Title of Report:	**2010 Council Plan Refresh**	**Item 13**
Report to be considered by:	Council	
Date of Meeting:	04 March 2010	
Forward Plan Ref:	C1962	

Purpose of Report:

To agree the key activities and targets for West Berkshire Council for 2010/11 outlined under each theme, ahead of the start of the fiscal year.

Recommended Action:

That the Council's key activities and indicators outlined under each theme in the 2010 refresh of the Council Plan are approved.

Reason for decision to be taken: The Council Plan sets out West Berkshire Council's purpose and ambition and in doing so articulates the Council's main focus of activities and the key performance indicators against which it will assess itself for the coming 12 months.

Other options considered: n/a

Key background documentation:

- 2009 West Berkshire Council Plan.
- 'Delivering West Berkshire's Priorities' - A Medium Term Financial Strategy for 2010/11–12/13 and future years.
- *A Breath of Fresh Air* - the Sustainable Community Strategy for West Berkshire.
- 2010 West Berkshire District Profile.
- The Council's key plans and strategies - listed at www.westberks.gov.uk/keyplans.

The proposals contained in this report will help to achieve the following Council Plan Priorities:

☒ **CPP1 – Support our communities through the economic recession** – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged

☒ **CPP2 – Raise levels of educational achievement** – improving school performance levels

☒ **CPP3 – Reduce West Berkshire's carbon footprint** – to reduce CO_2 emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency

The proposals will also help achieve the following Council Plan Themes:

☒ **CPT1 - Better Roads and Transport**
☒ **CPT2 - Thriving Town Centres**
☒ **CPT3 - Affordable Housing**
☒ **CPT4 - High Quality Planning**
☒ **CPT5 - Cleaner and Greener**
☒ **CPT6 - Vibrant Villages**
☒ **CPT7 - Safer and Stronger Communities**
☒ **CPT8 - A Healthier Life**
☒ **CPT9 - Successful Schools and Learning**
☒ **CPT10 - Promoting Independence**
☒ **CPT11 - Protecting Vulnerable People**
☒ **CPT12 - Including Everyone**
☒ **CPT13 - Value for Money**
☒ **CPT14 - Effective People**
☒ **CPT15 - Putting Customers First**
☒ **CPT16 - Excellent Performance Management**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:
setting out West Berkshire Council's purpose and ambition for 2010/11 and in doing so articulating the Council's main focus of activities and the key performance indicators for the coming year against which it will assess itself.

Portfolio Member Details	
Name & Telephone No.:	Councillor Graham Jones - Tel (01235) 762744
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Date Portfolio Member agreed report:	24th February 2010

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Implications

Policy:	Impacts on many council policies as the Council Plan is central to the operation and planning of the Council.
Financial:	The MTFS is impacted by the Council Plan.
Personnel:	Resource allocation to new priorities will be affected by the new plan. The plan incorporates an outcome of Effective People, covering personnel issues.
Legal/Procurement:	None.
Property:	The Cleaner and Greener theme – as well as the priority of reducing West Berkshire's carbon footprint will have impact on property services.
Risk Management:	Risk assessments will be carried out on appropriate elements of the plan.
Equalities Impact Assessment:	Equality impact assessments will be carried out on key policies and activities arising from this Council Plan. For advice please contact Principal Policy Officer (Equalities) on Ext. 2441.
Corporate Board's View:	Directors content with the activities / PIs under their jurisdiction. to be completed after the Corporate Board meeting

Is this item subject to call-in?	Yes: ☐	No: ☒

If not subject to call-in please put a cross in the appropriate box:

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 Commission or associated Task Groups within preceding six months	☐
Item is Urgent Key Decision	☐

Executive Summary

1. Introduction

1.1 The Council Plan sets out the purpose and ambition of West Berkshire Council. In conjunction with the Medium Term Financial Strategy it sets out the policy and financial framework within which the Council operates.

1.2 The aim of the Council Plan therefore is to define the authority's main focus of activities and outcomes, the resources available to deliver these and the measures of performance against which the Council will assess itself.

1.3 As with previous years, the Council's key focus of work is framed within sixteen themes. Within each theme there are a number of key, strategic activities, outcomes or targets that we are working to achieve over the coming two years. We monitor progress against each of these targets or activities on a quarterly basis and report these back to the public through the quarterly strategic (level one) performance reports

1.4 The purpose of this report is not to agree the Council Plan in its entirety – this can only be done after all 2009/10 outturns have been compiled – but to agree the targets and activities for 2010/11 headlined under each theme, ahead of the start of the fiscal year.

1.5 As such, only the main section entitled 'Making it Happen' providing the Council's key activities / PIs is provided. The contextual sections of the plan will need to be updated once final year end data is available. In the same manner, the '2009/10 achievements' and 'indicators not achieved in 2009/10' within each theme have been left blank until the year end performance report has been compiled.

2. Proposals

2.1 The proposals for 2010/11 key targets and activities are listed under each of the themes.

2.2 As advised, relevant heads of service / corporate directors / theme leads have agreed their respective PIs / activities with their respective portfolio holder before submitting these for inclusion in the Council Plan as a whole.

2.3 It is proposed that approval of the contextual section of the document – and hence the Council Plan as a whole - will be delegated to the Chief Executive, in consultation with the Leader / Deputy Leader, once the year end performance data and statistics are available and analysed and incorporated within the plan.

Appendices

Appendix A – 'Making it Happen' section of the 2010 West Berkshire Council Plan.

Consultees

Local Stakeholders:	All portfolio holders will have agreed these key activities / PIs with relevant heads of service / corporate directors prior to them being submitted to P&C to be included in the Council Plan.
Officers Consulted:	Corporate Board, all 16 theme leads and heads of service, the performance management officer working group (EPMG), individual officers related to individual activities / PIs.
Trade Union:	n/a

Appendix A

West Berkshire Council Plan 2007 – 2011

2010 Council Plan Refresh

Key activities and indicators for 2010/11

Contents

Foreword

Introduction

West Berkshire Today and Tomorrow
- Our changing communities
- Listening to our communities

Building on Success

Ambition for our Communities
- The Council's priorities

Reshaping our Services

Making it Happen
- Successful Schools and Learning
- Cleaner and Greener
- Including Everyone
- Better Roads and Transport
- Thriving Town Centres
- Affordable Housing
- High Quality Planning
- Vibrant Villages
- Safer and Stronger Communities
- A Healthier Life
- Promoting Independence
- Protecting Vulnerable People
- Value for Money
- Effective People
- Putting Customers First
- Excellent Performance Management

Staying on Track – Implementation and Monitoring

Note for members

NB: The purpose of this item is not to agree the Council Plan in its entirety – this can only be done after all 2009/10 outturns have been compiled – but to approve the proposed targets and activities for 2010/11 outlined under each theme, ahead of the start of the fiscal year.

As such, only the main section entitled 'Making it Happen' – which provides the Council's key activities / PIs - is provided within the report.

The preceding contextual sections of the plan – greyed out in the table of contents above - will be confirmed once final year end data is available.

In the same manner, the '2009/10 achievements' and 'indicators not achieved in 2009/10' within each theme have been left blank until the year end performance report has been compiled.

Making it Happen

The next section of the Council Plan takes each of the sixteen themes in turn, setting out:

- what we have achieved in 2009/10;
- what our targets and indicators are for 2010/11;
- what we intend our targets and indicators to be for 2011/12.

As our starting point, we have taken our Local Area Agreement 2 targets and the wider National Indicator Set in developing the indicators and targets for the coming two years. These have then been added to with our own key local indicators and activities in order to set out what is our strategic action plan for West Berkshire Council for 2010/11.

Given all that has been outlined in previous sections about the uncertainties after this year's general election, the key activities and measures of performance compiled within this plan are provided, subject to any significant shifts in public policy and finances over the next 12 months.

As such, the focus of activities laid out here set the scene in terms of where the Council believes its priorities will continue to lie and irrespective of the outcome of election and the next Comprehensive Spending Review, areas where it considers its energies should be directed.

It is worth repeating that this is the final iteration of this Council Plan. A new strategic document will be drafted for 2011/12 which will more fully be able to take the current uncertainties into account.

Progress against each of the 2010/11 targets / activities will be monitored quarterly through the strategic (level one) performance reports and published on our website at westberks.gov.uk/performance.

Themes are organised in the following section as follows:

Council Plan Themes

- Successful Schools and Learning
- Cleaner and Greener
- Including Everyone
- Better Roads and Transport
- Thriving Town Centres
- Affordable Housing
- High Quality Planning
- Vibrant Villages
- Safer Communities
- A Healthier Life
- Promoting Independence
- Protecting Vulnerable People

'Enablers' or Process Themes

- Value for Money
- Effective People
- Putting Customers First
- Excellent Performance Management

Including Everyone
Successful Schools & Learning
Thriving Town Centres
Affordable Housing
Cleaner & Greener
Vibrant Villages
Safer & Stronger Communities
Promoting Independance
High Quality Planning
Better Roads & Transport
Excellent Performance Management
Effective People
Protecting Vulnerable People
A Healthier Life
Value for Money
Putting Customers First
or more information go to: www.westberks.gov.uk/councilplan

Successful Schools and Learning

Why are we doing this?

Education and learning are essential for a good quality of life. We want learning to take place in safe, stimulating and engaging environments using materials which match learners' personal needs. We aim for learners to reach their full potential, being proud of their achievements and prepared for the next stage of learning and working life.

We aim to achieve:

- excellent, inclusive, high performing schools;
- high quality school buildings;
- children who are happy, healthy and safe;
- increased reach and impact of informal learning;
- high quality and sufficient childcare places;
- educational opportunities for all, especially the most vulnerable;
- schools at the heart of communities;
- delivery of high quality services to young children and their families.

Achievements in 2009/10:

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Increase the number of pupils gaining five or more high grades at GCSE, including English and Maths, from the 2006 average of 51.6% to 55%. (NI 75)
- Increase the number of primary schools achieving 55% or more pupils scoring Level 4 or above in English and Maths at the end of Key Stage 2. (linked to NI 73)
- Introduce two additional 14-19 diplomas for students aged 14+ - creative and media studies and business studies. (linked to NI 90)
- Offer access to free entitlement to education to 50 disadvantaged 2 year olds.
- Maintain improvement in secondary school pupil attendance so that persistent absence is 5% or less. (linked to NI 87)
- Open all secondary schools from 8.00am to 6.00pm all year round and offer a wide range of community activities.
- Increase numbers of school staff trained in safeguarding to 85%.
- Ensure that 100% of 3-4 year olds have access to fifteen hours of free entitlement (childcare and early education), 38 weeks of the year.
- Ensure all Children's Centres are delivering the core offer.
- Ensure that there is sufficient provision of childcare available to meet local needs. [*target TBC once childcare sufficiency survey reported*]
- Raise to 30% the number of adult learners coming from areas of low participation.
- Commence pre-construction of the Castle School post-16 facility on Newbury College site.
- Commence pre-construction of Theale Green sixth form block.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Ensure revised national curriculum is introduced in all schools from Sept 2011.
- Implement the Early Years single funding formula.
- Increase the proportion of children eligible for free school meals who achieve Level 4 in English and Maths by age 11 (Closing the Gap).
- Support the introduction of the Foundation Learning Tier programme in all West Berkshire institutions providing qualifications post 14.
- Establish new secondary provision for children with hearing impairment.
- Increase numbers of school staff trained in safeguarding to 90%.
- Complete induction and deployment of at least five Local Leaders of Education.
- Complete the Children's Centre buildings in: Tilehurst, Burghfield, North Thatcham and South Thatcham.
- Complete the extension and refurbishment of Chieveley Primary School.
- Complete the new sixth form block for the Castle School on Newbury College site.
- Complete the construction of the Theale Green sixth form block.
- Commence building improvement works at Winchcombe Primary School.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Cleaner and Greener

Why are we doing this?

This is an issue of global concern, and in West Berkshire we are determined to play our part in ensuring that West Berkshire is a good place to live now and for future generations.

We aim to:

- encourage people to change to a greener way of life;
- reduce the Council's carbon footprint;
- protect and enhance the natural environment of West Berkshire;
- increase recycling and use more local resources - reducing dependence on goods and services from outside the district;
- keep West Berkshire clean.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Increase the percentage of household waste recycled and composted to at least 41%. (NI 192)
- Reduce carbon emissions within the Council's estate and operations by 10%. (NI 185)
- In partnership with others, implement three cross cutting biodiversity initiatives, meeting the duties under the Natural Environment and Rural Communities Act.
- In partnership with others, hold a programme of environmental events aimed at improving 'green education' to help bring about change.
- Increase the percentage of primary school pupils walking and cycling to school to 50%. (linked to NI 198)
- Promote 'Sustainable Schools', by working with them to develop an action plan to encourage sustainable practice in school management, curriculum and engagement in their local and global communities.
- Install 'advanced metering' technology in at least five council buildings.
- Install 'voltage optimisation' technology in at least five council buildings.
- Introduce a web based 'green procurement guide' to ensure only the most sustainable products are purchased, following assessment of environmental and sustainable impacts of each product.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Increase the percentage of household waste recycled and composted to at least 42.88%. (NI 192)
- Reduce carbon emissions within the Council's own estate and operations by 5%.
- In partnership with others, implement three cross cutting biodiversity initiatives, meeting the duties under the Natural Environment and Rural Communities Act.
- In partnership with others, hold a programme of environmental events aimed at improving 'green education' to help bring about change.

