenda the approach seems to be that the Government will in future provide advice and support on financial issues. Discussions have been ongoing with CAB about the likelihood of budget reductions and they have already looked at options to mitigate this proposal by looking to work across Berkshire West. The reduction will clearly result in delays in CAB being able to provide advice. This may impact on the Council in that people unable to get an urgent appointment may come to the Council for assistance. However, evidence from CAB suggests that more people are using online services in the first instance before seeking advice.	-40
17	Resources	Strategic Support	Cease contribution to Neighbourhood Wardens	This proposal will affect a limited number of Parishes across West Berkshire. Unlike CCTV the relevant Parishes do pay towards this scheme and so there may be little headroom in their precepts to take on further costs. Sovereign Housing, the employer, will need to consider its position and whether the three schemes could be reviewed and moved to a single delivery model.	-208
18	Resources	Strategic Support	Press and PR - reduction in working hours/ efficiencies / marketing budget	The reduction in hours will clearly have an impact on what can be achieved so this will be kept under review and where necessary decisions made about priority areas.	-14
19	Resources	Strategic Support	Economic Development - reduction in budget	Less support for economic development activities eg in relation to job fairs etc	-5
20	Resources	Strategic Support	Emergency Planning - cut equipment and training budgets	No implications	-2
21	Resources	Strategic Support	Delete Information Management Officer	This is achievable as a result of the merger of the SCP Data Analyst post and the Information Management Officer post. This will mean delays in being able to support services with key data.	-28
22	Resources	Customer Services	Ongoing restructuring exercise which is focused on consolidating existing activity.	Will have some impact on capacity and resilience but this is essentially a consolidation exercise.	-49
23	Resources	Customer Services	Government legislation which will see an increasing amount of benefits related work transfer to Central Government which will enable a consolidation of posts	Gradual reduction in staffing over time. This will depend on the scale and pace of implementation of Universal Credit. It has to date been slower and less expansive than originally envisaged.	-17

## Resources Directorate Savings 2016/17

Line Ref	Directorate	Service	Description	Implications	2016/17 £'000
24	Resources	Customer Services	A significant increase in residents doing business over the web has led to a reduced demand for telephone and face to face contact. This allows efficiency savings to be made through a gradual and controlled reduction in staffing	These savings are being achieved through a programme of pushing more activity and transactions through a digitised route. This is bringing increased convenience to the customer and financial savings to the Council. The savings relate to an ongoing reduction in FTE. These will be taken as posts become vacant.	-20
25	Resources	Customer Services	Close Calcot Service Point	The closure of the Calcot Office will be felt most by those residents to the east of the District. Should they be unable to resolve their enquiry by email or by telephone they may have to visit our office in Market Street which could be potentially more expensive and less convenient than the current arrangement.	-20
26	Resources	Customer Services	Restructure	The removal of these posts will place a pressure upon service delivery/resilience and will decrease its capacity with a consequential impact on meeting performance indicators.	-173
27	Resources	Customer Services	Close Cash Office at Market St Offices	The Cash Office has moved to reduced hours in recent years. It is currently open 2.5 days a week and will typically take 125 payments a week. Most of the payments are in respect of Council Tax with smaller numbers for Debtors Accounts and Parking fines. Many of the visitors to the Cash Office do so because they have always done so and / or they do not have a Bank Account. Over 50% of Councils no longer have Cash Offices in what is rapidly becoming a Cashless Society.	-44
28	Resources	Customer Services	Legal fees efficiency saving	Reduce budget to bring it in line with demand.	-6
29	Resources	Finance	Staffing Efficiencies	None	-17
30	Resources	Finance	Efficiencies in supplies and services	None	-15
31	Resources	Finance	Reduction in support in Technical Team - 1FTE	Proposed cut is accountant resource and assumes that work can be accommodated elsewhere in different parts of the Accountancy service.	-39
32	Resources	Finance	Reduction in external audit fee	None - the reduction reflects the External Auditors' confidence in the financial management arrangements in place.	-10
33	Resources	Finance	Implementation of electronic payment card process	Project to look at the benefits of paying our suppliers using a virtual electronic payment card which should result in both cashflow and transaction cost savings.	-10
34	Resources	Finance	London Rd Industrial Estate - Additional income from ground rents	None	-16
35	Resources	Finance	Capital and Financial Planning - Contract savings made on VAT / PAYE advice	None	-8
36	Resources	Finance	Efficiencies in general office costs	None	-40
37	Resources	Finance	Reduction in non essential training for 1 year	None	-3
38	Resources	Finance	Asset Officer - hold recruitment for 1 year	Temporary reduction in asset officer resource that will be accommodated by the Service.	-23
39	Resources	Finance	Implementation of credit card charges/ turn off credit card facility	Introduction of a 2.4% credit card transaction fee to off-set against the cost the Council incurs in accepting payments by credit card.	-30
40	Resources	Finance	Reduction in Internal Audit Team - 1FTE	Reduced internal audit coverage which will require audit resource to be prioritised to cover the most risky areas of the Council's business. KPMG are no longer reliant on the work of the audit service in forming their opinion on our accounts although the work of the service provides an essential level of reassurance that the control framework is operating effectively.	-39
41	Resources	Finance	Hold recruitment of Insurance Officer Post for 1 year	Workload can be managed in the short term by existing staff.	-15
42	Resources	Human Resources	Supplies and services reduction in subscriptions	Reduce the ability of expert HR resources for HR staff. Will need to use more free on line resources (such as ACAS)	-5
43	Resources	Human Resources	Delete 0.5 FTE dedicated to corporate work	This staff reduction will put the Operations Team under even more pressure. The Head of HR will need to spend more time on case work to the detriment of strategic work.	-24
44	Resources	Human Resources	Restrict employee counselling sessions	Counselling for employees is a valued service and this cut will restrict but not end this benefit to employees	-8
45	Resources	Human Resources	Cease funding for the Unison Branch Secretary	Likely to be less UNISON support available to staff.	-35
46	Resources	Human Resources	No maternity cover in Operation Team	Work will be allocated among other staff for the period of maternity leave - will create more pressure on staff.	-10
47	Resources	Human Resources	Reduction in staffing - 1.5 FTE in Social Care Training	This will make admin work slower/less will be done, although upskilling the remainder of the Team will assist.	-33
48	Resources	Human Resources	End of Leadership development investment	None - investment was for a specific project	-33
49	Resources	Human Resources	Restructure of HR senior management	Managerial level work will be picked up by other HR managers and Head of HR pending a restructure.	-15
50	Resources	ICT and Corporate Support	Cancellation of dedicated voice circuits	None	-10

## Resources Directorate Savings 2016/17

Line Ref	Directorate	Service	Description	Implications	2016/17 £'000
51	Resources	ICT and Corporate Support	Take a 1 year training "holiday" on non essential training	This will be poorly received by staff who feel they don't receive adequate training and development	-15
52	Resources	ICT and Corporate Support	Additional income from schools through increased training, purchase of equipment etc	Currently we operate a cost recovery model so this saving relies on additional income over and above the costs to be recovered eg from additional training, purchase of computers etc.	-8
53	Resources	ICT and Corporate Support	Efficiency saving - remove Professional Fees budget	Less capacity for expert resource to be brought in for bespoke reporting. Services requiring any bespoke reports will need to fund it themselves.	-5
54	Resources	ICT and Corporate Support	Efficiency saving - switch ArcGIS licences to concurrent or WEB licences	This may mean a reduction in functionality which may not fulfill all the Service requirements.	-15
55	Resources	ICT and Corporate Support	Reduce Facilities staffing by 0.5FTE	The concern is that if maintenance budgets are cut there is increasing demand for staff time.	-18
56	Resources	ICT and Corporate Support	Eliminate Cleaning Supervisor Post	Redundancy Costs. Quality of cleaning contract may be impacted without inhouse supervision.	-7
57	Resources	ICT and Corporate Support	Reduce/downgrade maintenance and licensing	There will be potential for more ICT related faults/incidents and longer delays to recover from incidents which may be disruptive to service delivery	-40
58	Resources	ICT and Corporate Support	Improve the efficiency of the Wide Area Network	None	-15
59	Resources	ICT and Corporate Support	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 on capacity for other projects including the capital programme	-40
60	Resources	ICT and Corporate Support	Printer rationalisation savings as a result of ongoing implementation of an "Invest to Save" project	This would leave minimal budget for refresh of machines	-70
61	Resources	ICT and Corporate Support	Grow Print Room income	This will require specific activities to promote the Service, however this is at risk as it is at a time when other Service budgets are decreasing and the Print Room income may decrease as a consequence.	-15
62	Resources	ICT and Corporate Support	ICT Management/Post Room - restructure	These changes were already in train prior to the need to make new savings. The changes have been already been consulted upon and we believe there will be no negative impacts.	-39
63	Resources	ICT and Corporate Support	Reduce postage costs through more effective use of postal service and other means of communication	This is ever dependent on postage costs and Services using the best method of communications.	-5
64	Resources	Legal	Do not renew Lexcel accreditation	Assessment fee costs. Removal of all reference from paperwork, loss of recognition of a national quality standard	-2
65	Resources	Legal	Reduction in staffing - 1 FTE Business Systems Manager	This would involve not replacing the Business Systems Manager post. It would result in the abandonment of Lexcel/CIPFA Benchmarking/performance monitoring together with loss of support on deferred payments and consequential loss of income. Representation on internal groups and cover would go; general trouble shooting and coordinating business systems/IT/management systems	-38
66	Resources	Legal	Staff savings from restructure and deletion of trainee post	This would involve the deletion of the trainee post which is currently vacant. This will result in a reduction in capacity within the Service together with extended timescales for responses under SLAs	-33
67	Resources	Legal	Reduction in staffing - 1 FTE solicitor post	Impact would put pressure on remaining staff assuming demand continues at present rate and service remains in house. Response times will be missed, potential Court deadlines impacted. Service Level Agreement revised to include extended deadlines. Will severely impact on prosecuting Services and will require more extensive use of Counsel which will put additional pressure on disbursements budget particularly where some services are seeking to share with other authorities.	-46
68	Resources	Legal	Procurement saving - change supplier of legal books	None	-10
			<b>Resources Total</b>		<b>-1,965</b>

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## Public Health Savings 2016/17

Line Ref	Directorate	Service	Description	Implications	2016/17 £'000
1	Resources	Public Health	Reductions in the Shared team	None	-15
2	Resources	Public Health	Procurement efficiency Chlamydia screening	None	-18
3	Resources	Public Health	Sexual Health Campaign in schools - cease campaign	None	-3
4	Resources	Public Health	Reduce grant for HIV counselling	None	-7
5	Resources	Public Health	Reduction in the amount paid for CVD Health checks through re-tendering of the work	None	-30
6	Resources	Public Health	Cut free swimming lessons and transport; target remaining programme through Children's Centres and Primary Schools	Only children from low income families or other vulnerable groups will be eligible.	-7
7	Resources	Public Health	Decommission Barometer tier 3 weight management in Primary Care	None - New tier 3 services commissioned by CCG in future.	-3
8	Resources	Public Health	Cease contribution to YOT projects for speech and language and physical activity	the projects will continue but to a lesser extent	-6
9	Resources	Public Health	Cease/reduce contributions to Voluntary Agencies for Feel Good Fortnight	None	-10
10	Resources	Public Health	Decommission Dental function within the Joint Arrangement (being decommissioned by all Berkshire Unitaries)	None	-24
11	Resources	Public Health	Make efficiency savings across that Substance Misuse budget. Other efficiencies are being explored including substitute prescribing, shared care, alcohol brief interventions	It is the intention that the service can be decreased in size but still provide the support needed by those who require help to decrease drug and alcohol use.	-14
			<b>Public Health Total</b>		<b>-137</b>

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### 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
- Working Balances: temporary reserves that are routinely created to meet expenditure committed but not yet paid for
- Earmarked Reserves: amounts held for specific future projects

#### **The General Reserve**

The purpose of General Reserves are 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 Council s151 officer (the Head of Finance) recommends that the General Reserve totals, as a minimum, 5% of the Council's net revenue expenditure. As at the 1.4.2016, this would be a minimum reserve of £6m.

<b>Table 1 - General Reserves Summary</b>	<b>Estimate*</b>	
	<b>31.3.2015</b>	<b>31.3.2016</b>
	<b>£m</b>	<b>£m</b>
General Fund	6.44	4.97
Medium Term Financial Volatility Reserve (MTFVR)	1.53	1.03
<b>Total General Reserves</b>	<b>7.97</b>	<b>6.00</b>

During 2015/16 the General Reserves decreased by £2.75m for the following reasons:

1. £1.05m to support the 2015/16 budget
2. £1m to create an earmarked reserve for schools in financial difficulty
3. £600k to fund the 2015/16 over spend as forecast at quarter three
4. £100k to fund school improvement

In order to ensure the General Reserves meet the £6m minimum level, £780k has been released from Earmarked Reserves by reassessing the risks relating to these items.

The movement in General Reserves is explained in the following table:

<b>Table 2 - Movements to General Reserves</b>	<b>£m</b>
<b>Total General Reserves at 31.3.2015</b>	<b>7.97</b>
Utilisation of General Reserves for the 2015/16 budget as agreed at Council March 2015	-1.15
Create an earmarked reserve for schools in financial difficulty	-1
Quarter Three forecast over spend	-0.60
Movement from Earmarked Reserves	0.78
<b>Estimate at 31.3.2016*</b>	<b>6.00</b>

The General Reserve is expected to cover any of the following risks should they arise:

- The impact of significant increases in demand to Council budget areas, specifically in Adult Social Care and Children's Social care
- 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 a variety of other reserves which are earmarked for specific purposes. The significant items are highlighted in the following table:

Table 3 - Earmarked Reserves Summary	Estimate*	
	31.3.2015	31.3.2016
	£m	£m
Schools Balances	5.12	5.22
Special Expenses	0.01	0.01
Self Insurance Fund	1.08	1.08
Long Term Commitment	1.13	0.90
Specific Earmarked Reserves	3.73	2.53
Waste Management Strategy	0.98	0.43
<b>Total General Reserves</b>	<b>12.04</b>	<b>10.15</b>

### 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 commitments

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.

### Specific Earmarked Reserves

Funds set aside to cover specific future liabilities. The main items in here are:

- **Adult Social Care Risk Fund**

This reserve was created from one-off savings in Adult Social Care to meet known risks within the service. A separate risk register is held for the service. As with all reserves, these are one-off solutions and any on-going pressures will need to be adjusted via the budget process.

- **Restructuring Provision**

The Council expects to use some of this provision in the specific earmarked reserves to fund the cost of the savings proposals for the 2016/17 budget proposals. It is anticipated that this reserve will mitigate, as much as possible, the impact of any savings related costs to the Council over the short term and so protect the Council's levels of general reserves to at least the minimum amount

recommended by the s151 officer. 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**

A reserve created to cover the Council's share of any liabilities that may arise from schools in financial difficulty.

### **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.

A full list of the Council's reserves are disclosed in the Council's financial statements (2014-15) available on our website:

[West Berkshire Council - Statement of Accounts](#)

\* Please note that these reserves are before any changes from the 2015/16 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 1st March 2016.

**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 £6m for the 2016/17 budget requirement. The General Reserve balance is expected to be £6m if the Quarter Three over spend of £600k remains the case at year end.

**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 2016/17 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 2016/17 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 £14m of savings. The medium term financial strategy 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. The savings programme will also

## Appendix G

help to ensure that Council Tax increases are kept to as low a level as possible and deliver efficient local services.

### 3.3 Budget and Financial management

West Berkshire has an excellent record of budget and financial management. The level of under and overspends in recent years is as follows

• 2007/08	£196k under spend	0.22% of budget excluding DSG
• 2008/09	£351k over spend	0.34% of budget excluding DSG
• 2009/10	£5k under spend	0.01% of budget excluding DSG
• 2010/11	£ 580k under spend	0.48% of budget excluding DSG
• 2011/12	£ 491k under spend	0.39% of budget excluding DSG
• 2012/13	£620k under spend	0.50% of budget excluding DSG
• 2013/14	£449k under spend	0.37% of budget excluding DSG
• 2014/15	£30k over spend	0.02% of budget excluding DSG
• 2015/16	£600k over spend as at M9	0.48% of budget excluding DSG

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 99.7% 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



## Appendix G

- 4.1 The balance of the in year budgetary position against the proposed budget will be managed against the General Reserve. 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 will reduce and will need to be replenished up to a 5% level in future years. 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 2016

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## Community Services Fees and Charges Proposals 2016-17

### 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 1<sup>st</sup> 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 not to increase prices for 2016-17 in line with current estimations of CPI, with the exception of rental charges at our Resource Centres. Rental charges have not seen an increase since 2011 and will still remain competitive in the local area (existing contracts will be honoured and increased fees applied on renewal).
- 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 is unchanged from 2015-16.
- |                     |         |
|---------------------|---------|
| Older People        | £ 62.80 |
| Learning Disability | £102.50 |
| Physical Disability | £ 95.70 |
- 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 remain at £753.00.
- 1.14 Deputyship Fees are set by the Court of Protection.



**Figure 1 - Adult Social Care Fees and Charges**

<b>Adult Social Care</b>		
<b>Description</b>	<b>Fees 2015-16</b>	<b>Proposed Fee 2016-17</b>
<b>Service - All client groups</b>		
Residential care independent sector homes - full cost per week	Actual cost	Actual cost
Laundry Service	£8.00	£8.00
Meals provided in WBC Resource Centres	£4.80	£4.80
WBC Resource Centre outreach workers	£17.90	£17.90
WBC Transport - maximum charge per journey	£8.20	£8.20
WBC Foot Care service regular appointment	£19.40	£19.40
WBC Foot Care Equipment	£11.80	£11.80
External day activities	Actual cost	Actual cost
WBC Resource Centres - charge to other LA's/PCT's		
- Older People	£62.80	£62.80
- LD	£102.50	£102.50
- PD	£95.70	£95.70
Charges to any organisation using WBC Resource Centres; Greenfields, Hungerford & Phoenix	Actual cost	Actual cost
WBC Resource Centres - charge per day	£45.00	£45.00

**Figure 2 - Adult Social Care Fees and Charges**

<b>Adult Social Care</b>		
<b>Description</b>	<b>Fees 2015-16</b>	<b>Proposed Fee 2016-17</b>
<b>Service - Older People</b>		
Residential care WBC Homes - full cost per week	£753.00	£753.00
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
<b>Service - Learning Disabilities</b>		
Transporting clients from care homes to resource centres (charge to provider)	Actual cost	Actual cost
Adult Placement - management fee	£84.70	£84.70

**Figure 3 - Adult Social Care Fees and Charges**

<b>Resource Centre - Rental Charges</b>						
	<b>Fees 2015-16</b>			<b>Proposed Fees 2016-17</b>		
<b>Room</b>	<b>Daily Rate</b>	<b>Half Day Rate</b>	<b>Hourly Rate</b>	<b>Daily Rate</b>	<b>Half Day Rate</b>	<b>Hourly Rate</b>
<b>Phoenix Resource Centre</b>						
Ground floor woodwork room	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
External car washing facility	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Ground floor Theatre	From £62.80 to £104.60	From £31.40 to £52.40	From £10.50 to £18.90	From £69.10 to £115.10	From £34.50 to £57.60	From £11.60 to £20.80
First floor Theatre office	£12.60	£6.40	N/a	£13.90	£7.00	N/a
Ground floor frailty and dementia suite	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Ground floor physical disability suite	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Ground floor sensory cooking room	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Ground floor sensory room	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Ground floor optimusic room	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Ground floor snackbar and dining room	£62.80	£31.40	£10.50	£69.10	£34.50	£11.60
Ground floor small activity room	£20.90	£10.50	£4.20	£23.00	£11.60	£4.60
Craft activity room	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
First floor computer suite	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
First floor activity / office space - full space	£83.70	£41.90	£14.70	£92.10	£46.10	£16.20
First floor activity / office space - half space	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
First floor activity / office space - medium	£62.80	£31.40	£10.50	£69.10	£34.50	£11.60
Art room	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
First floor large meeting room	£26.20	£13.10	£5.20	£28.80	£14.40	£5.70
First floor small meeting room	£15.70	£7.90	£2.70	£17.30	£8.70	£3.00
Accessible shower facility and personal care rooms	N/a	N/a	£7.90	N/a	N/a	£8.70



**Figure 4 - Adult Social Care Fees and Charges**

<b>Resource Centre - Rental Charges</b>						
<b>Room</b>	<b>Fees 2015-16</b>			<b>Proposed Fees 2016-17</b>		
	<b>Daily Rate</b>	<b>Half Day Rate</b>	<b>Hourly Rate</b>	<b>Daily Rate</b>	<b>Half Day Rate</b>	<b>Hourly Rate</b>
<b>Hungerford Resource Centre</b>						
Ground floor main activity room	£83.70	£41.90	£14.70	£92.10	£46.10	£16.20
Ground floor computer suite	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Ground floor quiet room	£20.90	£10.50	£4.20	£23.00	£11.60	£4.60
Ground floor hairdressing salon	£20.90	£10.50	£4.20	£23.00	£11.60	£4.60
First floor meeting room 1	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
First floor meeting room 2	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Accessible bath facility and personal care rooms	N/a	N/a	£7.90	N/a	N/a	£8.70
<b>Greenfield Resource Centre</b>						
Atrium	£31.40	£15.70	£5.20	£34.50	£17.30	£5.70
Computer suite	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Frailty and dementia suite	£62.80	£31.40	£10.50	£69.10	£34.50	£11.60
Physical disability suite	£62.80	£31.40	£10.50	£69.10	£34.50	£11.60
Learning disability suite	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Optimusic / sensory room	£41.90	£20.90	£7.40	£46.10	£23.00	£8.10
Small office	£20.90	£10.50	£4.20	£23.00	£11.60	£4.60
Accessible bath facility and personal care rooms	N/a	N/a	£7.90	N/a	N/a	£8.70

Hourly rate applies for bookings of between 1 and 3 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%. 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 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.
- 1.17 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.
- 1.18 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.
- 1.19 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.
- 1.20 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.
- 1.21 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

1.22 Supporting People Services will be charged at the actual cost of the service received.

**Figure 5 - Care Commissioning, Housing & Safeguarding Fees and Charges**

<b>Care Commissioning, Housing &amp; Safeguarding - Housing</b>			
<b>Description</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Notes</b>
Copy of Housing Needs Assessment	No charge	No charge	Local Authorities do not charge for this
Average rent for temporary accommodation per week	£127.34	£129.41	Rents vary according to the size of the accommodation offered. This shows the average charge per week.
Do It Yourself Ownership rent	2.2% on individual contracts	1% on individual contracts	2015-16 +1%
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.	£88.81	£89.70	FHC rents to be reviewed following refurbishment

**Figure 6 - Care Commissioning, Housing & Safeguarding Fees and Charges**

<b>Ineligible charges for Bed and Breakfast accommodation</b>					
	<b>Fees 2015-16</b>				<b>Proposed Fees 2016-17</b>
<b>Household</b>	<b>Heating, lighting &amp; hot water</b>	<b>Breakfast</b>	<b>Total per week</b>	<b>Total per day</b>	
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 2016
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 Children's Services and Education Services have three areas of income generation. These are Youth Service (Children's), Home to School Transport and Children's Centres (Education).
- 2.2 Fees and charges can have a direct impact on usage and take up.
- 2.3 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';
- 2.4 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;
- 2.5 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.

### **Youth Service**

- 2.6 The Youth Service in line with Council priorities has moved away from universal youth provision toward more targeted work which does not have the capacity to generate significant income.
- 2.7 Charges applied in previous years for hire of facilities to the public and to commercial organisations have been removed due to the planned disposal of these facilities (figure 8).
- 2.8 Charges applied in previous years for youth activity programmes have been removed due to the planned disposal of these facilities (figure 7).
- 2.9 Basic seasonal charges are no longer applied (figure 9) due to the planned disposal of these facilities.

**Figure 7 - Youth Services Fees and Charges**

<b>Youth Services - Youth and Community Services</b>				
	<b>Moorside Centre</b>		<b>Waterside Centre</b>	
	<b>2015-16</b>	<b>2016-17</b>	<b>2015-16</b>	<b>2016-17</b>
Small Hall / Theatre	£13.50	N/A	£13.50	N/A
Large Hall / Gymnasium	£18:35	N/A	£18.35	N/A
Kitchen & coffee Bar	£11.20 + £5.40 for kitchen per booking	N/A	£11.20 + £10.20 per booking for kitchen	N/A
Outside Courts/ Play Areas	£19.40 and £30.55 with lights	N/A	N/A	N/A
Stage / Lighting / Sound Additional Charge dependent upon individual requirements	On application	N/A	On application	N/A

**Figure 8 - Youth Services Fees and Charges, Charges to Commercial Organisations**

<b>Youth Services - Youth and Community Services</b>				
	<b>Moorside Centre</b>		<b>Waterside Centre</b>	
	<b>2015-16</b>	<b>2016-17</b>	<b>2015-16</b>	<b>2016-17</b>
Small Hall / Theatre	£20.30	N/A	£20.30	N/A
Large Hall / Gymnasium	£28.00	N/A	£28.00	N/A
Kitchen & coffee Bar	£16.90 + £5.40 per booking for kitchen	N/A	£16.90 + £10.20 per booking for kitchen	N/A
Outside Courts/ Play Areas	£19.40/with lights £30.55	N/A	£0.00	N/A

Note: Hire Charges for Evening Parties, Weddings are applied on the basis of the charges to commercial organisations in figure 8.

**Figure 9 - Youth Services Fees and Charges, Activity Programme**

Youth Services - Youth and Community Services				
	Moorside Centre		Waterside Centre	
	2015-16	2016-17	2015-16	2016-17
Basic Sessional Charge	£0.60	N/A	N/A	N/A

Note: – Annual Youth Club Membership varies according to Nature of Club.

## Children’s Centres

2.10 The Children’s Centres 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 2016-17 as Children Centres are already charging at the top end of the scales in their reach areas.