- Using the action plan developed in 2010/11, achieve a points score of **45–89 in relation to** the 'Sustainable Schools' initiative.
- Achieve Level 2 status for Adapting to Climate Change. (NI 188)

Indicators not achieved in 2009/10

- To be confirmed at year end.

Including Everyone

Why are we doing this?

West Berkshire Council is committed to ensuring that everyone can participate fully in their communities. We recognise that factors such as poverty, rural isolation or low levels of educational attainment can lead to social exclusion. We will work with our partners through the newly formed Stronger Communities Partnership to take action to support community cohesion, to bring about a greater social inclusion and to secure equality of opportunity for all people. The Council values the diversity in the district, which is found in many forms including for example, age, race and culture.

We aim to:

- increase access to services and opportunities for all – specifically targeting groups who are likely to experience barriers to accessing services;
- make our recruitment and employment practices open and fair to all;
- increase the involvement and engagement with the community in the planning and improvement of our services.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Publish a new comprehensive equality scheme to cover race, disability and gender and begin implementation of the action plan.
- Provide *** number of work placements through the Pathways to Employment services (P2E). [*target TBC at year end*]
- Publish a plan to raise demand for English language courses, prioritising learners who want to maximise their employment potential and learners who want to support their children through school.
- Increase the proportion of people using libraries to 48.1%. (NI 9)
- Increase in the number of young people engaging with the library service by 3%.
- Increase in the number of visits to leisure centres by carers and the cared for by 5%.
- Increase in the number of visits to leisure centres by people from harder to reach groups by 5%.
- Increase in the number of people over 60 years of age taking part in the free swimming programme by 5%.
- Develop and launch improved arrangements for people with a social care need to access information and advice from a single point of contact.
- Implement an advocacy service for vulnerable people with social care needs.
- Specific actions / indicators / targets TBC from the Rural Strategy.
- Specific 'tackling the downturn' actions agreed once the action plan has had its annual revision.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Increase by a further 5% the number of visits to leisure centres by carers and the cared for.

- Increase by a further 5% the number of visits to leisure centres by people from harder to reach groups .

Indicators not achieved in 2009/10

- To be confirmed at year end.

Better Roads and Transport

Why are we doing this?

Effective transport is a key ingredient of a strong local economy and social well being and this needs to be achieved whilst at the same time minimising the impact on the environment

We aim to:

- continue to improve the road safety record in West Berkshire by implementing a range of education, enforcement and engineering initiatives;
- continue to improve the condition of the district's extensive highway network;
- increase travel choices by improving and promoting alternatives to single occupancy car journeys;
- reduce traffic congestion at known hotspots.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Increase user satisfaction with the road and footway network by 5 percentage points over the 2004/05 base.
- Maintain the continuing improvement in the condition of the district's roads by ensuring that no more than 5% of the principal road network is in need of repair. (NI 168)
- Ensure that all schools have an approved Travel Plan.
- Following the successful trial of real time passenger information for buses in Thatcham, extend the facility to appropriate bus stops in Theale, Calcot, Tilehurst and Purley.
- Ensure consistency of speed limits across the district by completing the review of all limits on our A and B class roads.
- Ensure that the average time taken to repair a street lighting fault, where the fault is under the Council's control, is 7 days or less.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Maintain the continuing improvement in the condition of the district's roads by ensuring that no more than 5% of the principal road network is in need of repair.
- Introduce real time passenger information for buses in Newbury town centre.
- Ensure that the average time taken to repair a street lighting fault, where the fault is under the Council's control, is 7 days or less.
- Complete the proposed junction improvement at Langley Hill/A4, Calcot.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Thriving Town Centres

Why are we doing this?

Our market towns are important 'capitals' for the local community. The economies of some – notably Newbury and Thatcham - have come under increasing pressure from surrounding towns in recent years and their future viability has therefore been called into question.

We aim to:

- increase the number of residents and visitors using our town centres and the time spent there, thereby enhancing their economic viability. This will be achieved by;
  - making our town centres more vibrant, attractive and interesting places to live, work and visit;
  - improving movement and accessibility within our town centres, where necessary.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Maintain the increase in footfall within our main town centres at a level greater than both the regional and national averages.
- Complete a feasibility study for the redevelopment of the London Road Industrial Estate.
- Work with other stakeholders to develop a scheme for redevelopment of the Wharf area, including the proposed pavilion in the park. Complete an independent survey of local residents before a planning application is submitted.
- Complete an enhancement scheme for the High Street in Thatcham.
- Launch the new look "Visit Newbury" website in conjunction with local businesses.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Facilitate the opening of the Parkway shopping centre which is scheduled to be opened in the spring 2011.
- Subject to consultation and the completion of Parkway, remove all vehicles from the pedestrianised zone in Newbury between 10am to 5pm and create a new public transport corridor through Parkway.
- Complete a conditional development agreement for the redevelopment of the Market Street site (Urban Village) with the aim of bringing a significant amount of new affordable housing to the town centre.
- Seek to increase footfall in Newbury town centre by 10% following the opening of the Parkway shopping centre.
- Maintain the increase in footfall within our other main town centres at a level greater than both the regional and national averages.
- Facilitate the opening of new homes on the Parkway development including new affordable housing.
- Upon completion of Parkway, introduce electronic signage for the main town centre car parks in Newbury.

- Commence a new car parking strategy for Newbury town centre.
- Complete an enhancement scheme for Cheap Street in Newbury.
- Complete construction of a new footbridge over the Kennet and Avon Canal alongside the A338 in Hungerford.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Affordable Housing

Why are we doing this?

The economic downturn has had a significant impact on the amount of house building which has taken place across the district. The impact of this is now being felt with a far fewer number of affordable homes being completed - although affordability remains a critical issue within the district. Affordable housing for local people decreases the sustainability of rural villages, creates difficulties for local employers in recruiting and retaining workers and means that young people may leave the district in order to find a home in which they can afford to live.

We aim to:

- seek to increase the amount of affordable housing built in West Berkshire;
- reduce pressure on affordable housing provision by reducing homelessness.

Achievements in 2009/10:

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Prevent 340 people from becoming homeless through early intervention.
- Help 160 applicants into the private rented sector through the Threshold Loan Scheme.
- Award 85 new grants / loans to bring properties up to safe and decent standard.
- Assist 30 applicants to purchase a home with an equity loan deposit through the First Step West Berkshire scheme.
- Assist 15 applicants with mortgage difficulties by offering relevant advice and assistance through Money Advice, Court Desk Service and the Mortgage Rescue scheme to enable them to remain in their own homes.
- Facilitate a total annual provision of 80 new affordable housing units with 25% of this total as new units in rural areas. (NI 155)

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Prevent people from becoming homeless through early intervention.
- Help applicants into the private rented sector through the Threshold Loan Scheme.
- Assist 20 applicants to purchase a home with an equity loan deposit through the First Step West Berkshire scheme.
- Award 85 new grants / loans to bring properties up to safe and decent standard.
- Assist applicants with mortgage difficulties by offering relevant advice and assistance through Money Advice, Court Desk Service and the Mortgage Rescue Scheme to enable them to remain in their own homes.
- Facilitate a total annual provision of 184 new affordable housing units.

Indicators not achieved in 2009/10

- To be confirmed at year end.

High Quality Planning

Why are we doing this?

We need to conserve and enhance the distinctive local character, build on the district's strong and prosperous economic profile, provide affordable housing, and ensure that adequate infrastructure is provided to support development.

We aim to:

- ensure that planning policies achieve community goals within the national planning framework;
- use the planning process to secure an infrastructure which benefits the community;
- minimise the impact of development on the environment;
- take action against people who flout the planning system.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Adopt the Local Development Framework's core strategy.
- Adopt the third Local Transport Plan (LTP3).
- Facilitate the delivery of at least 265 new homes. (NI 154)
- Identify sufficient housing sites to deliver the housing requirement in the West Berkshire Development Plan for the next five years. (NI 159)
- Ensure that at least 60% of new housing is built on previously developed land.
- Ensure that the number of upheld planning appeals is less than the national average of 35%.
- Ensure that performance in relation to the speed in which planning applications are determined is maintained above the Government's targets. (80% of 'major' applications within 13 weeks, 80% of 'minor' and 'other' applications within 8 weeks). (NI 157)
- Check 90% of new building regulation applications within 10 days of receipt of a valid application.
- Ensure that 99% of building regulation inspections are carried out the same day as requested.
- Develop an understanding of the needs of Planning Service customers by forming and holding four Development Industry Forums.
- Investigate and either close or commence formal planning enforcement action in 60% of cases within 10 working days of receipt of a complaint or the identification of non-compliance with a condition.
- Prepare and publish a resource assessment of the archaeology of the aggregate producing areas of West Berkshire.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Undertake public participation on the Site Allocations and Delivery Development Plan document.

- Identify sufficient housing sites to deliver the housing requirement in the West Berkshire Development Plan for the next five years. (NI 159)
- Ensure that at least 60% of new housing is built on previously developed land.
- Ensure that the number of upheld planning appeals is less than the national average of 35%.
- Ensure that performance in relation to the speed in which planning applications are determined is maintained above the Government's targets. (80% of 'major' applications within 13 weeks, 80% of 'minor' and 'other' applications within 8 weeks). (NI 157)
- Check 90% of new building regulation applications within 10 days of receipt of a valid application.
- Ensure that 99% of building regulation inspections are carried out the same day as requested.
- Investigate and either close or commence formal planning enforcement action in 60% of cases within 10 working days of receipt of a complaint.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Vibrant Villages

Why are we doing this?

Villages lie at the heart of the district's rural community and provide a range of essential services to local people. Whilst local needs vary and lifestyles continue to change, retaining successful and vibrant villages will remain key to improving the quality of life within our rural communities.

We aim to;

- keep villages alive by maintaining core rural services and facilities and where necessary, when services are threatened, explore innovative ways of alternative provision;
- support, where appropriate, the development and expansion of rural businesses and agricultural diversification;
- work with partner organisations to enable village communities to adopt self-help solutions to community needs;
- ensure that West Berkshire's villages and rural communities benefit from funding opportunities.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Make available and distribute over £100,000 of Vibrant Villages and Parish Plan grants for projects to help improve communities' local facilities.
- Assist three communities in actively developing their parish plans.
- Hold four 'Parish Plan Surgeries' and two 'Meet the Expert' evenings to assist parish planners in developing their plans.
- Stage an annual Parish Plan Conference.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Make available and distribute over £100,000 of Vibrant Villages and Parish Plan grants for projects to help improve communities' local facilities.
- Assist a number of communities in actively developing their parish plans.
- Hold a number of 'Parish Plan Surgeries' and two 'Meet the Expert' evenings to assist parish planners in developing their plans.
- Stage an annual Parish Plan Conference.
- Encourage 500 people from rural communities to participate in the Healthy and Active parishes programme.
- Recruit 150 local residents to participate in the 'Lambourn Voices' community development project.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Safer Communities

Why are we doing this?

A low level of crime is the most important public determinant of the quality of life in West Berkshire. Although the district has retained crime rates below regional and national averages, the level of crime has fluctuated over the past four years.

[To be updated once year end data available]

By working in partnership, we aim to:

- reduce crime, anti-social behaviour and the fear of crime;
- enable the community to be involved in the delivery of services to reduce crime and anti-social behaviour by providing them with information to make their homes safer and improve their personal safety;
- improve the preparedness of all within the West Berkshire community to respond to a major incident.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Work in partnership to improve the percentage of West Berkshire residents who rate positively how the Council and the police deal with their concerns about crime and anti-social behaviour to 29% from a baseline in 2008 of 22.6%. (NI 21)
- Work in partnership to reduce all crime in West Berkshire by 0.5 %.
- Work in partnership to reduce house burglaries by 3%.
- Work in partnership to reduce criminal damage by 2% from the 2008/9 baseline.
- Work in partnership to reduce the serious acquisitive crime rate by 9% compared to the 2007/8 baseline of 2,071 offences. (NI 16)
- Work in partnership to reduce the assault with injury crime rate by 11.2% compared to the 2007/8 baseline of 825 offences. (NI 20)
- Work in partnership to support young offenders by ensuring that 68.4% are engaged in suitable education, employment or training. (NI 45)
- Work in partnership to reduce the re-offending rate of prolific and priority offenders by 19% compared to the 2007/8 baseline of 105 convictions. (NI 30)
- Work in partnership to reduce drug related crime by getting 72% of local drug using offenders into treatment.
- Work in partnership to ensure that no more than 28% of the incidents of domestic abuse managed by the Multi Agency Risk Assessment Committee (MARAC) are repeat referrals. (NI 32)
- Continue to improve the road safety record in West Berkshire by reducing the numbers of people killed or seriously injured on our roads based on a rolling three year average. (NI 47)
- Increase the proportion of people who feel very and fairly well informed about what to do in the event of a large-scale emergency to be in the top quartile nationally. (NI 37)
- Complete the local flooding / major incident response plan with five flood prone town and parish councils.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Work in partnership to improve the percentage of West Berkshire residents who rate positively how the Council and the police deal with their concerns about crime and anti-social behaviour. (NI 21)
- Work in partnership to reduce all crime in West Berkshire.
- Work in partnership to reduce the number of house burglaries.
- Work in partnership to reduce the extent criminal damage.
- Work in partnership to reduce serious acquisitive crime. (NI 16)
- Work in partnership to reduce the assault with injury crime rate. (NI 20)
- Work in partnership to ensure that young offenders are engaged in suitable education, employment or training. (NI 45)
- Work in partnership to reduce the re-offending rate of prolific and priority offenders. (NI 30)
- Work in partnership to ensure local drug using offenders enter into treatment.
- Work in partnership to ensure that fewer incidents of domestic abuse managed by the MARAC are repeat referrals. (NI 32)
- Continue to improve the road safety record in West Berkshire by reducing the numbers of people killed or seriously injured on our roads based on a rolling three year average.
- Maintain the proportion of people who feel very and fairly well informed about what to do in the event of a large-scale emergency in the top quartile nationally. (NI 37)

Indicators not achieved in 2009/10

- To be confirmed at year end.

A Healthier Life

Why are we doing this?

People want to stay as healthy, active and as independent as possible. We each have a responsibility for our own health and well-being; at the same time there is increasing emphasis on the role of statutory agencies to work with partner organisations to promote healthier lives and provide appropriate support to meet this challenge.

By working in partnership we aim to:

- promote well-being through the adoption of healthy lifestyles;
- promote positive mental health and well-being for all groups and communities, especially socially isolated groups and people living in areas of deprivation;
- engage communities and individuals through the encouragement of volunteering and community participation.

Achievements in 2008//09

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11, by working in partnership we will aim to:

- Achieve Healthy Schools status for 85% of West Berkshire schools.
- Provide reparation activities within countryside and environment for 20 young people referred through the Youth Offending Team.
- Increase by eight the number of teachers in West Berkshire schools who have obtained a Personal Social and Health Education qualification.
- Achieve a 5% increase in uptake of the leisure card (concessionary level) amongst vulnerable groups.
- Improve access to psychological therapies for people with low level mental health problems. [target TBC at year end]
- Increase to 25% the proportion of the adult population participating in 30 minutes of moderately strenuous exercise at least 3 times per week. (NI 8)
- Increase the number of young people taking part in a specific programme of sporting activity during the school summer holidays by 5%.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 by working in partnership we will aim to:

- Achieve a further 5% increase in uptake of the leisure card (concessionary level) amongst vulnerable groups.
- Provide reparation activities within countryside and environment for 20 young people referred through the Youth Offending Team.
- Increase by eight the number of teachers in West Berkshire schools who have obtained a Personal Social and Health Education qualification.
- Improve access to psychological therapies for people with low level mental health problems.
- Increase to 26% the proportion of the adult population participating in 30 minutes of moderately strenuous exercise at least 3 times per week.

- Increase the number of young people taking part in a specific programme of sporting activity during the school summer holidays by a further 5%.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Promoting Independence

Why are we doing this?

Nationally, we are living longer and have greater long-term care needs. Our strategy is to put people more in control, to make services more responsive, to focus on those with complex needs and to shift care closer to home.

We aim to:

- ensure that more people live longer in their own homes by providing appropriate care and adaptations to the property;
- extend the availability of low level support to older people to prevent the need for more intensive support and care later;
- support more people into employment, particularly disabled people, to make more people economically independent;
- offer people ways of assessing their own needs to allow greater choice and control;
- help more children to be cared for in their own family networks, rather than in other care settings;

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Support 3,750 people to live in their own homes, through providing a range of care services.
- Increase customer satisfaction with the homecare intake service from 67% to 75%.
- Increase the income of 200 people who receive either attendance allowance or pension credit.
- Ensure that at least 30% of eligible service users and carers have a personal budget.
- Create supported living opportunities for *** individuals through a variety of extra care housing facilities. [target TBC at year end]
- Support *** nos of people with a learning disability to participate in a work placement. [target TBC at year end]
- Further increase the numbers of known carers and carers who are supported from *** to ***. [target TBC at year end]
- Provide Family Group Conferences for 75 families.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Complete a range of supported living opportunities.
- Ensure Personal Budgets are embedded and people are supported to make appropriate choices.
- Lead the development of user led-organisations to deliver services to personal budget holders.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Protecting Vulnerable People

Why are we doing this?

Where there is concern for the welfare of - or suspicion of - abuse that relates to a vulnerable adult or a young person, the concern must be reported to the local authority.

Vulnerable adults should be enabled to live and receive services in an environment that is free from prejudice and safe from abuse. An approach of zero tolerance will be taken to ensure that vulnerable adults are protected.

We aim to:

- reduce the number of children and adults who are vulnerable;
- improve access to and quality of social care services;
- improve life chances for vulnerable people;
- support people with special educational needs, or disabilities;
- develop appropriate support for the most vulnerable people.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Reduce the number of young people not in education, employment or training at the age of 16 to 6% of total. (NI 117)
- Achieve 75% of core assessments for children being carried out within 35 working days of their commencement. (NI 60)
- Increase to 99% the number of young people with special educational needs / disabilities who have an appropriate transition plan in place at 15 years of age.
- Increase to 70% the proportion of people who successfully move from high needs Supporting People services into independent living.
- Review the effectiveness of the Safeguarding Adults framework through the use of audit tools and implement the resulting action.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Increase the number of clients satisfied with the homecare reablement service.
- Ensure that the public are informed about where they can go to get the best information and advice about their care and support needs - this is a key milestone under the Access For All project under system transformation.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Value for Money

Why are we doing this?

The Council wants to strike a balance between delivering quality services whilst recognising that these must be affordable by the community.

We aim to:

- deliver cost effective services relevant to the needs of the people of West Berkshire, whilst keeping council tax rises to a minimum;
- continue the Council's efficiency programme to provide more for less by a minimum of 2% efficiencies each year;
- continue to capitalise on external and government grant funding opportunities;
- continue to work with community partners and other organisations to deliver integrated, cost effective services.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Deliver efficiency savings of £847,000 as part of the Medium Term Financial Strategy.
- Maintain the Audit Commission's Use of Resources assessment of the Council as 'performing well' (score of 3).
- Review those services that do not appear to provide value for money:
  - Review any service that, based on the Audit Commission's annual value for money report – or through our own research - appears to be high cost;
  - Report the findings of all reviews and identify options for cost reduction;
  - Ensure that where services remain high cost, the reasons can be clearly aligned with the Council's stated priorities.
- Undertake a review of those activities where costs are expected to be fully covered by external income.
- Review shared service arrangements:
  - Identify if a shared service agreement is a cost effective option for services that remain high cost following a value for money review;
  - Undertake a review of any proposed new shared service arrangements.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Deliver efficiency savings of £369,000 as part of the Medium Term Financial Strategy.
- Maintain the Audit Commission's Use of Resources assessment of the Council as 'performing well' (score of 3).
- Review those services that do not appear to provide value for money:
  - Review any service that, based on the Audit Commission's annual value for money report – or through our own research - appears to be high cost;
  - Report the findings of all reviews and identify options for cost reduction;

- Ensure that where services remain high cost, the reasons can be clearly aligned with the Council's stated priorities.

- Review shared service arrangements:
- Undertake a review of any proposed new shared service arrangements.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Effective People

Why are we doing this?

The Council is the people that work for it – staff salaries represent over half of the Council's budget and staff effectiveness is key to the successful delivery of this plan.

We aim to;

- build a workforce which supports new structures and new ways of working to deliver citizen-focused and efficient services;
- build visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context;
- develop employees' skills and knowledge in an innovative, high performance, multi-agency context;
- address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues;
- modernise pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

Achievements in 2009/10

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Introduce a 'job portal' for on-line applications for all our externally advertised vacancies by September 2010.
- Launch a range of e-learning courses for all employees to complement traditional training methods and continue to expand the catalogue throughout the year.
- Run our third annual 'job fair' to promote job opportunities in the Council and with other local employers.
- In partnership with a local training provider, create at least 30 new fixed term council jobs for young unemployed people (18-24), linked to apprenticeship frameworks.
- Initiate a leadership programme for middle managers within the Council and its partner organisations in the Local Strategic Partnership.
- Review our pay and reward structure to ensure that it is able to deliver an effective and efficient workforce to meet the future needs of the Council.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Provide an e-learning alternative to classroom training for all core 'refresher' courses as part of a blended learning approach to learning and development.
- Run our fourth annual 'job fair' to promote job opportunities in the Council and with other local employers.
- Expand the use of 'self-service' HR using MyView and continue to develop on-line recruitment to provide an even more efficient service to existing and potential employees.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Putting Customers First

Why are we doing this?

All the residents and visitors to West Berkshire and the organisations that we do business with are our customers. We need to put our customers at the centre of our business planning, provide high levels of customer care, and a single point of contact and enquiry resolution combined with constantly reliable and timely information.

We aim to:

- ensure improved access to services;
- continue to enhance our website so that residents and businesses can find information easily and have greater opportunity to self-service e.g. paying on-line, application completion;
- work towards the answering of enquiries at the first point of contact;
- achieve consistently high levels of customer care across the Council;
- develop our staff to ensure that they are understanding and appreciative of our residents' needs.

Achievements in 2009/10:

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Ensure that 85% of customer service enquiries are dealt with at the first point of contact.
- Achieve an 85% satisfaction rating for customers accessing services through Customer Services.
- Provide one new service to be delivered via Customer Services.
- Commence a redesign of our website based around and linking resident 'life events'.
- Improve our website user satisfaction score to 70%.
- Reduce avoidable customer contacts to 22%. (NI 14)
- Provide the resources necessary to allow Customer Service Advisors to undertake National Vocational Qualifications (NVQ) in Customer Care.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Continue to ensure that 85% of customer service enquiries are dealt with at the first point of contact.
- Maintain an 85% satisfaction rating for users accessing services through Customer Services.
- Assist and develop a programme for extending the Customer Service Model through appropriately identified elements of the Council.
- Continue to develop the Council Web Site to improve accessibility and quality of information (SOCTIM measured).

Indicators not achieved in 2009/10

- To be confirmed at year end.

Excellent Performance Management

Why are we doing this?

Effective performance management is critical to the success of a well run local authority; it is about taking action in response to actual performance to deliver better quality services to local people, ensuring that capacity resources and people are managed to deliver the goals of the organisation.

We aim to:

- use performance management to support the Council's approach to reshaping services as a result of reduced public sector funding;
- be consistent, rigorous and open about monitoring and communicating how the Council is performing.

Achievements in 2009/10:

- To be confirmed at year end.

Given the caveats set out within the 'Making it Happen' section above, in 2010/11 we will aim to:

- Maintain the Audit Commission's Managing Performance assessment of the Council as 'performing well' (score of 3).
- Deliver or keep on track all of the projects within the CAA action plan.
- Ensure all strategic (level one) performance information is collated into the executive cycle in a consistent manner on a quarterly basis.
- Continue to maintain the performance management system across the Council to collate, monitor and report key operational and strategic performance data.
- Effectively manage the performance management timetable cycle (including the redrafting of the Council Plan) across the Council.

Given the caveats set out within the 'Making it Happen' section above, in 2011/12 we will aim to:

- Maintain the Audit Commission's Managing Performance assessment of the Council as 'performing well' (score of 3).
- Ensure all strategic (level one) performance information is collated into the executive cycle in a consistent manner on a quarterly basis.
- Further integrate the new performance management system across the Council to collate, monitor and report key operational and strategic performance data.
- Effectively manage the performance management timetable cycle (including the Council Plan refresh) across the Council.

Indicators not achieved in 2009/10

- To be confirmed at year end.

Title of Report:	**Medium Term Financial Strategy 2010/11 – 2013/14**	**Item 14**
Report to be considered by:	Council	
Date of Meeting:	04 March 2010	
Forward Plan Ref:	C1809	

Purpose of Report:

To set out the Council's Medium Term Financial Strategy for the next three years and provide a longer term view of the Councils financial position.

Recommended Action:

To approve the Medium Term Financial Strategy

Reason for decision to be taken:	To set the Council's financial planning framework for the next three years.
Other options considered:	Integral to the report.
Key background documentation:	2010-11 Revenue Budget paper

The proposals contained in this report will help to achieve all the Council Plan Priorities and Themes.

Portfolio Member Details	
Name & Telephone No.:	Councillor Keith Chopping - (0118) 983 2057
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Date Portfolio Member agreed report:	25 January 2010

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Implications

Policy:	The Medium Term Financial Strategy (MTFS) seeks to provide a medium term financial planning framework for the Authority. One of its primary purposes is to provide the resources necessary to support the implementation of the Council Plan.
Financial:	These are integral to the report
Personnel:	None
Legal/Procurement:	None
Property:	None
Risk Management:	The MTFS is directly linked to the Council's Risk Strategy and Strategic Risk Register.
Equalities Impact Assessment:	Not required

Is this item subject to call-in?	Yes: ☐	No: ☒

If not subject to call-in please put a cross in the appropriate box:

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 Commission or associated Task Groups within preceding six months	☐
Item is Urgent Key Decision	☐

Executive Summary

1. Introduction

1.1 The Medium Term Financial Strategy (MTFS) has been written as a self-contained document and is attached as Appendix A.

Appendices

Appendix A - Medium Term Financial Strategy 2009/10 – 2011/12

Consultees

Local Stakeholders: None at this stage

Officers Consulted: Corporate Board

Trade Union: To be undertaken prior to the Executive meeting

West Berkshire
COUNCIL

‘Delivering West Berkshire’s Priorities’

A Medium Term Financial Strategy for 2010/11 – 2012/13 and future years

DRAFT

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1. Executive Summary

1.1 This is the second MTFS in the current format using a consistent number of themes to achieve savings. The medium term financial planning process is an iterative one, and reviewed throughout the year to ensure that the most up to date information is utilised.