**Figure 10 - Children's Centres Fees and Charges (charges per hour)**

<b>Children's Centres</b>						
	<b>Fees 2015-16</b>			<b>Proposed Fees 2016-17</b>		
<b>Room Hire</b>	<b>Non profit Organisation</b>	<b>Profit Organisation</b>	<b>Statutory Services</b>	<b>Non profit Organisation</b>	<b>Profit Organisation</b>	<b>Statutory Services</b>
Burghfield	£8.00	£15.50	£4.50	£8.50	£15.50	£4.50
South Newbury	£8.00	£15.50	£4.50	N/a	N/a	N/a
Pangbourne	£8.00	£15.50	£4.50	N/a	N/a	N/a
East Downlands	N/a	N/a	N/a	£8.50	£15.50	£4.50
Calcot / Theale	£8.00	£15.50	£4.50	£8.50	£15.50	£4.50
Chieveley & Area	£8.00	£15.50	£4.50	£8.50	£15.50	£4.50
Tilehurst	£8.00	£15.50	£4.50	£8.50	£15.50	£4.50
Thatcham and Area (Lower Way Site)	£8.00	£15.50	£4.50	£8.50	£15.50	£4.50
Thatcham and Area (Park Lane Site)	N/a	N/a	N/a	£8.50	£15.50	£4.50

Note: contributions are accepted for Stay and Play activities towards refreshments.  
See charges below



**Figure 11 - Children's Centres Fees and Charges**

<b>Fees 2015-16</b>					<b>Proposed Fees 2016-17</b>
<b>Thatcham and Area (Lower Way Site)</b>					Please refer to figure 10
<b>Out of Hours Hire Charges</b>					
<b>Length of Hire</b>	<b>Cost of Hall Hire</b>	<b>*Caretaker Opening Charge</b>	<b>*Caretaker Waiting Time Charge</b>	<b>Total</b>	
1 Hour	£15.50	£10.00	N/A	£25.50	
2 Hours	£31.00	£10.00	£7.00	£48.00	
3 Hours	£46.50	£10.00	£10.50	£67.00	
4 Hours	£62.00	£10.00	£14.00	£86.00	
5 Hours	£77.50	£10.00	£17.50	£105.00	
6 Hours	£93.00	£10.00	£21.00	£124.00	
7 Hours	£108.50	£10.00	£24.50	£143.00	
8 Hours	£124.00	£10.00	£28.00	£162.00	

\*Charges after 6pm Weekdays and on Saturdays

**Figure 12 - Children's Centres Fees and Charges – Park Lane Hall Hire Charges**

Fees 2015-16					Proposed Fees 2016-17
Thatcham and Area (Park Lane Site)					Please refer to figure 10
Hall Hire Charges					
Length of Hire	Cost of Room 3 Hire	*Caretaker Opening Charge	*Caretaker Waiting Time Charge	Total	
1 Hour	£15.50	£10.00	N/A	£25.50	
2 Hours	£31.00	£10.00	£7.00	£48.00	
3 Hours	£46.50	£10.00	£10.50	£67.00	
4 Hours	£62.00	£10.00	£14.00	£86.00	
5 Hours	£77.50	£10.00	£17.50	£105.00	
6 Hours	£93.00	£10.00	£21.00	£124.00	
7 Hours	£108.50	£10.00	£24.50	£143.00	
8 Hours	£124.00	£10.00	£28.00	£162.00	

\*Charges after 6pm Weekdays and on Saturdays

One off private hire charges requires a £50 refundable deposit

**Figure 13 - Children's Centres Fees and Charges – Park Lane Green Room Charges**

Fees 2015-16					Proposed Fees 2016-17
Thatcham and Area (Park Lane Site)					Please refer to figure 10
Green Room Hire Charges					
Length of Hire	Cost of Room 3 Hall Hire Charges	*Caretaker Opening Charge	*Caretaker Waiting Time Charge	Total	
1 Hour	£9.00	£10.00	N/A	£19.00	
2 Hours	£8.00	£10.00	£7.00	£35.00	
3 Hours	£27.00	£10.00	£10.50	£47.50	
4 Hours	£36.00	£10.00	£14.00	£60.00	
5 Hours	£45.00	£10.00	£17.50	£72.50	
6 Hours	£54.00	£10.00	£21.00	£85.00	
7 Hours	£63.00	£10.00	£24.50	£97.50	
8 Hours	£72.00	£10.00	£28.00	£110.00	

\*Charges after 6pm Weekday and on Saturdays

**Figure 14 - Children's Centres Fees and Charges – Park Lane Blue Room Charges**

Fees 2015-16					Proposed Fees 2016-17
Thatcham and Area (Park Lane Site)					Please refer to figure 10
Blue Room Hire Charges					
Length of Hire	Cost of Room 6 Hire	*Caretaker Opening Charge	*Caretaker Waiting Time Charge	Total	
1 Hour	£8.00	£10.00	N/A	£18.00	
2 Hours	£16.00	£10.00	£7.00	£33.00	
3 Hours	£24.00	£10.00	£10.50	£44.50	
4 Hours	£32.00	£10.00	£14.00	£56.00	
5 Hours	£40.00	£10.00	£17.50	£67.50	
6 Hours	£48.00	£10.00	£21.00	£70.00	
7 Hours	£56.00	£10.00	£24.50	£90.50	
8 Hours	£64.00	£10.00	£28.00	£102.00	

\*Charges after 6pm Weekdays and on Saturdays

**Figure 15 - Children's Centres Fees and Charges – Park Lane Purple and Yellow Room Charges**

<b>Fees 2015-16</b>					<b>Proposed Fees 2016-17</b>
<b>Thatcham and Area (Park Lane Site)</b>					Please refer to figure 10
<b>Purple and Yellow Room Hire Charges</b>					
<b>Length of Hire</b>	<b>Cost of Room 6 Hire</b>	<b>*Caretaker Opening Charge</b>	<b>*Caretaker Waiting Time Charge</b>	<b>Total</b>	
1 Hour	£7.00	£10.00	N/A	£17.00	
2 Hours	£14.00	£10.00	£7.00	£31.00	
3 Hours	£21.00	£10.00	£10.50	£41.50	
4 Hours	£28.00	£10.00	£14.00	£52.00	
5 Hours	£35.00	£10.00	£17.50	£62.50	
6 Hours	£42.00	£10.00	£21.00	£73.00	
7 Hours	£48.00	£10.00	£24.50	£82.50	
8 Hours	£55.00	£10.00	£28.00	£93.00	

\*Charges after 6pm Weekdays and on Saturdays

**Figure 16 – Children’s Centres Fees and Charges**

<b>Proposed Fees 2016-17</b>					
<b>Out of Hours Hire Charges</b>					
<b>Room Hire</b>	<b>Non profit Organisation</b>	<b>Profit Organisation</b>	<b>Statutory Services</b>	<b>*Caretaker Opening Charge</b>	<b>*Caretaker Waiting Time Charge</b>
1 Hour	£15.50	£10.00	£4.50	£10.00	N/A
2 Hours	£31.00	£10.00	£9.00	£10.00	£7.00
3 Hours	£46.50	£10.00	£13.50	£10.00	£10.50
4 Hours	£62.00	£10.00	£18.00	£10.00	£14.00
5 Hours	£77.50	£10.00	£22.50	£10.00	£17.50
6 Hours	£93.00	£10.00	£27.00	£10.00	£21.00
7 Hours	£108.50	£10.00	£31.50	£10.00	£24.50
8 Hours	£124.00	£10.00	£36.00	£10.00	£28.00

\*Charges after 6pm Weekdays and on Saturdays

## Education Services

2.12 The Fare Paying Scheme for Home to School Transport has changed and is not comparable to previous years.

**Figure 17 – Home to School Transport Fees and Charges**

<b>Home to School Transport</b>	
<b>Banding</b>	<b>Fees 2015-16 per year</b>
Band A – Up to 2 Miles	£230
Band B – Up to 2 Miles	£440
Band C – Up to 2 Miles	£800
	<b>Proposed Fees 2016-17 per year</b>
Standard Rate	£684
Discounted Rate (Guaranteed transition arrangements for 2016/17 only, following consultation in 2015) Secondary school students in Years 7-11 who are attending their catchment school (and where the catchment school is <u>not</u> their nearest school)	£250

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## Environment Fees and Charges Proposals – 2016/17

### 1. Introduction

1.1 The starting point for the base budget for the 2016/17 budget build is that fees and charges would only be increased in exceptional circumstances 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 £7,248,160 (2015/16 original budget).

### 2. Specific Proposals

#### 2.1 Planning and Countryside

2.1.1 The original budget for 2015/16 income from fees and charges in Planning and Countryside was £1,786,200.

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.

### 2.1.3 Development Control

Fees for planning applications are set centrally by the DCLG.

New charges are proposed for 2016/17 as follows:

£25 to solicitors who request information relating to tree preservation orders when preparing conveyance documentation; £200 for statutory declarations relating to Public Rights of Way.

## **2.2 Highways and Transport**

2.2.1 The original budget for income from fees and charges for the Highways and Transport service in 2015/16 was £3,949,850. 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

Car Parking charges in Newbury were increased in 2012 and have remained static since. In 2016 several changes to tariffs have been proposed, which are included in the Fees and Charges table Appendix H iii)

### 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 2015/16 for income from fees and charges for Culture and Public Protection was £1,512,110. Income is generated from the following areas:

2.3.2 Trading Standards

Fees for this service include weights and measures, registration of poisons and licences for petroleum.

2.3.3 Building Control

Legislation requires Building Control charges to be set at a level to recover costs over a three year rolling period and that the service should not be profit making.

2.3.3 Waste Service

Fees include bulky household collection, provision of additional wheelie bins for garden waste collection.

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 2016/17. In 2015/16 it was agreed to suspend heritage visitor entry fees to Shaw House to encourage an increase in visitor numbers, discretionary spend and promotion of the venue.

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.

The Tourist Information Centre (TIC) makes accommodation bookings in person or over the telephone on behalf of the customer. The charge, of 10% of the total stay is in line with many other TICs.

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 .

Description		2015/16 Fee		2016/17 Proposed Fee		Notes
<b>Planning and Countryside</b>						
		Single Booking	Block Booking	Single Booking	Block Booking	
<b>Henwick Worthy Sports Ground:</b>						
Cricket – 1 <sup>st</sup> Hand Wicket (per match)	Adult	£92.33	£76.86	£93.00	£76.86	
	Junior	£37.85	£45.42	£37.85	£45.42	
Cricket – 2 <sup>nd</sup> Hand Wicket (used grass)	Adult	£57.61	£69.13	£57.61	£69.13	
	Junior	£28.00	£33.60	£28.00	£33.60	
Cricket – Artificial Wicket	Adult	£62.15		£62.15		
	Junior	£31.72		£31.72		
Cricket – 2 <sup>nd</sup> (Reserve) Artificial Wicket	Adult	£30.95		£30.95		
	Junior	£30.95		£30.95		
Football – Grass (per game)	Adult	£70.70		£70.70		
	Junior	£34.60		£34.60		
Football - Mini Pitch	Adult	£40.01		£40.01		
	Junior	£20.02		£20.02		
Rugby – Grass (per game)	Adult	£70.70		£70.70		
	Junior	£34.60		£34.60		
Rugby Training	Cost per Hour	£19.19		£19.19		
Use of Portable Lights	Cost Per Hour	£19.19		£19.19		
	30 Mins	£38.30		£38.30		
Full Pitch Artificial Grass - peak	1hr Only	£76.61		£76.61		
	1hr 30mins (11 a side)	£114.91		£114.91		
	30 Mins	£21.42		£21.42		
Half Pitch Artificial Grass - peak	1hr Only (5 a side)	£42.84		£42.84		
	1hr 30mins	£64.26		£64.26		
	30 Mins	£17.87		£17.87		
Full Pitch Artificial Grass – off-peak	1hr Only	£35.74		£35.74		
	1hr 30mins (11 a side)	£53.60		£53.60		
	30 Mins	£9.31		£9.31		
Half Pitch Artificial Grass – off-peak	1hr Only (5 a side)	£18.62		£18.62		
	1hr 30mins	£27.94		£27.94		
	30 Mins	£9.31		£9.31		
<b>Hardcourt Activities:</b>						
Netball (per court per hr)	Adult	£20.64		£20.64		
	Junior	£10.57		£10.57		
Tennis (per court per hr)	Adult	£6.00		£6.00		
	Junior	£3.00		£3.00		
<b>Moorside:</b>						
Football - Grass ( Per Game)	Adult	£59.14		£59.14		
	Junior	£28.74		£28.74		
<b>The Diamond -Greenham:</b>						
Football - Grass ( Per Game)	Adult	£59.14		£59.14		
	Junior	£28.74		£28.74		
<b>Holybrook Park:</b>						
Football – Grass (per game)	Adult	£57.98		£57.98		
	Junior	£28.74		£28.74		
<b>Northcroft Recreation Ground:</b>						
Football - Grass (per game)	Adult	£57.98		£57.98		
	Junior	£28.74		£28.74		
<b>Tree Preservation Order</b>				£25.00		New charge to solicitors who ask for information relating to tree preservation orders when conveyancing
<b>Michaelmas Fair</b>		£3,800.20		£2,166.00		Reduction due to Michealmas fair being reduced in size due to flood alleviation measures
<b>Public Rights of Way</b>						
Search fees		£68.50		£68.50		
Path order fees		£1,435-£3586		£1,435-£3,586		
Statutory Declarations				£200 flat rate with rights to increase if the work required is onerous		New fee
<b>Planning Applications</b>	<b>Government Set Fees</b>					Government set fees
<b>Highways and Transport</b>						
<b>Highways Act Charges:</b>						
Vehicular Crossing (S.184)		£101.00		£101.00		
Skips on the Highway (S.139)	Initial fee	£38.00		£38.00		
	per week	£47.00		£47.00		
Scaffold/hoarding on the Highway (S.169/172)	Initial fee	£71.00		£71.00		
	per week	£46.00		£46.00		
Tables and Chairs on the Highway (based on number of Chairs) (S.115)	1 to 10	£181.00		£181.00		
	11 to 26	£301.00		£301.00		
	27+	£603.00		£603.00		
Storing Materials on the Highways (S.171)	Initial fee	£68.00		£68.00		
	per week	£25.00		£25.00		
Temporary Excavation in the highway (S.171)		£89.00		£89.00		
Cranes, machinery, structure on the highway (S.178)		£130.00		£130.00		