1.2 The primary purpose of this new Medium Term Financial Strategy is reflected in its title – namely to ensure that sufficient resources are secured and reallocated to help deliver the stated priorities in the West Berkshire Sustainable Community Strategy and Council Plan. However it also seeks to;

- explain the financial context within which the Council is set to work over the medium term and to provide a sound system of financial control and risk management;
- provide a sound and stable financial framework within which the Council can both plan and operate;
- provide robust financial targets so that the Council's Transformation and Efficiency Programme can help deliver the savings required over the next three years;

1.3 The financial environment within which the Council is expected to have to operate over the next three years and beyond is set to become increasingly challenging. Central Government expenditure cuts in some form appear inevitable due to the recession in 2009, though it appears that the national economy is beginning to see some, albeit fragile, growth. Irrespective of this growth, the Government will need to ensure that the public finances are well controlled and in all likelihood constrained, over the next three years. Of particular note are;

- the recent economic downturn and the ability of the national and local economy to recover from this. The most significant financial impact so far on the Council has been a significant loss of income;
- continued demographic pressures most notably the impact of an ageing population;
- the continuing need for the Council to borrow to fund its capital programme;
- an unknown (beyond 2010/11) decrease in income from Central Government via Formula Grant and Area Based Grant. Any decrease in the grants will increase, even further, the Council's dependency on Council Tax as its main source of income.

1.4 In looking at how the Council's income and expenditure are set to change over the next three years the medium term financial model suggests that, with no new investment other than for unavoidable items, the Council will need to achieve just under £9m of savings between 2010/11 – 2012/13. This savings total assumes no significant changes in the Council's balances (General Fund Reserves).

1.5 The Medium Term Financial Strategy which in part aims to deliver these savings is based around a number of core principles and seven key strands, namely;

1. Value for money
2. Corporate Service Transformation
3. Increasing Income
4. Shared Services
5. Efficiency, and
6. Disinvestment

The seventh strand is focused on investment, in recognition of the need to ensure that both the Council and the West Berkshire Partnership are able to find the resources necessary to deliver the key activities identified in the Sustainable Community Strategy and Council Plan. This new investment will be delivered through the Reward funding that is expected to be generated from both Local Area Agreements. At present it is estimated that the revenue contribution from this source will total just under £0.6m over the life of this Strategy.

1.6 Over the past 10 years the Council Plan has sought to focus the Council's resources on a clear set of priorities aimed at targeting local need, national priorities and the general desire for improved performance. As the authority moves into an environment where resources will become more tightly constrained, so this approach will become less applicable.

1.7 This Strategy is based on a number of assumptions and whilst a great deal of work has been done to ensure that these estimates are as accurate as possible it is inevitable that unforeseen changes will occur. The events of the past year are testament to that. As a result a risk assessment and sensitivity analysis accompany the Strategy and the entire financial model will be reviewed annually through the Transformation and Efficiency Programme and the Strategy amended if necessary.

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2. Introduction

2.1 The Council and its partners have set out their Vision and aspirations for West Berkshire within the West Berkshire Sustainable Community Strategy 'A Breath of Fresh Air' (SCS). This is owned and delivered by West Berkshire's Local Strategic Partnership known locally as the West Berkshire Partnership (WBP). The Council supports the SCS through its own Council Plan and the key themes in the SCS are further reinforced through their inclusion in the second West Berkshire Local Area Agreement. If the targets within this three year Local Area Agreement (LAA2) are delivered the WBP and the Council will receive reward funding from the Government.

2.2 Delivering these objectives and priorities inevitably requires the allocation of resources, whether they be monetary, human, or the use of other assets. A primary role of the Medium Term Financial Strategy (MTFS) is to ensure that financial resources are made available over the next three years to secure these objectives and priorities. Given that the Council is increasingly delivering its objectives through working in partnership with others it is also important that the new MTFS reflects the collaborative way in which the Authority and its partners are now working.

2.3 In addition to this the MTFS also needs to;

- explain the financial context within which the Council is set to work over the medium term;
- provide a sound and stable financial framework within which the Council can both plan and operate;
- provide robust targets so that the Council's Transformation and Efficiency Programme can help deliver the savings required over the next three years.

2.4 The MTFS also needs to ensure the Council has a sound system of financial control to ensure that budgets are robustly prepared and then monitored throughout the year. The Council has to ensure that its level of reserves are prudent and appropriate to the size of the Council's budget and the risks that it is carrying.

2.5 The remainder of this document is broadly divided into 5 further chapters;

- **Background** – which sets out what the Council is seeking to achieve for its community, both individually and in partnership. It concludes with a review of some of the key economic challenges the Council faces as a result of both macro economic pressures and financial demands being created at the local level.
- **The Financial Model** – this chapter summarises the various sources of income expected to be available to the Council over the period of the Strategy and where expenditure will be allocated. The model also highlights that without appropriate action, in the form of savings, the Council will be unable to balance its revenue budget over the next three years.

- **A Strategy for delivering the Council Plan** – This focuses on a seven strand approach geared towards ensuring that the Council is able to deliver a balanced budget whilst delivering improvement across the priorities identified in the SCS.

- **Managing Risk** – This describes how risk will be managed during the lifetime of the strategy, an important issue given the uncertain and challenging economic environment that now appears to lie ahead.

- **Beyond 2013** – This looks at some of the financial issues and challenges that face the Council over the longer term.

3. Background

A Better West Berkshire

3.1 The Council's activities are driven to a large part by West Berkshire's Sustainable Community Strategy 'A Breath of Fresh Air'. This was published in 2008 and covers the period up to 2026. Its aim is to focus on 5 key themes and deliver a series of outcomes as summarised below;

A Prosperous District by;

- addressing the skills gap;
- increasing the employment rate within key groups;
- enabling young people to make a successful transition into the workforce;
- enabling sufficient housing to accommodate continued economic prosperity as well as increasing the provision of affordable housing;
- increasing the footfall in both Newbury and Thatcham town centres;
- increasing employment within the rural areas;
- realising the tourism potential of the district and thereby increasing visitor numbers in West Berkshire.

An Accessible West Berkshire by;

- increasing the use of sustainable transport;
- ensuring that local services remain accessible to the population they serve;
- improving accessibility in rural areas;
- ensuring facilities and services are accessible to young people.

A Greener District by;

- increasing awareness of green issues and how communities can contribute;
- conserving and enhancing the environmental and historic character of the area;
- becoming more efficient about the water that we use;
- reducing the level of waste produced and increasing recycling;
- increasing the use of renewable energy;

- increasing the diversity of local wildlife;
- increasing the proportion of food that is consumed from local sources.

A Safer District by;

- reducing anti social behaviour;
- ensuring that young people feel secure and safeguarded;
- reducing crime and the fear of crime locally;
- improving road safety – including taking action to reduce speeding;
- alleviating some of the risks and impact of adverse weather conditions.

Healthy Individuals and Communities by;

- reducing health inequalities and improving the health and well being of the local population;
- fostering a stronger sense of place and belonging in West Berkshire and creating more cohesive communities;
- increasing the number of people who contribute to their community by volunteering;
- ensuring that more young people are healthy and making a positive contribution.

3.2 The Council Plan directly supports the SCS. It is a strategic document and sets out three priorities and sixteen priority outcomes for the Council for the period 2007 – 2011. The Council's three priorities have been revised following the 2009 refresh. These are to:

1. Support our communities through the economic recession;
2. Raise levels of educational achievement;
3. Reduce West Berkshire's carbon footprint.

3.3 The Local Strategic Partnership (LSP) signed a new Local Area Agreement for West Berkshire (LAA2) in June 2008. This includes 35 specific 'stretched' targets agreed between partners and the Government and which relate directly to the objectives set out in the SCS. The LSP has three years to deliver the targets which if successful will generate Government reward funding. This is referred to in greater detail later in the report.

The National Economy and its impact on West Berkshire Council

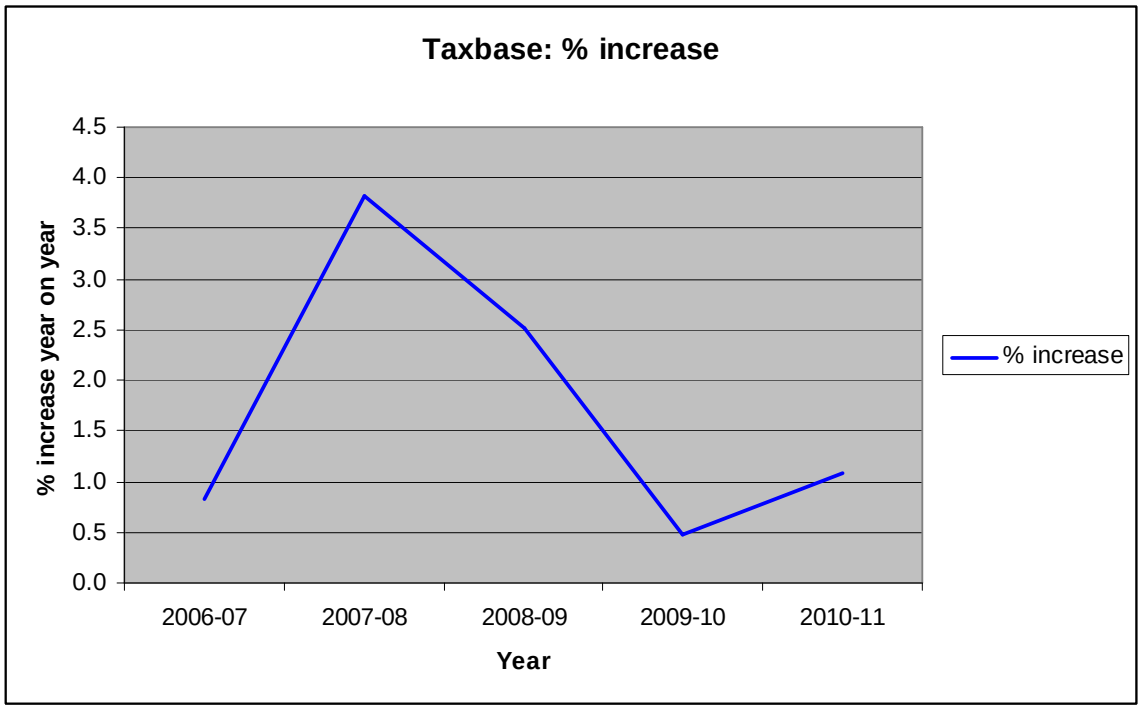
3.4 At the time of writing, the national economy is beginning to show signs of recovery, though forecasts are for this recovery to be slow in the short to medium term. The previous eighteen months have seen significant volatility in the national and global economy. Rapid contraction has led to an increase in unemployment, a significant decrease in Government receipts and there are further pressures on Central Government funds as social benefit payments grow[1].

3.5 One of the most pressing issues that the current Government faces, and whichever Government is in power in May 2010, is the state of the nation's finances. There are a myriad of different statistics being quoted at present on the size of the nation's debt, and the level of repayment required to sustain this, but what is clear is that there will be a contraction in public expenditure over the medium to long term.

3.6 Even though the economy is starting to grow, there is an acknowledgement from all political parties that spending within the public sector needs to be reduced.

3.7 For the Council there has been an impact on three main areas. Firstly, the Council taxbase (number of properties) has continued to grow, but at a slower rate than the previous few years. Slower growth in properties results in a lower amount of new income to the Council in the form of Council Tax receipts; see chart 1.1 below which demonstrates that since the economic downturn, growth in the taxbase has been constrained when compared to previous years:

Chart 1.1: Changes to the taxbase 2006-2011



[1] Source: Institute of Fiscal Studies, Public Finance Bulletins

3.8 Secondly, the Council's ability to raise new funds through fees and charges has been severely curtailed due to the recession as land charge and planning income has declined. Thirdly, interest rate fluctuations have impacted on the Council's ability to generate returns on its investments. However, this pressure is mitigated by an ability to borrow at a lower rate over the short and long term. All of these are discussed further in the paragraphs below.

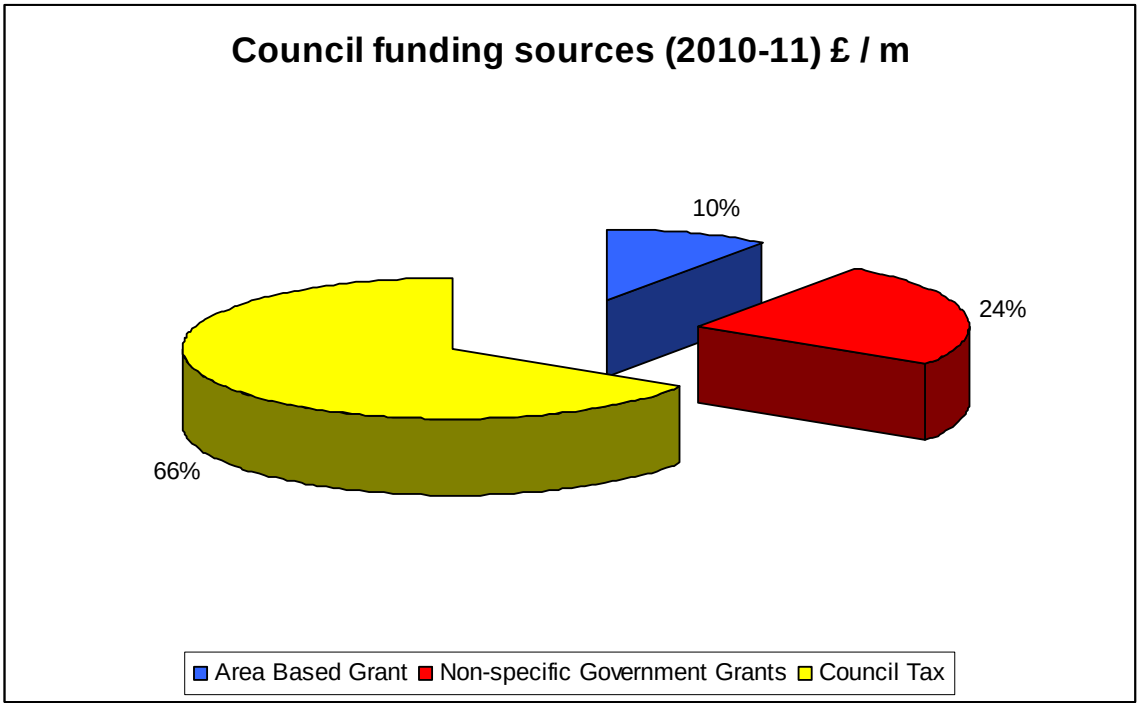
The implications of a growing deficit in the public finances

3.9 One of the key unknowns for the Council's financial planning is the impact of the next Comprehensive Spending Review (CSR). This is likely to be announced late in 2010, and its contents will have a significant effect on the Council's finances. The uncertainty around its contents means that forecasts Central Government income within the MTFS are based on the best estimates present at the time of writing.