Description	2015/16 Fee		2016/17 Proposed Fee		Notes
Per Necessary inspection		£52.00		£52.00	
S142 Licence to plant in the highway		£100.00		£100.00	
<b>Permits under SI 2014 No. 3110 Highways, England and the Traffic Management (West Berkshire Council) Permit Scheme Order 2014</b>					
Permit Fee Provisional Advance Authorisation		£62-£77		£62-£77	
Permit Fee Major Activity (over 10 days) and all major works requiring a traffic regulation order.		£125 - £199		£125 - £199	
Permit Fee Major Activity [4 – 10 days]		£130		£130	
Permit Fee Major Activity [up to 3 days]		£65		£65	
Permit Fee Standard activity		£111		£111	
Permit Fee Minor Activity		£52		£52	
Permit Fee Immediate activity		£47		£47	
Permit Variation Fee		£35 - £45		£35 - £45	
<b>Other Licences and Charges:</b>					
Streetworks licence (S.50 NRSWA)		£215.00		£215.00	
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		£593.00	Excludes agency and advertising costs.
Temporary Traffic Regulation Orders Section 14(2) & Section 21 of PTCA		£64.00		£64.00	Officer time to process and inform statutory consultees of emergency road closures.
Tourist / Direction signs		£456.00		£456.00	Officer time for designing, ordering and supervision costs for signs.
Traffic Signs / Signals Equipment damaged by Road Traffic Accident or other event		£381.00		£381.00	Officer time for making safe damaged signs and arranging replacement signs.
Provide temporary bus stop facility for utility company or other 3rd party carrying out streetworks		£102.00		£102.00	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
Highway search enquiries					
One A4 plan covering 100 metres of highway		£40.00		£40.00	
Additional 100 metres				£10.00	New charge
Additional question				£10.00	New charge
Provision of recorded injury accident Data		£112.00 + £36.00 per additional block of up to 10 accidents		£112.00 + £36.00 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 £36.00 for up to each additional block of 10 recorded injury accidents (eg 11-20 accidents would cost £148.00; 21-30 accidents would cost £184.00 etc).
Provision of Traffic Data		£108.00		£108.00	Cost per request per site for data up to 1 year old.
		£86.00		£86.00	Cost per request per site for data up to 3 years old.
		£64.00		£64.00	Cost per request per site for data over 3 years old.
Access Protection Marking		£108.00		£108.00	
Sewerage treatment property charge		£332.00		£332.00	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.
Cycle Training		£40.00		£40.00	This is our reimbursement for the fee that we pay Bikeability Trainers per pupil .
<b>Highways Development Control Fees:</b>					
New Road Construction Supervision (S38)		10%		10%	
Highways Works Supervision (S278)		10%		10%	
Licence to work on highway (S.115E)		£420.00		£420.00	
Street naming and numbering		£71.00		£71.00	
Production of current statutory undertakers schedule for commercial companies		£50.00		£50.00	
<b>Newbury - Car Park Charges (Mon to Sat inc Bank Holidays)</b>					
<b>Kennet Centre and Northbrook Multi-storey Car Parks</b>					
Up to 1 hour		£1.00		£1.30	Increase
Up to 2 hours		£2.20		£2.50	Increase
Up to 3 hours		£3.40		£3.70	Increase
Up to 4 hours		£4.50		£5.00	Increase
Up to 5 hours		£6.50		£7.00	Increase
Up to 6 hours		£6.50		£7.00	Increase
Up to 7 hours		£8.50		£8.50	No change
Up to 8 hours		£8.50		£8.50	No change
Over 8 hours		£12.00		£12.00	No change
Evening Charge		£1.00		£1.50	Increase
Sunday 8:00am to 6:00pm		£1.50		£1.50	No change
<b>Short and Long Stay Car Parks - Pelican Lane, West Street, 8 Bells, Market Street .</b>					
Up to 1 hour		£1.00		£1.30	Increase
Up to 2 hours		£2.20		£2.50	Increase
Up to 3 hours		£3.40		£3.70	Increase
Up to 4 hours		£4.50		£5.00	Increase

Description		2015/16 Fee		2016/17 Proposed Fee		Notes
Up to 6 hours		£6.50		£7.00		Increase
Up to 8 hours		£8.50		£8.50		No change
Over 8 hours		£12.00		£12.00		No change
Evening Charge		£1.00		£1.50		Increase
Sunday 8:00am to 6:00pm		£1.50		£1.50		No change
<b>Central and Library</b>						
Up to 1 hour		£1.00		£1.30		Increase
Up to 2 hours		£2.20		£2.50		Increase
Up to 3 hours		£3.40		£3.70		Increase
Up to 4 hours		£4.50		£5.00		Increase
Up to 5 hours		£6.50		£7.00		Increase
Up to 6 hours		£6.50		£7.00		Increase
Up to 7 hours		£8.50		£8.50		No change
Up to 8 hours		£8.50		£8.50		No change
Over 8 hours		£12.00		£12.00		No change
Evening Charge		£1.00		£1.50		Increase
Sunday 8:00am to 6:00pm		£1.50		£1.50		No change
<b>Short Stay Car Parks – Northcroft Lane and The Wharf</b>						
Up to 1 hour		£1.00		£1.30		Increase
Up to 2 hours		£2.20		£2.50		Increase
Up to 3 hours		£3.40		£3.70		Increase
Up to 4 hours		£4.50		£5.00		Increase
Over 4 hours		£14.00		£12.00		Reduction
Evening Charge		£1.00		£1.50		Increase
Sunday 8:00am to 6:00pm		£1.50		£1.50		No change
<b>Bear Lane</b>						
Up to 1 hour		£1.00		£1.30		Increase
Up to 2 hours		£2.20		£2.50		Increase
Up to 3 hours		£3.40		£3.70		Increase
Up to 4 hours		£4.50		£5.00		Increase
Over 4 hours		£14.00		£12.00		Reduction
Evening Charge		£1.00		£1.50		Increase
Sunday 8:00am to 6:00pm		£1.50		£1.50		No change
<b>Long Stay Car Parks – Northcroft Lane West, Newbury Football Club and Market Street staff car park (Saturday's only).</b>						
Up to 2 hours		£1.50		£1.50		No change
Up to 4 hours		£3.00		£3.00		No change
Over 4 hours		£5.00		£5.00		No change
Evening Charge (not Northcroft Lane West)		£1.00		£1.50		Increase
Sunday 8:00am to 6:00pm		£1.50		£1.50		No change
<b>Goldwell Park</b>						
Up to 4 hours		£1.00		£1.00		No change
Over 4 hours		£2.00		£2.00		No change
No Evening Charge						
<b>Coach Park</b>						
Up to 2 hours		£4.00		£4.00		No change
Over 2 hours		£8.00		£8.00		No change
Evening charge		£1.00		£1.50		Increase
Sunday 8:00am to 6:00pm		£1.50		£1.50		No change
<b>Newbury Car Park Charges (Sunday)</b>						
All car Parks						
Daily charge up to 6.00pm		£1.50		£1.50		No change
Evening charge from 6.00pm		£1.00		£1.50		Increase
<b>Newbury on-street Charges (Mon to Sat inc Bank Holidays)</b>						
Northbrook Street (west side) - either side of Albert Road		30 Mins	Free	Free		No change
Broadway (east side)- near Clock Tower		1 hour	£1.00	£1.00		No change
Cheap Street (west side)						
Bartholomew Street						
King Road West		30 Mins	Free	Free		No change
		1 Hour	£1.00	£1.00		No change
		2 Hours		£1.50		New tariff
		4 Hours		£3.00		New tariff
Newtown Road (north of St John's Road) West Mills		30 Mins	Free	Free		No change
		1 hour	£1.00	£1.00	2 Hours	Increased permitted stay
		2 hours	£2.00	£2.00	4 Hours	Increased permitted stay
Pelican Lane (west side)		30 mins	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		2 hours	£1.00			Tariff removed
		4 hours	£2.00	£1.00		Reduction
		over 4 hours	£3.00	£2.00		Reduction
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 (existing)		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		
		30 mins	Free	Free		

Description		2015/16 Fee		2016/17 Proposed Fee		Notes
Faraday Road area	2 hours	50p		50p		No change
	4 hours	£1.00		£1.00		
	over 4 hours	£1.50		£1.50		
<b>Newbury On-Street Charges (Sunday)</b>						
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
<b>Newbury Season Ticket Prices:</b>						
Kennet Centre:						
Per Quarter		£260.00		£300.00		Increase
Northbrook MSCP:						
Per Quarter		£270.00		£300.00		Increase
Per Annum		£850.00		£1,000.00		Increase
Newbury "General":						
Per Quarter		£270.00		£300.00		Increase
Per Annum		£900.00		£1,000.00		Increase
<b>Out of Newbury Car Park Hourly Rates:</b>						
Hungerford: Church St						
Up to 1 hour		£0.50		£0.50		No change
Up to 2 hours		£0.90		£0.90		No change
Up to 3 Hours		£1.10		£1.10		No change
Up to 4 Hours		£1.20		£1.20		No change
Over 4 hours				£4.00		No change
Up to 10 hours		£4.00		£10.00		No change
Over 10 hours		£10.00				
Hungerford: Station Road						
Up to 1 hour		£0.50		£0.50		No change
Up to 2 hours		£0.90		£0.90		No change
Up to 3 Hours		£1.10		£1.10		No change
Up to 4 Hours		£1.20		£1.20		No change
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		£0.50		No change
Up to 2 hours		£0.90		£0.90		No change
Up to 4 hours		£3.60		£3.60		No change
Up to 8 hours		£6.00		£6.00		No change
Over 8 hours		£10.00		£10.00		No change
Pangbourne Station Road:						
Up to 1 hour		£0.50		£0.50		No change
Up to 2 hours		£0.90		£1.00		Increase
Up to 3 hours		£1.10		£1.50		Increase
Over 3 hours		£5.40		£5.50		Increase
Pangbourne River Meadow						
Up to 1 hour		£0.50		£0.50		No change
Up to 2 hours		£0.90		£1.00		Increase
Up to 3 hours		£1.10		£1.50		Increase
Up to 4 hours		£1.20		£2.00		Increase
Up to 8 hours		£2.40		£2.50		Increase
Over 8 hours		£5.40		£5.50		Increase
Thatcham Kingsland Centre						
Up to 1 hour		£0.50		£0.50		No change
Up to 2 hours		£0.80		£1.00		Increase
Up to 3 hours		£1.00		£1.50		Increase
Over 3 hours		£2.40		£2.50		Increase
Thatcham Gilbert Court						
Up to 1 hour		Free		Free		No change
Up to 2 hours		£0.50		£0.50		No change
Up to 3 hours		£0.80		£0.80		No change
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		£0.80		No change
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)		£1.60		£2.00		Increase