3.10 The Council finances its net budget from three main sources of income:

- Council Tax
- Non-specific Central Government grants (or Formula Grant)
- Area Based Grant (from Central Government)

Chart 1.2: WBC sources of net funding; 2010-11



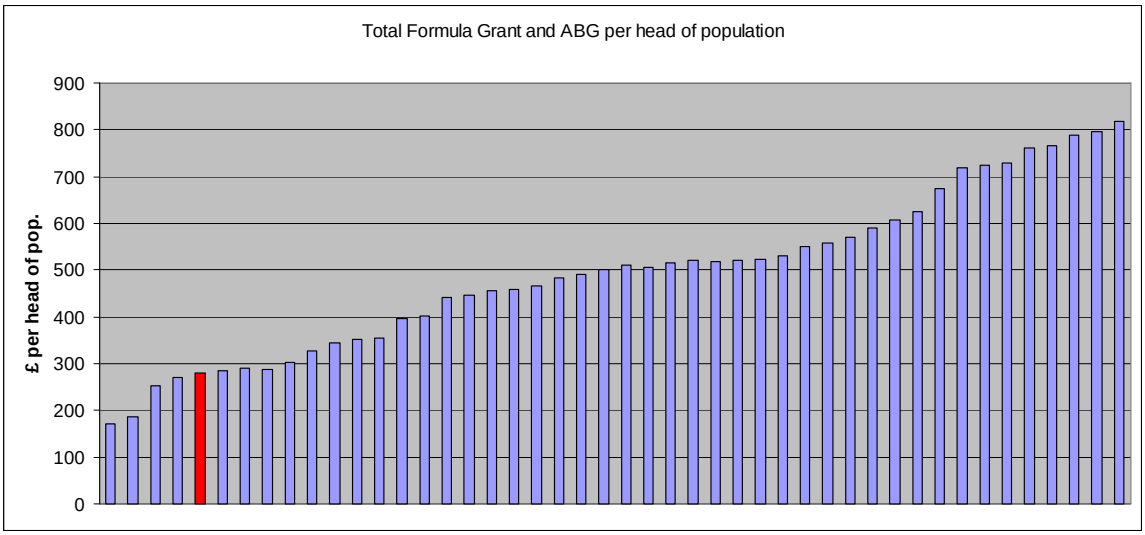
3.11 One of the most significant pressures on the Council concerns pressure on funding from Central Government, in the form of Formula Grant and Area Based Grant. The next Comprehensive Spending Review (CSR), which sets out the three year picture for Government funding is likely to emerge later in 2010; therefore, the Council is required to make its own predictions of the anticipated level of Central Government grant.

3.12 The Formula Grant that the Council receives represents over £29m of income and the second largest income stream behind Council Tax. At present, the Council is predicting that the grant will decrease by 1% over the three year period of the MTFS. This represents a real terms cut of 7%. The Council also receives Area Based Grant (anticipated to be £11.7m in 2010-11), and this has been forecast to reduce by £300k every year in the MTFS, representing a real terms cut of 11%.

3.13 Below is a graph highlighting the relatively low amount of Formula Grant and Area Based Grant the Council receives[2] compared to other unitary Councils. Per head of population, the Council receives the fifth lowest amount of non ringfenced Central Government grant of all unitary councils.

[2] Source: CLG and sub-national population projections

Chart 1.3: Comparison of Central Government funding 2010-11



n.b. West Berkshire Council is in red

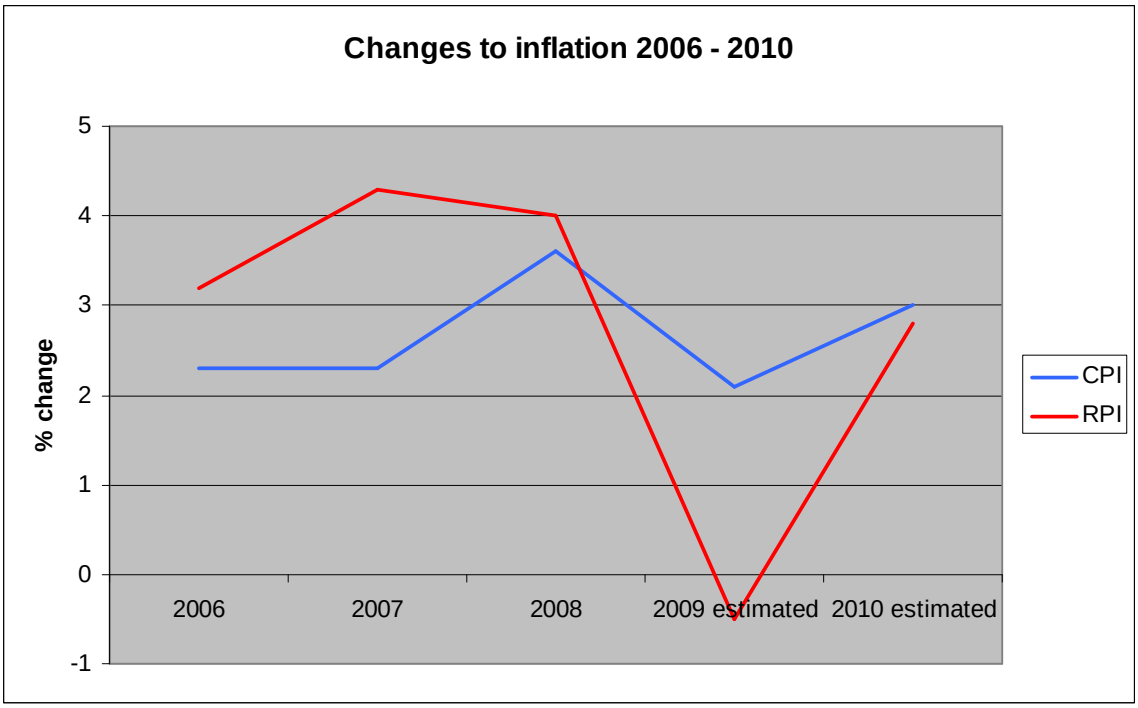
3.14 Due to curtailment of new Central Government funds, the Council anticipates that the amount of capital grants that it receives will decrease. This will place further pressure on the number of capital projects that can be funded from the Council's own internally funded capital programme.

3.15 The Council is also facing pressure on its income streams from fees and charges. Three of the main areas affected are car parking, planning income and land charges income. As the economy grows, some of these pressures will be mitigated, but the slower, and the longer that it takes the economy to recover, the more the pressure on the Council.

3.16 2009 has seen historically low inflation and interest rates. For the majority of the calendar year, the inflation measure of RPI (Retail Price Index) has fallen below zero. Interest rates have remained at 0.5% for a large amount of 2009 as the Bank of England continues to encourage lending, as well as introducing liquidity into markets through its process of quantitative easing. Low inflation rates benefit the Council in reducing the cost of borrowing money, lower contractual inflation and lower pay rises; however, this also significantly reduces the Council's ability to generate a good return on its investments. The graph below highlights the volatility of the inflation measures over the past few years[3].

[3] Source: ONS (2006-2008) http://www.statistics.gov.uk/default.asp and Treasury estimates (2009-2010) http://www.hm-treasury.gov.uk/pespub_pesa09.htm

Chart 1.4: Inflationary changes; 2006-2010

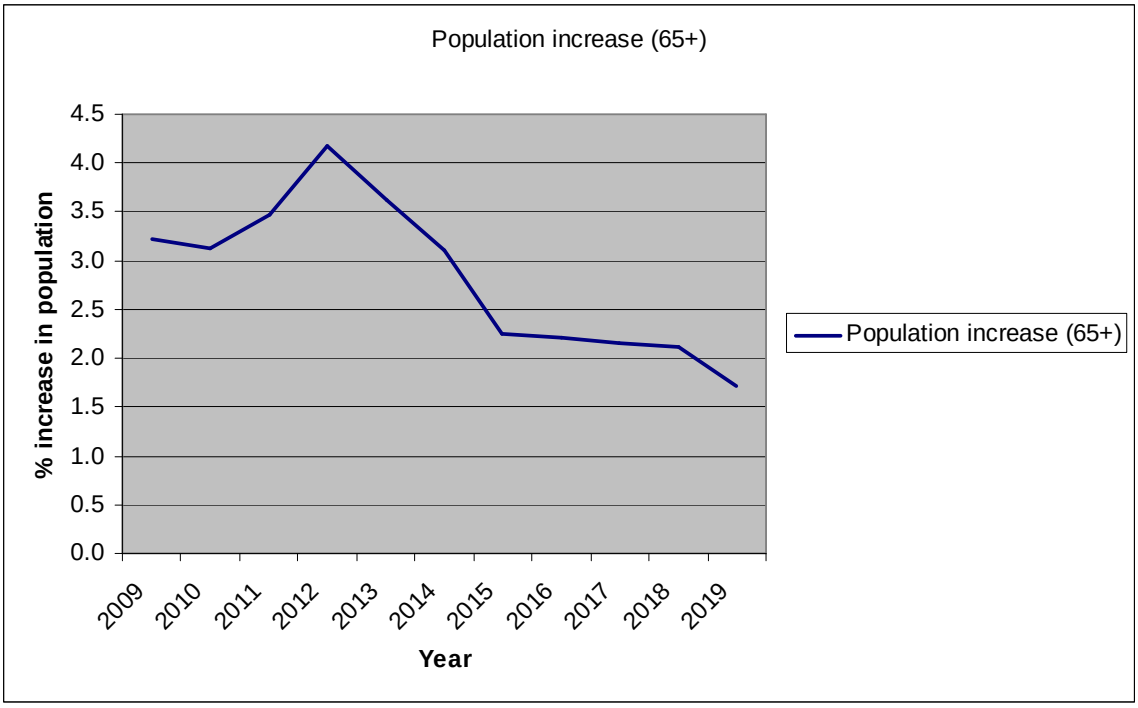


3.17 One of the most immediate impacts on the Council's finances has been the reduced growth in the tax base. There has been steady growth in the number of newly built homes in West Berkshire in the past few years and this has translated into more income for the Council through additional Council Tax. Council Tax is the Council's primary funding stream (representing 66% of our net funds in 2010/11) so any changes to this income stream will inevitably put pressure on the Council's medium term financial position. By the end of 2009 house building in West Berkshire had fallen below the growth levels the Council had experienced in the years 2007 to 2009, but the main effect the Council is facing is on the number of properties that remain empty and are therefore exempt from paying Council Tax for six months.

Key local issues for West Berkshire Council

3.18 Demographic growth will continue to add further pressures to the Council's financial resources. There is an ageing population and a growing number of individuals with a disability who require support from the Council. Given other pressures on Council resources, it is difficult to see how the current system of care can be afforded or sustained into the medium term. As a result of this, many Councils, including West Berkshire, have embarked on a major transformational programme for adult social care and this inevitably forms a key part of the MTFS going forward.

Chart 1.5: Population changes aged 65+; 2009-2019[4]



3.19 Central Government launched a consultation on the future of home care for older people. The Personal Care at Home Bill seeks to provide more home care free for older people. This bill will have significant cost implications for local authorities. At present, these could be in the order of at least £325k for 2010-11, doubling in future financial years. At the time of writing, the consultation was still on-going.

3.20 As an accountable body for the LSP, the Council receives reward funding if it achieves the targets agreed with the Government as part of its Local Area Agreements. The Council works in partnership with the LSP to ensure that this reward funding is spent on activities most likely to improve performance against the LAA and to reward those partners (including the Council) who performed well in delivering the targets. As the Council and LSP continue to work to deliver LAA2, so the distribution of the reward money will be subject to greater scrutiny from all stakeholders. Other budgetary constraints on the Council mean this reward funding will represent a significant proportion of any new investment the Council can potentially use to improve its services and help achieve the outcomes set out in the SCS and Council Plan

3.21 The Council's ability to generate savings from releasing capital resources is now severely limited. The Council's asset base is small and declining, and in the current economic climate, selling assets does not necessarily represent 'best value' for the taxpayer. The funding of the Council's capital programme has also changed in recent years. The Council has gone from being debt-free to a borrowing Council. Whilst the capital programme is set using the Prudential Code to ensure that all

[4] Source: ONS estimates (mid year 2008)

projects are affordable and sustainable, there is an increased requirement for the Council's revenue budget to meet borrowing costs for the capital programme.