Description		2015/16 Fee		2016/17 Proposed Fee		Notes
Up to 24 Hours Monday to Friday (arrival before 10.00 am)		£3.00		£3.40		Increase
Theale Main						
Up to 2 hours		£0.50		£0.50		No change
Over 2 hours		£0.90		£1.00		Increase
Theale West						
Up to 1 hour		£0.40		£0.50		Increase
Up to 2 hours		£0.70		£1.00		Increase
Over 2 hours		£5.40		£5.50		Increase
<b>Out of Newbury Season Tickets</b>						
Hungerford						
Per Quarter		£90.00		Discontinued		
Annual		£315.00		£425.00		Increase
Pangbourne						
Per Quarter		£120.00		£130.00		Increase
½ year		£235.00		£250.00		Increase
Annual		£370.00		£400.00		Increase
Theale - Annual		£130.00		£150.00		Increase
<b>Culture and Environmental Protection</b>						
<b>Environmental Protection</b>						
<b>Dog Warden Services:</b>						
Stray Dogs Administration Charge (seizure fee)		£61.80		£61.80		
Out of hours seizure Fee		£109.80		£109.80		
Kennels per Day (Class A – Fee Discretionary)		£13.40		£13.40		
<b>Trading Standards</b>						
Weights and Measures Fees (per hour)		£59.50		£59.50		
Explosives Licenses / Registrations - set by statute						Set by statute
<b>Poisons:</b>						
Initial Registration		£34.60		£34.60		
Re-registration		£18.80		£18.80		
Change of Details		£8.80		£8.80		
<b>Buy With Confidence / Approved Trader Scheme:</b>						
<10 employees		£120.10		£120.10		All disbursements charged at cost
10+ employees		£240.30		£240.30		All disbursements charged at cost
<b>Support with Confidence:</b>						
Individual Supplier / 1-5 employees		£56.30		£56.30		All disbursements charged at cost
Businesses 5-20 employees		£112.30		£112.30		As above except fee reduced to £50 if registered with confidence
Businesses >20 employees		£280.90		£280.90		As above except fee reduced to £50 if registered with confidence
Business Advice Courses		£22.90		£22.90		Reduced by 50% if using own premises
Business Advice (primary authority) - Per Hour		£38.40		£38.40		
Petroleum Licensing Fees - set by statute						Set by statute
Performing Animals Registration Act 1925 per registration		£38.60		£38.60		
<b>Building Regulation Applications</b>						
Legal requirement that fees should be set at a self-financing level.						
Demolition Notice		£228.00		£228.00		
Property Search Fee						
<b>Waste Services:</b>						
Special Collection Charges (Bulky Household Collection)						
Normal (within 7 days)		£35.00		£36.00		
Within 7 days by appointment outside property		£54.00		£54.00		
Within 7 days by appointment inside property		£64.00		£64.00		
Provision of wheelle bin		£26.00		£27.00		
Collection of garden waste for year (scheduled)		£37.00		£38.00		
Removal of fly tipping on private land		P.O.A		P.O.A		
Removal of graffiti up to 2m <sup>2</sup> area		P.O.A		P.O.A		
<b>Food and Nutrition Training:</b>						
Level 2 Award in Nutrition		£74.00		£74.00		Applies across both LAs
<b>Food Hygiene Training:</b>						
CIEH Level 1		£38.00		£38.00		Applies across both LAs
CIEH Level 2		£74.00		£74.00		
CIEH Level 3		£319.00		£319.00		
<b>Anti-Social Behaviour Act:</b>						
High Hedges Fee (Class A – Fee Discretionary)		£774.00		£774.00		Applies across both LAs
<b>Licences, Registrations and Similar Consents:</b>						
<i>Licensing Act 2003:</i>						
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.

Description	2015/16 Fee	2016/17 Proposed Fee	Notes	
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.	
<i>Premises Licence – Annual Fee (Class B – Statutory Fee)</i>				
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 (TENs) - (Class B – Statutory Fee)	£21.00	£21.00	Statutory -no increase.	
<i>Gambling Licenses</i>				
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.
<i>Sex Establishments – (Class A – Fee Discretionary)</i>				
Cinema	£34 per hr min £3,000 to max £5000	£34 per hr min £3,000 to max £5000	No change	
Shop	£34 per hr min £3,000 to max £5000	£34 per hr min £3,000 to max £5000	No change	
Entertainment Venue	£34 per hr min £3,000 to max £5000	£34 per hr min £3,000 to max £5000	No change	
<i>Street Trading Consents – (Class A – Fee Discretionary)</i>				
Annual Fee	£1,200.00	£1,200.00	Reviewed to cost recovery model	
6 month	£600.00	£600.00	Reviewed to cost recovery model	
Monthly Rate	£100.00	£100.00	1/12th annual fee based on cost recovery model	
Refund for Street Traders	If application withdrawn	£100.00	£100.00	
<i>Skin Piercing Registrations (one off registration) – (Class A – Fee Discretionary)</i>				
Individual	£129.00	£129.00	Cost recovery	
Premises	£256.00	£256.00	Cost recovery	
Joint Application	£351.00	£351.00	Cost recovery	
<i>Animal Licences – (Class A – Fee Discretionary)</i>				
Dog Breeding Establishments	£346.00	£346.00	Cost recovery	
Animal Boarding Establishments	£381.00	£381.00	Cost recovery	
Home Breeding	£173.00	£173.00	Under review based on 5hrs cost recovery	
Pet Shops	£381.00	£381.00		
Dangerous Animal Consent	£415.00	£415.00	Based on cost recovery	
Zoo Licenses	£1,926.00	£1,926.00		
Riding Establishments (1 to 5 horses)	£415.00	£415.00	Based on cost recovery	
Each additional 10 horses or part	£105.00	£105.00		
Scrap Metal Dealers	3 Years	£104.00	£104.00	
<b>Private Water Supplies (Statutory Maximums stated) Hrly Rate £34</b>				
Risk Assessment	£500.00	£500.00	Minimum charge £34, 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.	
Granting an Authorisation	£100.00	£100.00	Application by the owner of a supply for permission to breach a standard temporarily whilst remedial work is carried out - hrly rate applies	
Analysis - Regulation 10	£25.00	£25.00	Where a supply provides <10m <sup>3</sup> /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	

Description	2015/16 Fee	2016/17 Proposed Fee	Notes
Environmental Protection Act 1991b			Statutory - no increase
Scheduled Processes - (Class B – Statutory Fee)			Statutory - no increase
Inspection of Housing Premises for Immigration purposes (Class A – Fee Discretionary)	£309.00	£309.00	2.8% increase, cost recovery model to be reviewed and applied. Discounts for 2nd and subsequent properties available on request
House in Multiple Occupation (HMO) Licence NEW	£643.00	£643.00	2.8% increase, cost recovery model to be reviewed and applied. Discounts for 2nd and subsequent properties available on request
HMO Licence NEW - assisted application	£858.00	£858.00	2.8% increase, cost recovery model to be reviewed and applied. Discounts for 2nd and subsequent properties available on request
HMO Licence RENEWAL	£324.00	£324.00	2.8% increase, cost recovery model to be reviewed and applied. Discounts for 2nd and subsequent properties available on request
HMO Licence RENEWAL assisted	£467.00	£467.00	2.8% increase, cost recovery model to be reviewed and applied. Discounts for 2nd and subsequent properties available on request
<i>Fees for Information – per hour rate, minimum two hour charge (Class A – Fee Discretionary)</i>			
Environmental Info Individual, Non Commercial	£68.00	£68.00	Cost recovery model
Commercial and Government	£68.00	£68.00	Cost recovery model
Civil Actions (Class A – Fee Discretionary)	£68.00	£68.00	Cost recovery model
Safety Certification and administration	£68.00	£68.00	Cost recovery model
<i>Taxi Licenses – (Class A – Fee Discretionary)</i>			
Vehicle – New	£157.00	£157.00	No change
Vehicle – Renewal of Licence	£157.00	£157.00	No change
Replacement Plate	£38.00	£38.00	No change
Transfer of Ownership	£105.00	£105.00	No change
Driver – 3 year Licence	£251.00	£251.00	No change
Replacement Badge	£38.00	£38.00	No change
Replacement Licence	£38.00	£38.00	No change
Demand Survey Recharge	£17.00	£17.00	No change
HC Knowledge Test (per test)	£69.00	£69.00	No change
Criminal Records Disclosure	£60.00	£60.00	No change
Change of Address (PH & HC)	£13.00	£13.00	No change
<i>Private Hire Vehicles – (Class A – Fee Discretionary)</i>			
Operator – New and renewal 1-4 vehicles	£176.00	£176.00	No change
Operator – New and renewal 5-9 vehicles	£282.00	£282.00	No change
Operator – New and renewal 9+ vehicles	£439.00	£439.00	No change
Vehicle – New	£148.00	£148.00	No change
Vehicle – Renewal	£148.00	£148.00	No change
Replacement Plate	£38.00	£38.00	No change
Transfer of Ownership	£105.00	£105.00	No change
Driver – 3 year Licence	£251.00	£251.00	No change
Replacement Badge	£38.00	£38.00	No change
Replacement Licence	£38.00	£38.00	No change
PH Knowledge Test (per test)	£69.00	£69.00	No change
Dual Driver Licence	£251.00	£251.00	No change
<b>Heritage</b>			
<b>Shaw House - Heritage Service Fees and Charges</b>			
<b>Shaw House - Room Hire Charges - per hour</b>			
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	
<b>West Berkshire - Archaeological Archive Box Fee</b>			
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
<b>Archaeology - Historic Environment Record</b>			
A4 computer print out (b/w) HER Data	10p	10p	Charge set to match A4 photocopying
A4 computer print out ( colour) HER data	£1.00	£1.00	Charge set to match A4 photocopying
A3 computer print out ( colour) HER Data	£1.60	£1.60	Charge set to match A4 photocopying
Research charges - HER enquiries	Hourly rate of £100 exc. VAT with a minimum of £60 exc. VAT for the first half hours	Hourly rate of £100 exc. VAT with a minimum of £60 exc. VAT for the first half hours	Charges are calculated to compensate the Council for the staff time utilised to provide information for commercials or very large enquiries
<b>Heritage Service - Use of Image Collection</b>			

Description	2015/16 Fee	2016/17 Proposed Fee	Notes
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).
<b>Reproduction Charges</b>			
Up to full page, B&W or Colour	£40.00	£40.00	Single non-exclusive use one country, one language; plus 50% for multiple 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
<b>Copying and laminating charges</b>			
These charges are common with the library service			
A4 Photocopy b/w	10p	10p	
A4 Photocopy colour	£1.00	£1.00	
A3 Photocopy b/w	30p	30p	
A3 Photocopy - colour	£1.60	£1.60	
<b>Tourist Information Centre</b>			
Accommodation Bookings	10% of total stay charge + £2 admin charge	10% of total stay charge + £2 admin charge	
Ticket commission	Ticket commission fee 10%	Ticket commission fee 10%	
<b>Library Fees and Charges</b>			
<b>Request Charges</b>			
In stock items	Free	Free	
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	
Notification charge for posted request notices <b>Not applicable to pensioners</b>	£1.00	£1.00	
Notification charge for SMS messages	10p	10p	
<b>Overdue Charges</b>			
Notification charge for posted request notices <b>Not applicable to pensioners</b>	£1.00	£1.00	
Books for children	5p per day	5p per day	
Books for Adults	20p per day	20p per day	
Theale Green Students overdue charge	5p per day	5p per day	
DVDs, CDs games etc	60p per day	60p per day	
Admin fee for debt recovery process	£12.00	£12.00	
<b>Printing and Photocopying charges</b>			
A4 B&W	10p	10p	
A4 Colour	£1.00	£1.00	
A3 B&W	30p	30p	
A3 Colour	£1.60	£1.60	
<b>Other Charges</b>			
Lost Tickets	£3.00	£3.00	

Description		2015/16 Fee		2016/17 Proposed Fee		Notes
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		We already operate a charge at £5 per 30 minutes after initial free 30 mins. Wish to increase to £10 per 30mins with retention of free first half hour
Book group service		£15 per annum		£15 per annum		Charge introduced in 2011 and represents a very small burden on groups
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		£7 per month		£7 per month		Outside of region charges basis is 50% more
<b>Hire charges (Residents Card Holders)</b>						
Gold Star (new titles) DVDs		£3 per week		£3 per week		
Music CDs		£1 per week		£1 per week		
U Cert DVDs		£1.50 per week		£1.50 per week		
Other Cert DVDs		£2 per week		£2 per week		
Playstation 3 Games		£2 per week		£2 per week		
Xbox 360 games		£2 per week		£2 per week		
Wii games		£2 per week		£2 per week		
PC Games		£2 per week		£2 per week		
Playstation 1 and 2 games		£2 per week		£2 per week		
<b>Hire charges (Non Card Holders)</b>						
Gold star (new titles) DVDs		£3.30 per week		£3.30 per week		
Music CDs		£1.10 per week		£1.10 per week		
U Cert DVDs		£1.65 per week		£1.65 per week		
Other Cert DVDs		£2.20 per week		£2.20 per week		
Playstation 3 Games		£2.20 per week		£2.20 per week		
Xbox 360 games		£2.20 per week		£2.20 per week		
Wii games		£2.20 per week		£2.20 per week		
PC Games		£2.20 per week		£2.20 per week		
Playstation 1 and 2 games		£2.20 per week		£2.20 per week		
<b>Leisure Centre Fees and Charges</b>						
		2015		2016		
		WBC	Non WB Card Price	WBC	Non WB Card Price	
West Berkshire Card - Resident		Free				Reviewed in December due to contractual obligations
West Berkshire Card - Non resident		£20.00				Reviewed in December due to contractual obligations
<b>Swimming</b>						
Adult		£3.55	£4.00			Reviewed in December due to contractual obligations
Junior		£2.25	£2.50			Reviewed in December due to contractual obligations
<b>Early Morning Swim</b>						
Adult		£2.75	£3.00			Reviewed in December due to contractual obligations
Junior		£1.60	£1.75			Reviewed in December due to contractual obligations
<b>Gym</b>						
Casual User		£7.10	£7.80			Reviewed in December due to contractual obligations
Casual User Induction		POA	POA			Reviewed in December due to contractual obligations
Classes		£5.50	£6.20			Reviewed in December due to contractual obligations
Activity for Health - GP Referral		£3.05	£3.30			Reviewed in December due to contractual obligations
Monthly Direct Debit		£36.00	£39.00			Reviewed in December due to contractual obligations
<b>Hall Hire/Sports</b>						
Full Sports Hall (4 courts) - adult		£41.50	£46.00			Reviewed in December due to contractual obligations
Full Sports Hall (4 courts) - Junior		£21.80	£24.50			Reviewed in December due to contractual obligations
Badminton Court - adult		£8.70	£9.70			Reviewed in December due to contractual obligations
Badminton - Junior		£5.40	£6.00			Reviewed in December due to contractual obligations
Squash Court - adult		£7.60	£8.30			Reviewed in December due to contractual obligations
Squash Court - junior		£3.70	£4.00			Reviewed in December due to contractual obligations
<b>Concession</b>						
Gym		£2.75				Reviewed in December due to contractual obligations
Swimming/Badminton/Squash/Table Tennis		£1.70				Reviewed in December due to contractual obligations

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## **Resources Fees & Charges Proposals – 2016/17**

### **1. Introduction**

1.1 The Council has chosen not to increase discretionary fees and charges in 2016/17 since inflation is running at around 0% other than in exceptional circumstances.