3.22 The Council has been very successful in securing developer contributions (s106) and SPG. At the start of 2010/11 the balance is expected to be £14.5m. These contributions are derived from developers who provide the Council with funding for infrastructure as their planning applications are built out. In the current economic climate it is anticipated that this balance will diminish as more receipts are expended than received - a trend evident in the 2009/10 financial year. The financial assumptions behind the MTFS plan for a slowdown in house building over the life of the strategy and this will inevitably be reflected in lower S106 receipts.

4.21 A review of the capital programme will be carried out as referenced within the Capital Strategy 2010 – 2015. The review will not only focus on the business case process supporting schemes but will consider future announcements relating to capital grants and other streams of Government support to the Council's capital programme. It is anticipated that there may well be a significant impact on the programme in future as a result of CSR10. The review will consider this issue when more detail is released later in 2010/11.

4. The Financial Model

Overview

4.1 The Council's Medium Term Financial Strategy (MTFS) is based on a number of financial assumptions regarding the Council's future anticipated income and expenditure. A summary of the model is set out in Table 1 along with a set of technical footnotes. A copy of the full financial model is set out in Appendix A.

4.2 Whilst the Council's MTFS is based on this three year financial model the current economic uncertainty highlights the need to continually review the assumptions on which the model has been built. During 2009 major changes have had to be made to the inflation, tax base and income assumptions in the model as reflected upon in the previous chapter.

4.3 Setting aside the challenges posed by the recent economic downturn the following conclusions can be drawn:

1. The Council will remain heavily dependant on Council Tax as a source of income, with an assumed increase in properties of 1% p.a:

2. Government Formula Grant are likely due to uncertainty from the CSR and future general election:

3. Changing demography remains the most significant pressure on the Council's budget notably in the area of adult social care:

4. Taken together expenditure will exceed anticipated income unless action is taken. Over the three years of the MTFS the model suggests that just under £9m of savings will be required to balance the budget assuming no avoidable new growth. This total therefore needs to be treated with some caution and will need to be the subject of regular review.

5. Despite these challenges the Council and the West Berkshire Partnership also need to identify the resources needed to help deliver the priorities and outcomes set out in the Sustainable Community Strategy and Council Plan. New money to fund new avoidable investment will come from the LAA (Local Area Agreement) reward monies, and potentially any benefits from the results of the Total Place initiative.

Table 1 – A Summary of the Financial Model Supporting the MTFS 2010 – 2013

Summarised MTFS

Line ref	Description	2010/11	2011/12	2012/13
		£m	***£m***	***£m***
	Council Tax increase (%)	***1.9***	***1.9***	***1.9***
1	Council Tax income	-78.54	-80.87	-83.27
2	Government grants	-29.23	-28.94	-28.65
3	Collection Fund deficit	0.38	0.00	0.00
4	Area Based Grant	-11.74	-11.32	-11.02
	Funds available	**-119.14**	**-121.13**	**-122.94**
5	Directorate base budget requirement	112.94	113.56	114.97
6	Levies & capital financing charges	5.16	6.06	6.77
7	Economic downturn provision	0.00	-0.20	-0.45
8	Contractual inflation	0.39	0.96	1.59
9	Unavoidable pressures	0.95	1.63	2.31
10	Demographic growth	2.27	4.23	5.67
11	Waste Strategy	0.82	0.82	0.82
12	Other	-0.09	-0.01	-0.01
13	Savings programme	-3.30	-5.91	-8.72
	Budget requirement	**119.14**	**121.13**	**122.94**
14	LAA reward funding (50:50 revenue: capital) to be reviewed with LSP	0.40	0.40	0.40

Footnotes to Table 1

Line Number:

1. *The MTFS assumes a rise in Council Tax of 1.9% in 10/11 and then 1.9% in the next two years. As Council Tax is the main source of income for the Council, changes to the percentage increase year on year have a significant impact on the budget requirement for each year. A 1 percentage point increase or decrease represents a change of approximately £750k in Council income.*

2. *Government Formula Grant are monies received from Central Government concerning redistribution of Business Rates from a central pool (WBC does not directly receive the Business Rates it actually collects) and a Central Government grant that can be spent on any Council activity. Other specific grants have a nil net effect on the MTFS as income is directly matched to expenditure as per the grant conditions. It is assumed that Central Government grant will fall by 1% in 2011/12 and 2012/13. further reductions in Central Government grants will mean future savings being brought forward or further savings identified.*

3. *Council Tax income assumes a rise in the taxable base (i.e. the number of properties liable for Council Tax in West Berkshire) of 1% growth forecast for 2010-11 and 1% for 2011-12 and 2012-13. The past three years have seen much greater*

rises. The MTFS assumes an improving collection rate of Council Tax to just under 100%.

4. *The Council has been given indicative figures for Area Based Grant (ABG) for the financial year 2010-11. The 2011-12 and 2012-13 figures are the best estimates on current income trends for this Grant. The Grant consists of previously ringfenced grants that are now amalgamated into the ABG which can be spent on any area of Council expenditure. In 2010-11 the Government has indicated that Supporting People funding will be included in the ABG. This will total £4.64m. There is a corresponding rise in expenditure in the directorate base budgets (line 6).*

5. *The Directorate base budget represents the total net cost of running each of the four Directorates of the Council. Each year there is an assumption that pay will increase by a certain percentage (0% in 10-11 and 0.5% in 2011-12 and 2012-13. This also takes into account the 1% increase in employers NI contributions from 2011-12). These budgets also include an allowance for non pay inflation of 1.5% for 2010-11 and 2011-12 and 2% for 2012-13. This is only applied to those budgets where the increase is deemed to be unavoidable or contractually linked.*

6. *The main balance in the levies and capital financing line is the cost to the revenue budget of supporting prudential borrowing for the Council's Capital Programme. Increases and decreases in the size of the capital programme will have an effect on the amount of money that needs to be borrowed. The MTFS assumes an annual Council funded programme of £15 m per annum, reducing to a programme of circa £9m in 2012-13.*

7. *Represents the expected increase in income from car parking, planning income and land charges as the economy recovers in years 2 and 3 of the MTFS.*

8. *Is the contractual inflation (i.e. inflation that goes beyond the Council's assumed inflation of 1.5%) that is expected to create pressure on the Council's finances. The assumptions in future years are based on HM Treasury's collation of inflation forecasts (RPI) over the coming years[5].*

9. *Are the unavoidable pressures that the Council must invest in to ensure that services continue to be provided and that statutory requirements are met. These are set out in greater detail in Appendix A2.*

10. *Demographic growth refers to additional funds set aside to help fund the costs associated with an ageing population and other demographic pressures on social care budgets.*

11. *Represents the Waste Strategy provision required to ensure the long term affordability of the Waste Management Contract by the progressive funding of the gap between current budgets plus PFI revenue, and the estimated payments to the PFI contractor.*

12. *'Other' is the total on the return on investment from invest to save projects, contributions to and from balances, and other minor items immaterial to the overall strategy.*

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[5] http://www.hm-treasury.gov.uk/data_forecasts_index.htm

13. *This is the total required from the savings programme if the budget is to balance; this amount is further explained in the 'summarised savings programme' section below and forms a major part of the Strategy outlined later in this report.*

Summarised Savings Programme

4.4 To ensure that the MTFS provides a sound financial platform and adequate balances over the coming three years, the Council has embarked on a Transformation and Efficiency Programme (TEP). As can be seen from the summarised MTFS above, there is a gap of just under £9m by year three that the Council needs to cover off to ensure that anticipated income matches the expenditure within the MTFS and achieves financial balance. The programme to achieve these savings has been led by the Transformation and Efficiency Board (TEB) consisting of Members and senior officers.

4.5 The TEB reviewed a variety of income streams, efficiency programmes and cost savings. The output of the Board's work is summarised in the Strategy chapter that follows and represents a holistic approach to integrating the Council's financial resources with the SCS and Council Plan thereby ensuring that the Council provides good value for money to its taxpayers. Further information can be found in Chapter Six 'Strategy for Investment'.

Financial Stability

4.6 The MTFS needs to be based on sound financial assumptions that are based on robust assessments. The 'robustness' of the MTFS is highlighted in Table 2 which shows the key elements of the Council's financial management framework.

Table 2 – The key components of the Council's financial management framework

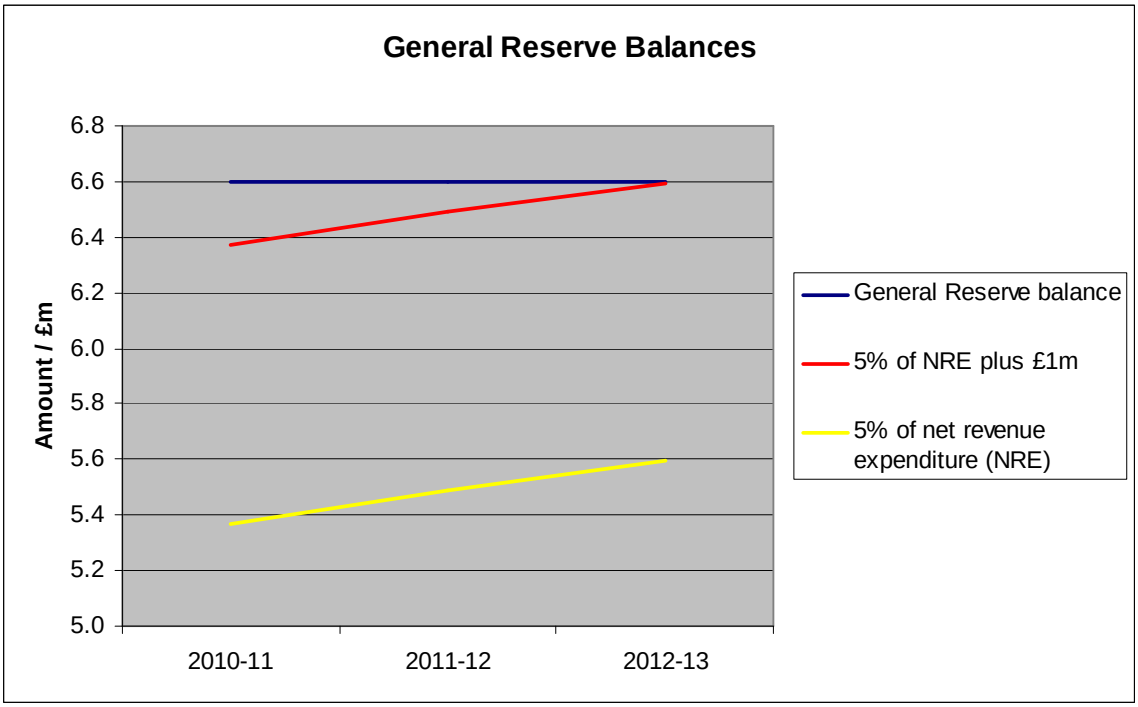
Component	Description
Availability of Reliable Information	The Budget is based on realistic assumptions of pay and price increases and review of interest rate movements. This is coupled with an assessment of major financial risks and how these will be managed. Assumptions about future levels of Government funding are based on prudent projections of Comprehensive Spending Review (which has been honoured for 2009-10) data and historically these, along with tax base trends, have proved relatively accurate. This MTFS assumes that the Government will honour the final year, 2010-11, of the existing CSR. The demographic growth identified in the MTFS is a significant cost and a lot of modelling has gone into ensuring that the estimates are robust and the data quality is sound. There are significant risks around these figures and these risks have been included in the sensitivity analysis.
Guidance and Strategy	The Council's Constitution contains a clear Budget and Policy Framework. The budget timetable is well communicated and the Budget Strategy is clearly outlined.
Corporate approach and integration	In early 2008 the Council created a Transformation and Efficiency Board (TEB) that has managed the Transformation and Efficiency Programme (TEP). The TEP is an ongoing programme that continues throughout the year. The TEB consists of members and senior officers. The TEB brought forward the financial planning process to ensure a robust review of the MTFS and that the Council is focussing its financial and corporate priorities over a three year period. As part of the TEP a variety of themes were analysed. These included a review of fees and charges, the production of a Value for Money Strategy (see Appendix H), service reviews, a detailed review of the 2008-09 outturn and review of the capital strategy. The TEB has continued to meet throughout 2009 and is core to ensuring there is a robust corporate approach to delivering a MTFS. Directorates identify pressures and risks at an early stage in the budget process. Budget Strategy Statements highlight realistic service plans linked to the Budget. The Sustainable Community Strategy and Council Plan drive resource allocation.

Built-in Challenge	The TEB scrutinises strategies for savings, as well as any investment. The TEB also scrutinises longer term projections and the validity of these. Overview and Scrutiny involved throughout the process and forms part of the Resource Management Select Committee's work programme
Flexibility	Mechanisms to review options for service delivery which link into the budget process. Mechanisms exist to free up resources for service improvement. Flexibility in budget management is included in the Council's Constitution.
Monitoring	There is regular financial monitoring and reporting. All savings are monitored in year to mitigate the impact of current year pressures flowing into future years. Financial performance is linked to outputs and outcomes.