In reality, however, officers look for every opportunity to maximise income, accepting that:

- Fees and charges can have a direct impact on usage and take up of services;
- 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';
- 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 open itself to legal challenge if the increases it makes cannot be justified.

1.2.1 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. As a result of this competition the Council has improved its performance. However, it should be noted that any improvement in turnaround times of the searches has to be delivered to the private sector as well.

From 1st July 2007 a new fee structure was introduced to comply with new legislation which requires the Council to only recover cost incurred in service delivery.

## **2.4 Legal Fees**

It is proposed to increase the Team Leader charge and add a cost for Trainee Solicitors. There has also been the addition of Fees for Commons Registration which came into effect nationally on 15<sup>th</sup> December 2014.



Description	Current Fee 2015/16	Proposed Fee 2016/17	Notes
<b>Registration</b>			
Decommissioned room fees:			
Mon-Thu	£120	£120	
Fri	£150	£150	
Sat am	£170	£170	
Sat pm	£230	£230	
Ceremonies at approved premises (Mon-Thu)	£350	£350	
Ceremonies at approved premises (Fri)	£370	£370	
Ceremonies at approved premises (Sat)	£400	£400	
Ceremonies at approved premises (Sun and Bank Holidays)	£460	£460	
Approved Premises Licence (more than one room)	£1950	£1950	
Approved Premises (one room)	£1770	£1770	
Celebratory Services –Baby Naming/Affirmation of vows - Shaw House			These fees are subject to VAT
Mon to Fri	£185	£185	
Sat	£215	£215	
Celebratory Services – Baby Naming/Affirmation of vows-at Approved Premises			These fees are subject to 20% VAT
Mon to Fri	£215	£215	
Sat	£245	£245	
Sun	£305	£305	
Private Citizenship ceremony			
Mon to Fri	£100	£100	
Sat	£100	£100	

Description	Current Fee 2015/16	Proposed Fee 2016/17	Notes
<b>Nationality Checking</b>			
Single application	£60	£60	£25 extra charged for Saturday appointments
Minor	£30	£30	As above
<b>Elections</b>			
All fees are statutory			
<b>Local Land Charges</b>			
LLC1	£62	£62	
Con29 PT1	£38	£38	Subject to 20% VAT
Con29 PT11	£20	£20	Subject to 20% VAT
Additional Questions	£38	£38	
Con29 additional parcel	£25	£25	Subject to 20% VAT
LLC1 additional parcel	£45	£45	
Personal search	£0	£0	
Personal search additional parcel	£0	£0	
<b>Legal</b>			
<b>Hourly charging costs:</b>			
<b>Managers</b>	£130	£134	
<b>Team Leader</b>	£125	£129	
<b>Solicitor</b>	£120	£124	
<b>Legal Executive / Senior Legal Assistant</b>	£110	£113	
<b>Trainee Solicitors</b>	£95	£98	
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	

Description	Current Fee 2015/16	Proposed Fee 2016/17	Notes
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	
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	£1,000	£1,000	

## 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

	<b>2015 Full Day</b>	<b>2016 Full Day</b>	<b>2015 Half Day</b>	<b>2016 Half Day</b>
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	£39	£45	£23	£28
Anyone else	£71	£80	£39	£45
Social Care Trainer Hire to Private, Voluntary & Independent social care providers, partners & accredited organisation	£132	£140	No half day rate	No half day rate
Social Care Trainer Hire to anyone else	£328	£375	No half day rate	No half day rate

## SAINT MARY THE VIRGIN - NORTH FAWLEY FUNDING REQUIREMENT FOR 2016/2017

<b>2015/2016</b>	£
Balance B/fwd 1/4/15	0.00
Forecast expenditure 2015/2016	0.00
Council Tax	0.00
Balance 31/3/16	<u>0.00</u>

<b>2016/17</b>	
Balance B/fwd 1/4/16	0.00
Estimated expenditure 2016/17	(350.00)
Council Tax	350.00
Balance 31/3/17	<u>0.00</u>

2016/2017 Band D Equivalent Tax	4.80
2016/2017 Tax Base Equivalent Band D properties	72.88

### NOTES

2015/2016 Band D Equivalent Tax	N/A
2015/2016 Tax Base Equivalent Band D properties	

## HUNGERFORD FOOTWAY LIGHTING FUNDING REQUIREMENT FOR 2016/2017

<b>2015/2016</b>	£
Balance B/fwd 1/4/15	988.99
Forecast expenditure 2015/2016	<b>(4,310.00)</b>
Council Tax	3,450.00
Balance 31/3/16	<u>128.99</u>

<b>2016/17</b>	
Balance B/fwd 1/4/16	128.99
Estimated expenditure 2016/17	<b>(4,410.00)</b>
Council Tax	4,280.00
Balance 31/3/17	<u><b>(1.01)</b></u>

2016/2017 Band D Equivalent Tax	1.84
2016/2017 Tax Base Equivalent Band D properties	2,319.92

### NOTES

2015/2016 Band D Equivalent Tax	1.47
2015/2016 Tax Base Equivalent Band D properties	2,346.18

## SAINT MARYS CHURCHYARD KINTBURY FUNDING REQUIREMENT FOR 2016/2017

<b>2015/2016</b>	£
Balance B/fwd 1/4/2015	323.77
Forecast Expenditure 2015/16	(1,300.00)
Special Expenses - new wall 10 yr period	(4,400.00)
Council Tax	6,280.00
Balance 31/3/16	<u>903.77</u>
<b>2016/2017</b>	
Balance B/fwd 1/4/16	903.77
Estimated expenditure 2016/17	(1,600.00)
Special Expenses - new wall 10 yr period	(4,400.00)
Council Tax	5,100.00
Balance 31/3/17	<u>3.77</u>
2016/2017 Band D Equivalent Tax	4.32
2016/2017 Tax Base Equivalent Band D properties	1,180.35
<b>NOTES</b>	
2015/2016 Band D Equivalent Tax	5.50
2015/2016 Tax Base Equivalent Band D properties	1,141.91

## SAINT MARYS CHURCHYARD SHAW CUM DONNINGTON FUNDING REQUIREMENT FOR 2016/2017

<b>2015/16</b>	£
Balance B/fwd 1/4/15	(155.85)
Forecast Expenditure 2015/16	(980.00)
Council Tax	1,050.00
Balance 31/3/16	<u>(85.85)</u>

<b>2016/2017</b>	
Balance B/fwd 1/4/16	(85.85)
Estimated expenditure 2016/17	(820.00)
Council Tax	910.00
Balance 31/3/17	<u>4.15</u>

2016/2017 Band D Equivalent Tax	1.36
2016/2017 Tax Base Equivalent Band D properties	668.29

### NOTES

2015/2016 Band D Equivalent Tax	1.57
2015/2016 Tax Base Equivalent Band D properties	670.81



## HOLY TRINITY, THEALE FUNDING REQUIREMENT FOR 2016/2017

<b>2015/2016</b>	£
Balance B/fwd 1/4/15	55.02
Forecast Expenditure 2015/16	<b>(1,350.00)</b>
Council Tax	1,400.00
Balance 31/3/16	<u>105.02</u>

<b>2016/2017</b>	
Balance B/fwd 1/4/16	105.02
Estimated expenditure 2016/17	<b>(1,380.00)</b>
Council Tax	1,270.00
Balance 31/3/17	<u><b>(4.98)</b></u>

2016/2017 Band D Equivalent Tax	1.18
2016/2017 Tax Base Equivalent Band D properties	1,080.25

<b>NOTES</b>	
2015/2016 Band D Equivalent Tax	1.32
2015/2016 Tax Base Equivalent Band D properties	1,057.35

## SAINT MICHAEL'S - TILEHURST FUNDING REQUIREMENT FOR 2016/2017

<b>2015/2016</b>	£
Balance B/fwd 1/4/15	0.00
Forecast expenditure 2015/2016	0.00
Council Tax	0.00
Balance 31/3/16	<u>0.00</u>

<b>2016/17</b>	
Balance B/fwd 1/4/16	0.00
Estimated expenditure 2016/17	(12,500.00)
Council Tax	12,500.00
Balance 31/3/17	<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	N/A
2015/2016 Tax Base Equivalent Band D properties	

**Appendix I vii)**

	<b><u>2011/12 Band D equivalent tax</u></b>	<b><u>2012/13 Band D equivalent tax</u></b>	<b><u>2013/14 Band D equivalent tax</u></b>	<b><u>2014/15 Band D equivalent tax</u></b>	<b><u>2015/16 Band D equivalent tax</u></b>	<b><u>2016/17 Band D equivalent tax</u></b>
Hungerford	2,444.24	2,480.23	2,257.54	2,327.21	2,346.18	2,319.92
Kintbury	1,139.82	1,198.94	1,079.46	1,179.94	1,141.91	1,180.35
Shaw	709.43	708.10	660.04	674.41	670.81	668.29
Theale	1,105.41	1,107.76	959.48	1,011.63	1,057.35	1,080.25
Fawley					72.71	72.88
Tilehurst					5,442.54	5,460.47

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Appendix J i): WEST BERKSHIRE COUNCIL

COUNCIL TAX COLLECTION FUND - 2015/2016

	£	£
<b>Income</b>		
Net Council Tax Debit	101,364,098	
Council Tax Relief	-6,688,386	
		94,675,712
MOD contribution	407,933	407,933
(estimate based upon current amount received)		
		<u>95,083,645</u>
<b>Expenditure</b>		
West Berkshire Council	-78,438,210	
Police	-10,162,995	
Fire	-3,766,015	
Parishes	-3,617,064	
Special Expenses	-12,180	-95,996,464
		<u>-912,819</u>
<b>Surplus / (-) deficit</b>		
Provision for w/o or non-collection	-75,975	-75,975
		<u>-988,794</u>
Deficit Brought Forward from 14/15		-265,315
Recovery from Precepting Authorities		77,772
Anticipated Collection Fund surplus(+) / deficit (-)		<u><u>-1,176,337</u></u> Deficit



SIGNED :

DATE: 15th January 2016

**Appendix J ii): COLLECTION FUND - 2015/2016**

<b>DISTRIBUTION OF ESTIMATED DEFICIT</b>	<b>£</b>
<b>Estimated Deficit</b>	<b><u>- 1,176,337</u></b>
<b>West Berkshire Council</b>	<b>- 1,005,651</b>
<b>Thames Valley Police</b>	<b>- 124,537</b>
<b>Royal Berkshire Fire Authority</b>	<b>- 46,149</b>
	<b><u>- 1,176,337</u></b>

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## Phase 1 Budget Consultation 2016-17 - Summary Report

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<b>Committee considering report:</b>	Special Executive on 25 February 2016 Council on 1 March 2016
<b>Portfolio Member:</b>	Councillor Roger Croft
<b>Date Portfolio Member agreed report:</b>	1 February 2016
<b>Report Author:</b>	Andy Day, Head of Strategic Support
<b>Forward Plan Ref:</b>	C2979

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### 1. Purpose of the Report

- 1.1 This report provides an update on the results of Phase 1 of the public consultation exercise in relation to the 2016/17 budget. This report provides information on the total number of responses received to the consultation and details of the total number of responses received for each savings proposal.
- 1.2 This report also provides details where “counter proposals” have been made by organisations and looks at those savings proposals which are currently funded by the public health grant.

### 2. Recommendation

- 2.1 That the responses received to each of the 47 public facing savings proposals in relation to Phase 1 of the public consultation exercise undertaken on the 2016/17 budget be noted.
- 2.2 That, should transitional funding not be appropriate, Full Council progress each of the non-public health grant funded savings proposals (29 individual proposals in total) and the one income proposal relating to car parking as set out in Appendix A.
- 2.3 That it be a recommendation to Council that those public health grant funded services set out in paragraph 3.4 of Appendix “A” totalling £114,000 be progressed.

### 3. Implications

- 3.1 **Financial:** This report will contribute to and inform the 2016/17 budget report and discussion at Council on 1 March 2016.
- 3.2 **Policy:** N/A
- 3.3 **Personnel:** Some of the savings proposals will have an impact on staff and where this is the case these have been identified and appropriate action taken.
- 3.4 **Legal:** 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:** N/A

3.6 **Property:** N/A

3.7 **Other:** In relation to the Mortimer to Willink Home to School Transport route the On-Highways aspect has been assessed by our Highways Engineers in accordance with Road Safety GB guidelines. In response to feedback, the Council commissioned a 2<sup>nd</sup> independent review which also concluded that the On-Highways aspect was suitable as a route to school.

#### 4. Other options considered

4.1 The Council is required to consult on its 2016/17 budget by virtue of the Equality Act 2010 and particularly in relation to any proposals which might have a public impact.



## 5. Executive Summary

- 5.1 In agreeing a balanced budget for 2016/17 the Council was initially required to find a total of £10.8m of savings. Approximately £4.6m of these savings were identified as potentially having a public impact.

## 6. Consultation Approach

- 6.1 The Council launched Phase 1 of its public consultation on its 2016/17 budget on 3 November 2015. The consultation ran for 6 weeks which concluded on 14 December 2015. A total of 2458 responses were received to the 47 individual savings proposals. Approximately 1,000 of these responses were received in the last week and required a significant effort to make sure that all of the responses were entered on to the system and reflected in this report.
- 6.2 A table showing the number of responses for each proposal is set out in Appendix B to this report along with templates providing an overview and summary of the comments received to each proposal. It should be noted at this stage that it is not the number of responses which should be focused on but the responses to the two questions about impact.
- 6.3 As already stated there were 47 public facing savings proposals for 2016/17 compared to 18 in 2014/15 and 2015/16. The 47 savings proposals represented £4.6m. The consultation was launched with a video of the Chief Executive explaining the financial challenges faced by the Council.
- 6.4 The proposals were published on the Council's consultation finder database with information disseminated to all registered consultees. The proposals were also e mailed round to approximately 900 members of the community panel as well information being posted on Facebook and Twitter accounts. A press release was also issued drawing attention to the public consultation exercise.
- 6.5 Of the 47 public facing savings proposals 18 related to services funded by the public health grant which has been ring fenced by the Government for a further two years. Although the Council has to make savings of £139,000 from the public health grant in 2016/17 it is only proposed to reduce funding to those public facing savings proposals set out in Paragraph 3.4 of Appendix A which totals £114,000.
- 6.6 At the Executive on 11 February 2016 three petitions and a letter were presented requesting the Council to reconsider its proposals to reduce funding in the following areas:
- (i) Short Breaks for Children - The petition contained 3694 signatures.
  - (ii) 143 bus service in Purley and Pangbourne - The petition contained 253 signatures.
  - (iii) 143 bus service in Basildon - The petition contained 352 signatures.
- 6.7 The letter was from the Pangbourne and Whitchurch Sustainability Group supporting the sentiments of the two petitions relating to the 143 bus service.

## 7. Conclusion

- 7.1 The public consultation on the 2016/17 budget attracted around 2500 responses. Details of all responses and recommendations are set out in the individual templates and further distilled in the spreadsheet attached to the report.

## 8. Appendices

- 8.1 Appendix A - Supporting Information (Main Report)
- 8.2 Appendix B - Summary of Recommendations
- 8.3 Appendix C - Table showing the total number of responses received to each proposal
- 8.4 Appendix D – Overview of Responses and Recommendations, Summary of Responses, Verbatim Responses and Equalities Impact Assessment are published on the 47 individual consultation pages and can be accessed via the central index page for [Budget Proposals 2016/17 Phase One](#).

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# Phase 1 Budget Consultation 2016/17 - Supporting Information

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## 1. Introduction/Background

- 1.1 This report provides feedback on the results of Phase 1 of the public consultation exercise undertaken in relation to the 2016/17 budget. This report provides information on the total number of responses received to the consultation and details of the responses for each savings proposal and the themes of those responses.
- 1.2 This report also highlights those areas where organisations have made “counter” proposals in response to the question asked within the consultation about “what can you do to help mitigate the impact of this proposal?”
- 1.3 The report also looks at those savings proposals which are funded by the public health grant which has been ring fenced for a further two years.
- 1.4 The Council launched its public consultation on its 2016/17 budget on 3 November 2015. The consultation ran for 6 weeks and concluded on 14 December 2015. A total of 2458 responses were received to the 47 individual savings proposals. Approximately 1,000 of these responses were received in the last week of the consultation and required a great deal of work to make sure that all responses were entered on to the system.
- 1.5 A spreadsheet (Appendix B) proposes a recommendation for each of the 47 individual savings proposals. A summary of the total number of responses to each of the proposals is also set out in Appendix C. Appendices D and E provide a summary and overview of the responses received to each of the proposals. A further spreadsheet (Appendix F) is also attached which provides the Equality Impact Assessments, verbatim comments and summary of responses for each proposal.
- 1.6 As already stated there were 47 public facing savings proposals for 2016/17 compared to 18 in 2014/15 and 2015/16. The scale of the consultation was therefore significantly different compared to the last two years. The total value of the public facing savings proposals was £4.6m. The consultation was launched with a video of the Chief Executive explaining the financial challenges faced by the Council.
- 1.7 The 47 individual savings proposals were published on the Council’s consultation finder database with information disseminated to all registered consultees. The proposals were also e mailed round to around 900 members of the community panel as well information being posted on Facebook and Twitter accounts. A press release was also issued drawing attention to the public consultation exercise.
- 1.8 All of the organisations impacted by the proposals were also contacted prior to the consultation exercise going live so were aware of the proposals and the potential impact on them.

- 1.9 The consultation asked the following questions:
1. What would be the impact on you or your community?
  2. What can you do to help mitigate this impact?
- 1.10 The consultation exercise generated a great deal of feedback from the public . Where organisations have made counter proposals these are set out in the summaries and distilled further in Section 2 of this report.
- 1.11 Section 3 deals with those savings proposals currently funded by the public health grant and makes recommendations on those public facing proposals which should be progressed given the need to save 2.2% of this budget in 2016/17.
- 1.12 Section 4 deals with the Equality Impact Assessment aspects of the savings proposals and details the four outcomes which are possible arising from the public consultation.
- 1.13 At the Executive on 11 February 2016 three petitions and a letter were presented requesting the Council to reconsider its proposals to reduce funding in the following areas:
- (i) Short Breaks for Children - The petition contained 3694 signatures.
  - (ii) 143 bus service in Purley and Pangbourne - The petition contained 253 signatures.
  - (iii) 143 bus service in Basildon - The petition contained 352 signatures.
- 1.14 The letter was from the Pangbourne and Whitchurch Sustainability Group supporting the sentiments of the two petitions relating to the 143 bus service.

## 2. Counter Proposals

- 2.1 A number of “counter “proposals have been suggested by organisations impacted by some of these proposals and these are summarised below:
- (i) CCTV - This service currently costs the Council £224,000 annually. In response to the consultation, Newbury Town Council working with Newbury BID, Thames Valley Police are developing a proposal which will hopefully see a CCTV system being retained in Newbury. Thatcham, Hungerford Town Councils Lambourn and Theale Parish Councils are also considering whether to develop their own bespoke CCTV service.
  - (ii) Empowering West Berkshire - EWB are the umbrella organisation for the voluntary and community sector (VCS). The £50,000 currently goes towards the employment of 1.5fte. All other costs are currently met by Greenham Common Trust.
- EWB has made a “counter” proposal to the Council and has agreed to take a funding reduction of £10,000 per annum making the overall cost of operating an umbrella organisation for the VCS £40,000 a year. EWB has committed to securing other funding to bridge this gap. The responses received to this proposal show the value of the organisation and the help that they have provided across the sector.

- (iii) Home to School Transport - The Council currently spends a total of £246,400 on 366 pupils. Having regard to the responses received the following options have been proposed by officers:
  - (a) The Council continues to operate its home to school transport services but for those pupils whose entitlement to free transport has ceased a seat could be offered on a Fare Payer basis.
  - (b) School or community-led bus service - The Council could encourage the schools or community to set up appropriate bus services.
  - (c) Mortimer to Willink Route - The Council could undertake appropriate infrastructure works such as signage, drainage, vegetation maintenance and purchase school lockers to make it easier for pupils to walk to school.
- (iv) Learning Independence for Travel – It has been suggested that the Council retains £40,000 of its planned £114,000 reduction in order to be able to establish a remodelled service with the aim of reducing the SEN home to school transport costs.
- (v) Public Transport - The methodology used to propose the savings was based on the highest cost per passenger journey. It is suggested that this be revised and remodelled on the basis of existing passenger usage rather than cost.

### 3. Public Health Grant

- 3.1 The Public Health grant for 2015/16 was £4,819k. The Council received a new budget in October 2015 for Health Visitors of £919k making a total public health grant of £5,738k. This has been reduced in year by £355k to £5,383k.
- 3.2 In 2016/17 the Council will receive the remainder of the Health Visitors' budget ie a further £919k increasing its base to £6,301k. The Council is anticipating a reduction of 2.2% to this budget in 2016/17 (£139k) and a further 2.5% reduction in 2017/18 (£154k).
- 3.3 Of the 47 public facing savings proposals 11 are currently funded by the public health grant. The Government has recently confirmed that this grant will be ring fenced for a further two years, however, a reduction of £139,000 (2.2%) to this grant will be required in 2016/17 and £154,000 (2.5%) in 2017/18.
- 3.4 Having looked at the responses received to the savings proposals and having regard to the need to make savings in the public health grant of £139,000 in 2016/17 it is proposed that the following public facing savings proposals be progressed.
  - (i) Eat 4 Health - £5,000
  - (ii) Feel Good Fortnight - £10,000
  - (iii) Oral Health Promotion - £24,000
  - (iv) Physical Activity in Children - £16,000
  - (v) Smoking Cessation Service - "Smoke Free Life" - £32,000

- (vi) Thames Valley Positive Support - £7,000
- (vii) The Edge - £14,000
- (v) Youth Offending Team - £6,000

3.5 The balance of the savings required from the Public Health grant will be met from non public facing proposals.

#### **4. Equality Impact Assessments**

4.1 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 characteristics and persons who do not share it.

4.2 The essential duty placed on decision makers is that they must keep the welfare of service users at the forefront of their mind, but also families, and especially their families who are most disadvantaged.

4.3 The Equality Impact Assessments attached to this report identify the chosen option(s) and their potential impacts and document the reasons for the decision in each of the 47 savings proposals. The following four outcomes are possible from an assessment and more than one may apply to a single proposal:

- (i) No major change is required as the EIA has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.
- (ii) Adjustments are needed to remove barriers identified by the assessor or to promote equality (but the local authority has to ask itself if the adjustments will be effective).
- (iii) Continue despite having identified some potential for adverse impacts or missed opportunities to advance equality.
- (iv) Stop and rethink if an EIA shows actual or potential unlawful discrimination. Is there a way of reducing or mitigating any negative impact?

4.4 It is important that Members have carefully considered, assessed and fully understood the implications of any of the responses received to the savings proposals. Members have already reviewed at length the detailed feedback for each of the proposals.

#### **5. Conclusion**

5.1 The public consultation on the 2016/17 budget attracted around 2500 responses. Details of all responses and recommendations are set out in the individual templates and further distilled in the Spreadsheet attached to the report.