Balances Strategy

4.7 A core element of ensuring the financial viability of the MTFS is the requirement for a sound level of balances and reserves. The Council's main balances are detailed in Appendix E. Further information can be found in the 2008-09 Statement of Accounts on the West Berkshire Council website:http://www.westberks.gov.uk/index.aspx?articleid=852

4.8 General Fund Balances are required as a contingency to meet unforeseen spending requirements and to provide stability in medium term financial planning. The level of balances is subjective, although previous CIPFA guidance indicates a minimum recommended level of 5% on Net Revenue Expenditure which is £5.4m for West Berkshire Council in 2010-11. However, best practice is to base the level of reserves on a risk analysis. This approach is fully embedded in the Council and indicates that a balances figure more in the region of £6.4m is required to take account of identified risks outlined in the budget proposal for 2009/10. 5% is certainly a prudent level of reserve, and in addition to this, the sensitivity analysis in section 7 demonstrates a required reserve of an additional £1m to protect against risk. As can be seen by the graph below, the Council is not planning to increase General Fund Balances over the period of the MTFS, and so by year three the level of reserves held will be much closer to the amount of recommended reserve held. This still represents a sound level of General Fund Balances to cover unforeseen events, but the impact of the economic downturn and future funding cuts will put greater pressure on the Council's budget, and so the level of reserve required.



4.9 The Council has also established other Balances apart from the General Fund Balances in the form primarily of earmarked revenue reserves. The Council does have a risk fund (this is included in the general reserve above) that is reviewed annually in light of the issues discussed in section 3 above. Some of the larger, specific reserves have been considered in the context of their benefit and opportunity costs (see Appendix E for further detail).

4.10 The Council has modelled the impact of the MTFS onto key balance sheet items (Appendix F) to ensure there is sound management of the balance sheet. It is vital that the Council understands the link between its income and expenditure over the coming three years and how this will impact on the financial statements. The balance sheet will be reviewed on an ongoing basis to help understand how changes in the MTFS impacts on external financial reporting.

5. A Strategy for delivering the Council Plan

5.1 The previous chapter has highlighted a range of externally and internally driven factors that will influence our financial planning over the next three years. Some are easier to predict than others. These pressures and influences have been translated into a financial model from which has come a clear need to identify significant savings, along with additional resources for investment. This chapter sets out the Strategy the Council proposes to adopt to achieve this and starts with outlining the core principles that underpin the overall approach.

Core principles

5.2 The principles underpinning the Strategy are unchanged from 2009/10 and reflect the changes brought about by the uncertainty around the CSR 2011-14. These are to;

- continue to show the Council's expenditure and income to be in balance for each year of the Strategy period. The resulting stability remains the core element of our approach;
- ensure that sufficient resources are set aside to invest in the community priorities as outlined in Sustainable Community Strategy and Council Plan;
- identify savings over the period of the Plan as part of a structured Transformation and Efficiency Programme (TEP);
- deliver further savings through disinvestment and an emphasis on delivering value for money; this has been further developed for 2010-13 with the definition of the critical core
- place increasing importance on corporate service transformation
- retain a healthy Council funded capital programme. A detailed capital strategy and programme is set out in Appendix B;
- keep future Council Tax increases as low as possible;
- retain General Fund Balances at their current level, subject to an annual assessment of the risks facing the Council. Over the longer term, beyond 2013, this might involve increasing the general fund balance. Balances will also include the retention of a separate risk fund.

A Strategy for Investment

5.3 This chapter outlines the Council's Medium Term Financial Strategy for the period 2010/11 – 2012/13. The recession, and the growth in public sector net debt has now made that ensuring financial balance an even tougher task. With the Government now reigning back on some of its historical public spending commitments the emphasis of our Strategy must inevitably be focused on efficiency. Assuming a scenario over the next 3 years with only unavoidable pressures being funded, reduced Central Government funding and an annual Council Tax increase of 1.9%, there is now a need to find just under £9m of

savings. This economic climate dictates the need for disinvestment or service reductions, and this has been allocated using the 'critical core' analysis. In light of the restriction of funding from Central Government, and years of improving efficiency, the Council will need to increase its 'disinvestment' programme through the length of the MTFS.

5.4 Despite the growing financial pressures it is essential for the Council and its partners to remain focussed on delivering the commitments in the SCS and the Council Plan. Investment has therefore been identified to ensure that the Council continues to meet the district's priorities. New investment is likely to be resourced by LAA reward funding.

Allocating our resources to our priorities

Appendix A2 sets out the detailed investments that we plan to make over the next year specifically, and links to the Strategy set out below, notably the disinvestment strategy and the development of a critical core.

A Strategy for delivering efficient services

5.5 The Council's Medium Term Financial Strategy is based on seven key savings strands;

(1) Value for money;
(2) Corporate service transformation
(3) Income Generation;
(4) Shared services;
(5) Efficiency
(6) Disinvestment utilising the principle of the 'critical core'; and;
(7) Investment.

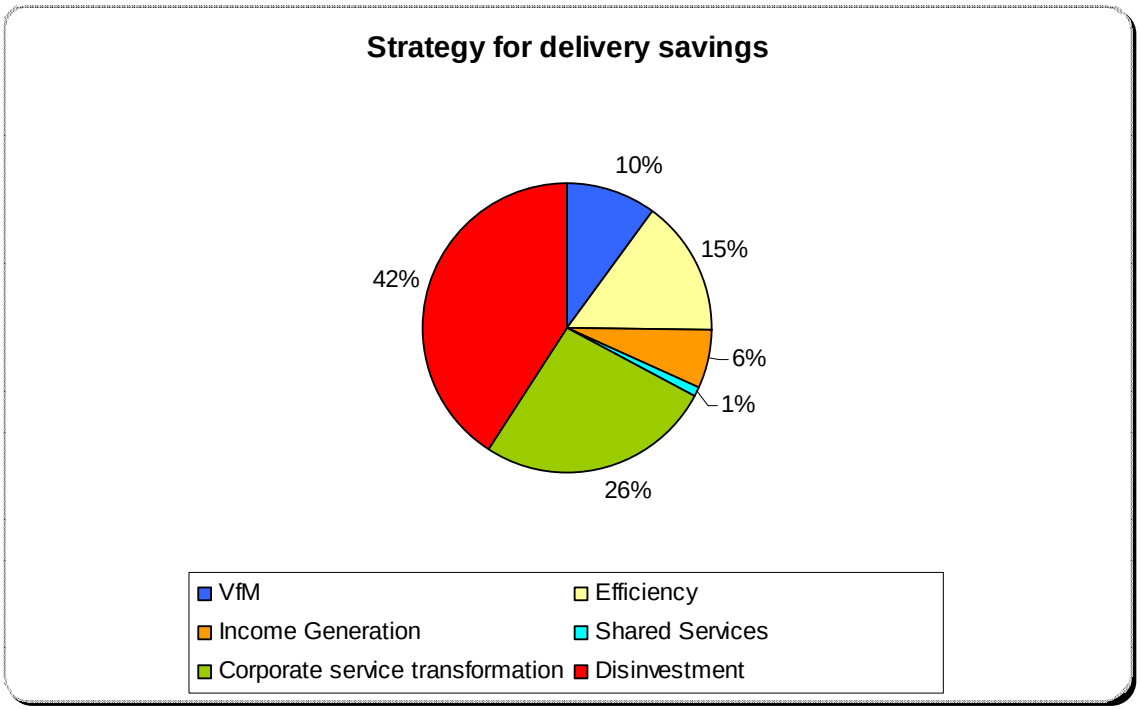
5.6 It is not proposed to change the underlying framework (viz the seven strands) on which the MTFS is built however, the scale of the financial challenge that lies ahead means that it seems inevitable that any future value for money and efficiency programmes coupled with the ongoing drive to maximise income from fees and charges will not be sufficient to meet the growing requirement for savings over the coming three years. As has been seen from earlier chapters the Council has been very successful in recent years in delivering savings from these areas thereby minimising any impact on service delivery. Council services have increasingly demonstrated strong value for money with benchmarking often highlighting relatively low cost coupled with average to high performance. This emphasis on value for money and efficiency must continue but given the scale of what appears to lie ahead in terms of balancing the budget it would seem inevitable that the focus must now turn increasingly to disinvestment.

5.7 Over the past 10 years the Council Plan has sought to focus the Council's resources on a clear set of priorities aimed at targeting local need, national priorities and the general desire for improved performance. As the Authority moves into an environment where resources will be even more tightly constrained so this strategy has to be questioned. It now seems the Council will need to reshape its activities over the medium term so that it can live within its means. This exercise has been entitled ' Defining the Critical Core' and it has been instrumental in deciding where

additional financial savings will be made over the life of this new MTFS. The approach is highlighted in greater detail within the Council Plan Refresh for 2010/11 but an overview is provided here given it has a major bearing on the MTFS. Further detail is provided under the 'disinvestment' heading below.

Summary of the savings themes

5.8 Below is a summary of the total savings over the period of the MTFS by saving theme:



Value for Money

5.9 Value for Money (VfM) is a core part of the Council's financial strategy and it is one of the sixteen outcomes in the Council Plan.

5.10 As part of the TEP, the Council has built on its previous VfM work by using the Audit Commission's VfM profile tool to assess the VfM offered by individual services using independently compared and analysed data. A copy of the Council's resulting VfM Strategy has been attached at Appendix H. The approach is to highlight those services that have an above average unit cost. These services have been the first to be reviewed in 2009/10, and on-going savings will be delivered from these services. The details are set out in Table 3 below

Table 3 – Proposed savings to be delivered through the Council's Value for Money Strategy

Value for Money	2010/11	2011/12	2012/13	3 year totals
	£k	£k	£k	£k
SEN and placement reviews	120	135		**255**
VfM review programme	200	100	100	**400**
Service review		160		**160**
Other – VfM		28	21	**49**
Total	**320**	**423**	**121**	**864**

Corporate Service Transformation

5.11 The three year Putting People First Adult Social Care System Transformation programme, now in its second year, continues to be the largest component of the MTFS with a total of £3.4m savings target over the 2009/10 to 2011/12 period.

The drivers behind the Programme – an ageing population, tightening financial climate and new legislative initiatives - set out in last year's MTFS, are if anything more marked a year on.

5.12 The strategic direction for the Programme continues as set out last year, that is

- Personalised services that provide choice and control to service users
- Prevention, early intervention and reablement services that promote independence
- New supported living housing choices
- Review and reconfiguration of in-house services

Each initiative has been phased in over the last year, and now all work areas within the Programme are active.

5.13 The Programme is subject to a rigorous programme management approach, and is governed by a Programme Board which scrutinises performance against the MTFS on a quarterly basis. It should be noted that the Social Care Reform Grant currently providing capacity for programme delivery ends in March 2011. Consideration is already being given to skills transfer and sustaining programme beyond the Grant period.

5.14 The timelord heading concerns the Council's programme to reduce the size of office accommodation by utilising more flexible working.

5.15 Table 4 below shows the range of savings that are expected to be delivered from the Corporate Service Transformation programme.

Table 4 – The anticipated savings that are expected to be delivered through the Corporate service transformation programme: 2010-13.

Corporate Service Transformation	**2010/11 £k**	**2011/12 £k**	**2012/13**	**3 year total £k**
Personalisation:				
Re-ablement	365	145		**510**
Efficiencies: Older People's/Physical Disability Day services VfM review				
Personal budgets	25	110		**135**
Sub-totals	*390*	*255*		
Preparing for the future Phase 2: Supported Living LD Day Services VfM review	200	25		**225**
Extra Care Housing	350	925		**1275**
Timelord		35	40	**75**
Other – corporate transformation			50	**50**
Total Savings	**940**	**1240**	**90**	**2270**

Increasing Income

5.16 The TEP completed a major review of fees and charges in 2009, and the majority of the additional income from this review was factored into the 2009/10 budget. However, there are still areas of further changes to fees and charges that the Council is including in the strategy for the longer term.

Table 5 – Income generation proposals to be implemented as part of the MTFS 2010 – 2013

Income Generation	**2010/11**	**2011/12**	2012/13	**3 year total**
	£k	**£k**	**£k**	**£k**
Increased income in respect of revenues and benefits	25			**25**
Footcare service	15			**15**
Fair Funding	18			**18**
Fees and charges review (Legal services)	29			**29**
Review of charges	21	35	408	**464**
Total	**108**	**35**	**408**	**551**

Shared Services

5.17 The TEP process has also looked into opportunities for further efficiency savings through the development of shared service provision. The focus has in particular been on the development of shared services with other local authorities.

5.18 A number of proposals are being evaluated the most advanced being a shared Trading Standards service. Table 6 below highlights the savings that are anticipated from the shared Trading Standards arrangement along with future potential shared services.

Table 6 – Anticipated savings to be delivered through the development of shared service provision in support of the MTFS 2010-13

Shared services	**2010/11 £k**	**2011/12 £k**	**2012/13 £k**	**3 year total £k**
Trading standards shared service	30			30
Other – Shared Services			80	80
Total	**30**	**0**	**80**	**110**

Efficiency

5.19 The Government has continued to focus the public sector on improving efficiency. Under the Treasury's Operational Efficiency Programme (OEP)[6] the Government has targeted five key areas to improve efficiency and has made a variety of recommendations for the public sector as a whole. The efficiency theme delivers a significant amount of savings in year one, but this reduces over the period of the MTFS.

5.20 The efficiency regime has now changed for local government with the introduction of National Indicator (NI)179 for 2008/09. This indicator looks at the amount of savings that Councils deliver under the heading of efficiency. This is a narrowly defined area and excludes and savings made because of cutting services or increasing charges for services, though under the headings in the MTFS includes savings proposals from across the six different themes

5.21 As part of the TEP, the Council has identified a range of efficiency savings and these are set out in Table 4 below.