**Subject to Call-In:**

Yes:  No:

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

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**Officer details:**

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Job Title: Head of Strategic Support  
Tel No: 01635 519459  
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**Budget Proposals 2016/17: Summary of Recommendations as result of feedback on the impact of budget proposals – for Full Council meeting 1 March 2016**

**Savings Proposals:**

Service area	Proposal	Total Budget 2015/16	Initial proposed saving 2016/17	Finalised proposed saving 2016/17	Recommendation
P&C	Access Officer	£48,000	£48,000 (100%)	£48,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
C&EP	Arts and Leisure Development	£54,000	£54,000 (100%)	£54,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
CS	Cash Office, Market Street	£166,000	£44,000 (26%)	£44,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
SSU	CCTV	£224,930	£224,930 (100%)	£224,930	Feedback from the consultation has resulted in several of the appropriate Town and Parish Councils seeking to maintain a bespoke CCTV service in their area. <b>To proceed with this savings proposal.</b>
ASC	Chestnut Walk Care Home	£354,000	£94,000 (26%)	£94,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Education	Children's Centres	£1,226,000	£300,000 (24%)	£300,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
SSU	Citizens Advice Bureau	£239,892	£15,000 (6%)	£15,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
C&EP	Cleaner Greener	£20,000	£20,000 (100%)	£20,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
SSU	Empowering West Berkshire	£50,000	£50,000 (100%)	£50,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Child	Family Resource Service	£830,440	£100,000 (12%)	£100,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
H&T	Highways Maintenance	£2,875,010	£552,000 (19%)	£552,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>

**Budget Proposals 2016/17: Summary of Recommendations as result of feedback on the impact of budget proposals – for Full Council meeting 1 March 2016**

Service area	Proposal	Total Budget 2015/16	Initial proposed saving 2016/17	Finalised proposed saving 2016/17	Recommendation
Education	Home to School Transport – available routes	£1.6 M (mainstream school transport)	£246,400 (15%)	£246,400	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Education	Home to School Transport – other proposals		£140,000 (9%)	£140,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
CCH&S	Housing Related Outreach Support Service	£184,000	£184,000 (100%)	£184,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
C&EP	Kintbury Jubilee Leisure Centre	£9,000	£9,000 (100%)	£9,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Education	Learning Independence for Travel (LIFT)	£114,000	£114,000 (100%)	£114,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
C&EP	Library Service	£1,525,000	£90,000 (5.9%)	£90,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
CCH&S	Mental Health Supported Living Scheme	£201,000	£100,000 (50%)	£100,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
P&C	Pang and, Kennet Project	£14,000	£14,000 (100%)	£14,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Education	Primary Children and Adolescent Mental Health Service (PCAMHS)	£80,000	£40,000 (50%)	£40,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Education	Pre School Teacher Counselling Service	£170,000	£85,000 (50%)	£85,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>

Budget Proposals 2016/17: Summary of Recommendations as result of feedback on the impact of budget proposals – for Full Council meeting 1 March 2016

Service area	Proposal	Total Budget 2015/16	Initial proposed saving 2016/17	Finalised proposed saving 2016/17	Recommendation
P&C	Public Conveniences - Newbury	£70,000	£70,000 (100%)	£70,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
H&T	Public Transport	£1,463,090	£320,000 (21.9%)	£320,000	The methodology used to propose savings in public transport was based on the highest cost per passenger journey. The feedback has suggested that bus services should be retained in most areas but be based on existing passenger usage rather than cost. <b>To proceed with the proposed saving, based on a methodology of passenger usage rather than cost.</b>
H&T	Rural Highways Grass Cutting	£70,000	£10,000 (14%)	£10,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Education	School Crossing Patrol	£21,000	£21,000 (100%)	£21,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
Child	Short Breaks for Children	£415,000	£345,000 (83%)	£345,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
CCH&S	Step by Step Support Lodgings	£100,000	£100,000 (100%)	£100,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
H&T	Traffic Management and Road Safety	£364,870	£91,000 (25%)	£91,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
C&EP	Visitor Information Service	£62,000	£62,000 (100%)	£62,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>
C&EP	Waste Management - Street Cleansing	£2,200,000	£100,000 (4.5%)	£100,000	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal.</b>

Budget Proposals 2016/17: Summary of Recommendations as result of feedback on the impact of budget proposals – for Full Council meeting 1 March 2016

**Public Health and Wellbeing Funded:**

Service area	Proposal	Total Budget 2015/16	Initial proposed saving 2016/17	Finalised proposed saving 2016/17	Recommendation
PH&WB	Alana House Satellite Service	£22,500	£22,500 (100%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £22,500. <b>To continue to fund this service at the current level.</b>
PH&WB	Eat 4 health	£60,000	£7,000 (12%)	£5,000	Although this proposal is funded by the Public Health grant, feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal, without any modifications.</b>
PH&WB	Feel Good Fortnight	£10,000	£10,000 (100%)	£10,000	Although this proposal is funded by the Public Health grant, feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal, without any modifications.</b>
PH&WB	Friends in Need	£25,000	£25,000 (100%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £25,000. <b>To continue to fund this service at the current level.</b>
PH&WB	Healthy Eating in Children	£32,000	£5,000 (16%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £32,000. <b>To continue to fund this service at the current level.</b>
Educ	Not in Education, Employment or Training (NEET) Support	£20,000	£20,000 (100%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £20,000. <b>To continue to fund this service at the current level.</b>
PH&WB	Oral Health Promotion	£24,000	£24,000 (100%)	£24,000	Although this proposal is funded by the Public Health grant, feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal, without any modifications.</b>
PH&WB	Physical Activity in Adults	£13,000	£6,000 (46%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £13,000. <b>To continue to fund this service at the current level.</b>
PH&WB	Physical Activity in Children	£36,500	£16,000 (44%)	£16,000	Although this proposal is funded by the Public Health grant, feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal, without any modifications.</b>

Budget Proposals 2016/17: Summary of Recommendations as result of feedback on the impact of budget proposals – for Full Council meeting 1 March 2016

Service area	Proposal	Total Budget 2015/16	Initial proposed saving 2016/17	Finalised proposed saving 2016/17	Recommendation
C&EP	Reduction to Healthy Eating Programme in Schools	£20,000	£10,000 (50%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £20,000. <b>To continue to fund this service at the current level.</b>
SSU	Relate	£6,468	£6,468 (100%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health budget has been ring-fenced for a further two years it is suggested that the Council continue to fund this service at an annual sum of £6,468. <b>To continue to fund this service at the current level.</b>
SSU	Shopmobility	£26,000	£12,000 (46%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £26,000. <b>To continue to fund this service at the current level.</b>
PH&WB	Smoking Cessation Service - 'Smoke Free Life'	£311,000	£32,000 (10.2%)	£32,000	Although this proposal is funded by the Public Health grant, feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal, without any modifications.</b>
Education	Special Needs Advice and Counselling Support (SNACS)	£10,000	£10,000 (100%)	£0	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. However, given that the Public Health grant has been ring-fenced for a further two years it is recommended that this service continue to be funded at an annual sum of £10,000. <b>To continue to fund this service at the current level.</b>
PH&WB	Thames Valley Positive Support	£13,000	£7,000 (54%)	£7,000	Although this proposal is funded by the Public Health grant, feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. <b>To proceed with this savings proposal, without any modifications.</b>
PH&WB	The Edge	£168,000	£42,900 (25%)	£14,000	Although this proposal is funded by the Public Health grant, it is recommended to that the service continue to be funded, but with a <b>small reduction of £14,000 (8%)</b> . <b>To continue to fund this service with the proposed reduction.</b>
PH&WB	Youth Offending Team (YOT)	£24,183	£24,183 (100%)	£6,000	Although this proposal is funded by the Public Health grant, it is recommended that the service continue to be funded at a reduced annual sum of £18,183 <b>(with a saving of £6,000 (25%))</b> . <b>To continue to fund this service with the proposed reduction.</b>

Budget Proposals 2016/17: Summary of Recommendations as result of feedback on the impact of budget proposals – for Full Council meeting 1 March 2016

Income Proposals:

Service area	Proposal	Total Income 2015/16	Initial expected income 2016/17	Finalised expected income 2016/17	Recommendation
H&T	Car Parks	£2,952,190	£3,316,190 (Increase of 13.3%)	£3,316,190 (Increase of 13.3%)	Feedback has not uncovered any further issues which would prevent the council from proceeding with this proposal. It's therefore recommended to implement this proposal with no changes. <b>To proceed with this proposal.</b>

Number of responses to the formal questionnaire.

Proposal	
Access Officer	21
Alana House Satellite Service	10
Arts and Leisure Development	14
Car Parks	25
Cash Office, Market Street	23
CCTV	25
Chestnut Walk Care Home	13
Children's Centres	256
Citizen's Advice Bureau	16
Cleaner Greener	14
Eat 4 health	3
Empowering West Berkshire (Voluntary Sector Support Organisation)	62
Family Resource Service	12
Feel Good Fortnight	7
Friends in Need	7
Healthy Eating in Children	0
Highways Maintenance	45
Home to School Transport	542
Housing Related Outreach Support Service	55
Kintbury Jubilee Leisure Centre	8
Learning Independence for Travel (LIFT)	78
Library Service	256
Mental Health Supported Living Scheme	12
Not in Education, Employment or Training (NEET) Support for Young People with Disabilities	12
Oral Health Promotion	0
Pang and Kennet Project	5
Primary Children and Adolescent Mental Health Service (PCAMHS)	8
Physical Activity in Adults	2
Physical Activity in Children	3
Pre-school Teacher Counselling Service	63
Public Conveniences - Newbury	25
Public Transport	414
Reduction to Healthy Eating Programme in Schools	1
Relate	5
Rural Highways Grass Cutting	22
School Crossing Patrol	66
Shopmobility	17
Short Breaks for Children with Disabilities	58
Smoking Cessation Service - 'Smoke Free Life'	5
Special Needs and Counselling Support (SNACS)	18
Step by Step Support Lodgings	24
Thames Valley Positive Support	5
The Edge	17
Traffic Management and Road Safety	16
Visitor Information Service	142
Waste Management - Street Cleansing	16
Youth Offending Team (YOT)	10
	<b>Total number of responses</b>
	<b>2458</b>

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## **Efficiency Strategy for Use of Capital Receipts 2016/17**

As part of the Local Government Spending Review announced on the 17<sup>th</sup> December, the Government has provided Councils with the flexibility to use Capital Receipts received in the financial years 2016/17, 2017/18 and 2018/19 to fund transformation and restructuring of services in order to achieve efficiencies and revenue cost savings.

### Definition of Qualifying Expenditure

The Government has defined expenditure qualifying for funding from capital receipts as follows:

*“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility. Set up and implementation costs of any new processes or arrangements can be counted as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.”*

A list of examples of qualifying expenditure as set out in the government guidance is given in Appendix O ii), but this list is not exhaustive.

### Requirements of the Strategy

In order to qualify for this flexibility the authority must prepare an Efficiency Strategy outlining how it plans to use of capital receipts to fund qualifying expenditure. The Strategy must be approved by full Council and must include the following information:

- A list of projects for which capital receipts are to be used;
- A breakdown of funding for each project between capital receipts and other sources;
- An analysis of the savings expected to be achieved as a result of each project;
- The impact on the local authority’s Prudential Indicators for the forthcoming year and subsequent years.

From 2017-18 onwards, the Strategy should also contain details of projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial cost/benefit analysis.

The initial strategy must be approved by the 31<sup>st</sup> March 2016. This may be updated at any point in the year to take account of any change to the estimated level of capital receipts available and their planned use. However any amendments to the strategy must also be approved by full Council.

### Projects to be Funded from Capital Receipts in 2016/17

The main capital receipt expected in 2016/17 is £2.9 million from the sale of the former Pound Lane depot (which is dependent on the success of the planning application which has been submitted for the development of the site).

Our interpretation of the definition of qualifying expenditure includes:

- Exit costs for staff being made redundant from 1 April 2016 onwards in order to achieve revenue savings;
- Work planned to be undertaken from April 2016 onwards to transform the way services are delivered (e.g. developing and piloting new ways of delivering Adult Social Care). This includes work which may have already started and which may already be allowed for in the 2016/17 revenue budget;
- Other additional costs associated with implementing savings such as mothballing, disposing of or changing the use of buildings which are no longer needed for their existing operational purposes or one off payments for early termination of contracts.

The definition does not include the cost of continuing to provide existing services until it is practically possible to end them (i.e. the part year shortfall in respect of savings which can only be implemented part way through the year). However if capital receipts are used to fund qualifying costs which are already allowed for in the revenue budget, this will create an additional saving which will offset the part year shortfall from the implementation of some planned savings.

Qualifying projects currently planned to be funded from capital receipts in 2016/17 are as follows:

<b>Project</b>	<b>Capital Receipts funded / £m</b>	<b>Other sources / £m</b>	<b>Expected Annual Savings / £m</b>
Expected cost of redundancies incurred in the financial year 2016/17	<b>1.9</b>	<b>0</b>	<b>2.7</b>
Transformation of service provision	<b>1</b>	<b>0</b>	<b>0.5</b>

The strategy will be amended as and when necessary to give a more detailed breakdown of projects to support the transformation of service provision.

### Impact on Prudential Indicators

If £2.9 million capital receipts are used to fund the set out above costs in 2016/17, this will mean that it is necessary to borrow £2.9 million more in 2016/17 to fund capital expenditure than was originally planned. In order to ensure that this additional borrowing is affordable within the proposed revenue budget for 2016/17 and future years, the capital financing strategy has been amended as follows:

1. By taking account of the fact that PWLB interest rates have decreased slightly since the original capital strategy for 2016/17 was compiled;
2. By increasing the period over which we plan to borrow to fund some assets (e.g. from 25 to 30 years and from 40 to 50 years);
3. By reprofiling the annual provision for the future repayment of maturity loans (i.e. reducing the amount planned to be set aside over the next five years, but increasing the amount planned to be set aside over the following five years, by which time we expect that borrowing costs to be increasing more slowly);
4. By anticipating that additional capital receipts or revenue income from the disposal of surplus assets will become available in 2017/18 and/or 2018/19 to help meet the cost of the capital programme.

These changes are reflected in the Investment and Borrowing Strategy and the Capital Strategy and Programme, also on this agenda.

**Examples of Qualifying Expenditure Given in Government  
Guidance December 2015**

- Sharing back-office and administrative services with one or more other council or public sector bodies
- Investment in service reform feasibility work, e.g. setting up pilot schemes
- Collaboration between local authorities and central government departments to free up land for economic use
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation
- Sharing Chief-Executives, management teams or staffing structures
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others)
- Integrating public facing services across two or more public sector bodies (for example children's social care, trading standards) to generate savings or to transform service delivery.