Table 7 – Efficiency Savings to be delivered as part of the MTFS – 2010-13

Efficiency	**2010/11**	**2011/12**	**2012/13**	**3 year total**
	£k	**£k**	**£k**	**£k**
General Efficiency - CYP	150	100		**250**
Staff efficiencies	144.5	87	70	**301.5**
Work force strategy review	30			**30**
Transfers to DSG	20			**20**
Grant realignment	30			**30**
Waste efficiencies	68			**68**
Housing and Cultural services	100			**100**
Concessionary fares	100			**100**
ICT maintenance	50			**50**
Delivering efficiency through improved ICT		29		**29**
Contract efficiencies	22	153		**175**
Newbury Bus station	28			**28**
CCTV	135			**135**
Total	**877.5**	**369**	**70**	**1316.5**

Disinvestment

5.22 The penultimate strand of the MTFS is disinvestment. Whilst the Council has an ambitious and extensive efficiency programme the scale of the financial challenge that lies ahead coupled with the challenging context of the current economic climate and the future reductions in public expenditure means that some disinvestment is

[6] http://www.hm-treasury.gov.uk/vfm_operational_efficiency.htm

inevitable. Indeed, disinvestment will be the key strand for delivering savings in the MTFS, with over 40% of total savings under this theme.

5.23 The TEP has inevitably focused disinvestment on areas of lower priority although given the ambitions set out in the SCS and Council Plan this is not an easy exercise – there is relatively little left that can be clearly identified as being of a 'lower priority'.

5.24 In seeking to identify areas for disinvestment the following questions have been asked:

- Is the service or function reflected in the SCS or Council Plan ?
- Does the area fulfil a fundamental role in supporting the Council's statutory duties and primary responsibilities?
- Does the area provide maximum benefit to those it is designed to support ?
- Is the disinvestment sustainable – in other words is it likely that additional funding will need to be found to re-establish the service either in full, or in part, in future years ?

5.25 In light of the constriction of public expenditure highlighted earlier in this strategy, an amended approach to disinvestment is required, above and beyond that identified above. The organisation has sought to define its 'critical core', and base its disinvestment strategy around this. This approach looks to provide a focussed and risk based approach to disinvestment, rather than an arbitrary salami slicing of budgets.

Background to the critical core analysis

5.26 The previous financial strategies that focused on targeted improvement, and more latterly on greater value for money have reaped significant benefits. The resulting improvements in both performance and resident satisfaction have been well documented. The drive for greater efficiency has led to impressive value for money indices and in more recent years relatively low increases in Council Tax when compared with similar authorities.

5.27 Table 8 seeks to highlight some of the more significant shifts in strategy that have emerged during the life of the Council. Many of these are a product of the natural development cycle of any new large organisation. Others are a reflection of external influences notably the major financial pressures that the Council faced in its initial years along with the new financial pressures it seems set to face along with the rest of the public sector over the coming three years.

5.28 This strategy of consolidation marks a shift away from targeted improvement to one based more on managing the risks associated with having to implement targeted disinvestment. Decisions will become increasingly focused on what is important to retain rather than improve. That said the focus on efficiency and value for money must inevitably remain. Transformation will also remain important where there is a clear business case and it can be seen to bring an improvement in value for money. Such transformation may well start to embrace other local public sector organisations as well particularly if the Total Place initiative gathers pace.

5.29 The approach is shown conceptually in Fig. 1. The emphasis is on **what** is to be provided, and to **what level**, rather than **how** a particular activity should be delivered. The latter remains important but is already encompassed within existing strands of the MTFS for example transformation, shared services and the broader efficiency agenda.

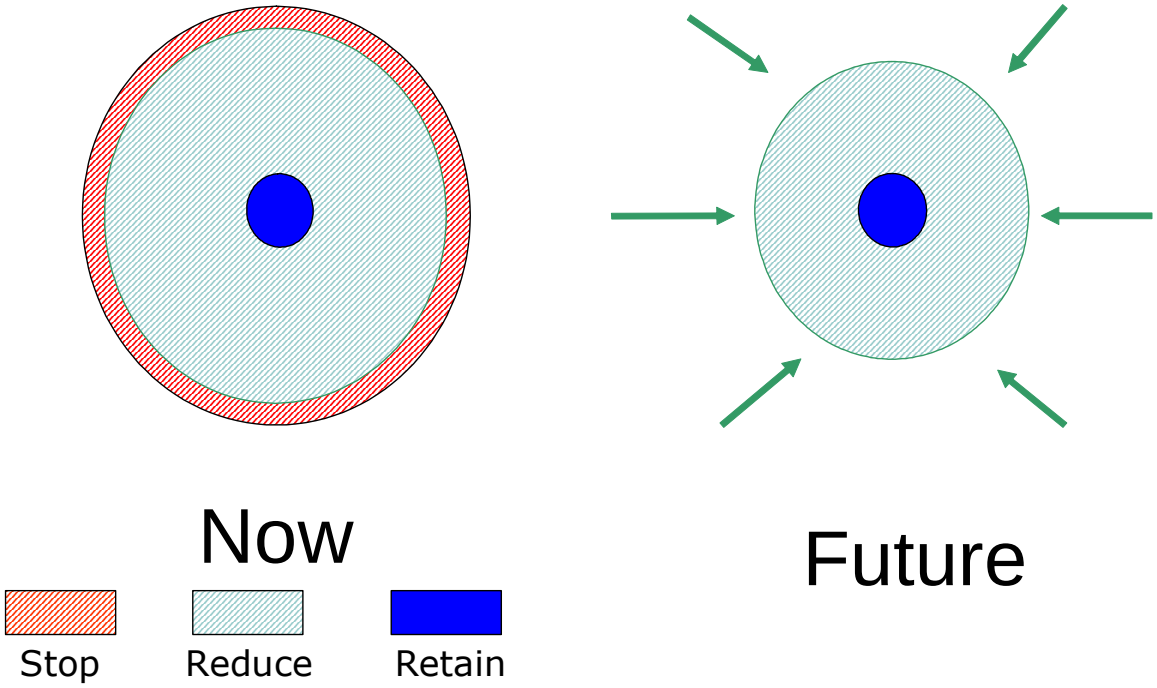


Table 8 – West Berkshire Council's underlying corporate strategy – Looking back and forward 1998 - 2013

	1998 – 2004	2005 - 2009	2010-2013
Theme	**Establishing**	**Maturing**	**Reshaping**
Policy drivers	Addressing poor service performance Establishing effective corporate governance	Developing effective corporate strategy Targeted service improvement Strengthening corporate governance	Developing and implementing effective community based strategy Effective corporate strategy that drives the Authority Retention of service performance in key areas Integrating governance and service delivery across sectors
Financial drivers	Limited growth in Government grants Growth in Taxbase	Limited growth in Government grants Strong growth in Taxbase	Reduction in Government grants Limited growth in Taxbase
	Service cost reduction programmes Transformation	Value for money Efficiency Transformation	Targeted disinvestment Value for money Efficiency Transformation

5.30 In defining the Critical Core three broad categories of activity have been identified;

(1) What does the Council need to **retain** doing at the current level irrespective of the financial challenges that lie ahead. In Fig 1a these activities are represented by the central core;

(2) What does the Council need to continue doing but potentially **reduce** in scope so as to balance its budget. These activities are represented by the middle segment in Fig 1a.

(3) What services or functions can the Council actually **remove** from its current portfolio and stop providing altogether. This might include directly provided services or those commissioned from another party. These are represented by the outer segment in Fig 1a.

5.31 In moving to the Critical Core the outer segment is effectively removed altogether. The central core is retained intact whilst the scale of the middle segment is reduced in size creating a smaller organisation overall. This change is highlighted by the shift from Fig.1a to Fig. 1b.

5.32 Whilst this concept may be simple the main challenge lies in deciding what activities lie where. This needs to be done in a consistent and appropriate manner if there is to be confidence in using the Critical Core as a decision making tool in assisting where future disinvestment should be focused.

5.33 Four criteria have been agreed to help guide this decision making process and determine which activities should fall into the three segments of **retain, reduce** and **remove**. These are;

(1) *the removal of the activity, or its reduction, would not be seen as credible by the local community.* This is primarily a political judgement and whilst it could be argued any reduction or cessation in service would have such an impact survey data shows quite clearly that some activities are valued more highly by the community than others. This criteria would not be influenced in any way by whether the activity in question was a statutory requirement or discretionary;

(2) the removal of the activity, or its reduction, would create the risk of a third party intervening to provide the service. This is most likely to occur where safeguarding is at risk or alternatively where performance levels of high profile services reach an unacceptable level. Intervention is therefore more likely in some services than others;

(3) *the removal of the activity or its reduction would not be sustainable.* In other words it is likely that future financial provision would need to be made to either reprovide the service or deliver it another way. There is little merit is making such short term savings;

(4) *the removal of the activity, or its reduction, would lead to it not being resilient.* In some cases reducing the scale of an activity may well render it ineffective either because there is simply too little capacity available for it to function or alternatively its small size renders it ineffective through being unable to harness the necessary skills and capabilities to provide the function effectively. This can sometimes be overcome by sharing a service with a third party although this option is not always feasible.

5.34 The result of the critical core analysis, has been summarised in the disinvestment headings below in Table 9. A total of over £3.6m disinvestment is planned over the life of the Strategy.

5.35

Table 9 – Savings delivered through service disinvestment: 2010-13

Disinvestment	2010/11	2011/12	2012/13	3 year totals
	£k	£k	£k	£k
Senior Management Review	721			721
Reduce early intervention	100			100
Disinvestment in Youth Service	100			100
Review of day services			200	200
Staffing reductions	100	336	886	1322
Cease denominational transport		20		20
Reduced service provision		190	506	696
Reduced external funding			224	224
Reduced capital strategy			200	200
Other			30	30
Total	**1021**	**546**	**2046**	**3613**

Investing in our priorities

5.36 It is vital that the Council continues to invest in the delivery of both the Sustainable Community Strategy and Council Plan. The key outcomes and priorities have already been highlighted in Chapter 4 and some of these are likely to become increasingly important during the present economic recession.

5.37 The challenging financial environment facing the Council means that there is very little scope to identify new funding streams within existing mainstream budgets. The disinvestment programme highlighted above is designed simply to help deliver the required savings targets and may in any event need to be revisited if the current economic conditions deteriorate further.

5.38 The Strategy outlined here proposes to utilise LAA Reward monies as the source of future investment funding. The allocation of this Reward funding will be managed jointly by the WBP and the Council with the expectation that additional funding will be secured through other WBP partners as at present.

5.39 The Table below highlights the level of funding that is expected to be secured over the life of the Strategy. The figures must be treated as estimates since reward funding is directly related to the success or otherwise, in meeting the LAA targets and it is not possible to predict this accurately at this stage. LAA reward funding is also split equally between revenue and capital funding. The figures in Table 10 relate only to revenue. As the table below also shows it is proposed that all of the revenue reward funding is allocated directly for investment. It is anticipated that the LSP will receive capital reward funding as well, in excess of the revenue amounts.

Table 10 – Overview of potential LAA reward funding

	2009/10 £m	**2010/11 £m**	**2011/12 £m**
Potential income			
LAA reward funding (revenue)	0.2	0.2	0.2
Potential expenditure			
Investments in Council priorities	0.2	0.2	0.2

6. Managing Risk

6.1 This Council has in place a very effective Risk Management System which is embedded within the Council Corporate and Service planning process to ensure that the Council's strategic and operational risks are identified and mitigated. Action plans are then put in place to improve the control environment where necessary. Appendix D summarises the main risks that are likely to have an impact on this new MTFS and which have emerged through the current corporate and service planning process. Risks for all major projects are assessed on a regular basis and actions taken to mitigate them where appropriate. Formal quarterly reviews are carried out across all risk registers within the Council, with Member involvement at Management Board and Governance and Audit Committee.

6.2 The Risk Management System, which is supported by comprehensive financial and performance management is a key element of the Council's corporate governance arrangements. The Risk Management System also plays a key part in providing the necessary assurance that underpins the Council's Annual Governance Statement. Where key Strategic Risks are identified a contribution may be made to the Council's Risk Fund which can be drawn on should funding be needed to mitigate the risk. The Risk Fund has been increased back up to £0.6 million during 2009/10, due to an overspend during the 2008/09 financial year.

6.3 There are risks involved in any forecast of future income and expenditure that may also vary from estimates within the current year. The processes in place help to minimise risk are robust and through regular review, risk will be effectively managed.

6.4 There are certain budgets that have been identified as having been volatile in the past, particularly those that are demand led. Regular and robust monthly budget monitoring helps to manage the impact of these risks.

6.5 Longer term forecasts of income and expenditure are subject to greater uncertainties. The impact of variations to the broad resources and expenditure assumptions regarding inflation and interest rates have been considered in the preparation of this report.

6.6 The MTFS has also been assessed using sensitivity analysis to allow for best and worst case scenarios. As noted above, there are certain items of the MTFS that are higher risk than others. The eight most significant risk items have been identified and the summary of all the risks and the potential scenarios is highlighted in Table 11.

6.7 Different risk factors have been applied to the six areas to enable the presentation of best case and worst case scenarios on the overall position of the MTFS. The results are presented in Fig. 3 which also includes a risk factor that has been applied to the worst and best case scenarios. This risk factor identifies the more likely risk occurrences, and highlights that these will not all occur at the same time, and by the maximum possible amount. These lines denote a more considered level of risk. The 0 line on the y axis represents the base position included in the MTFS, i.e. the MTFS balances over three years.

6.8 The adjusted worst case scenario, for just those specific risks identified, indicates at least a £500k element of risk. The risk fund is currently £600k and at present is sufficient to cover these risks that are over and above those mention in the section 151 officer's statement in appendix 9 to the revenue budget.

Table 11 - Managing Risk – Scenario Planning for the MTFS 2010 – 2013

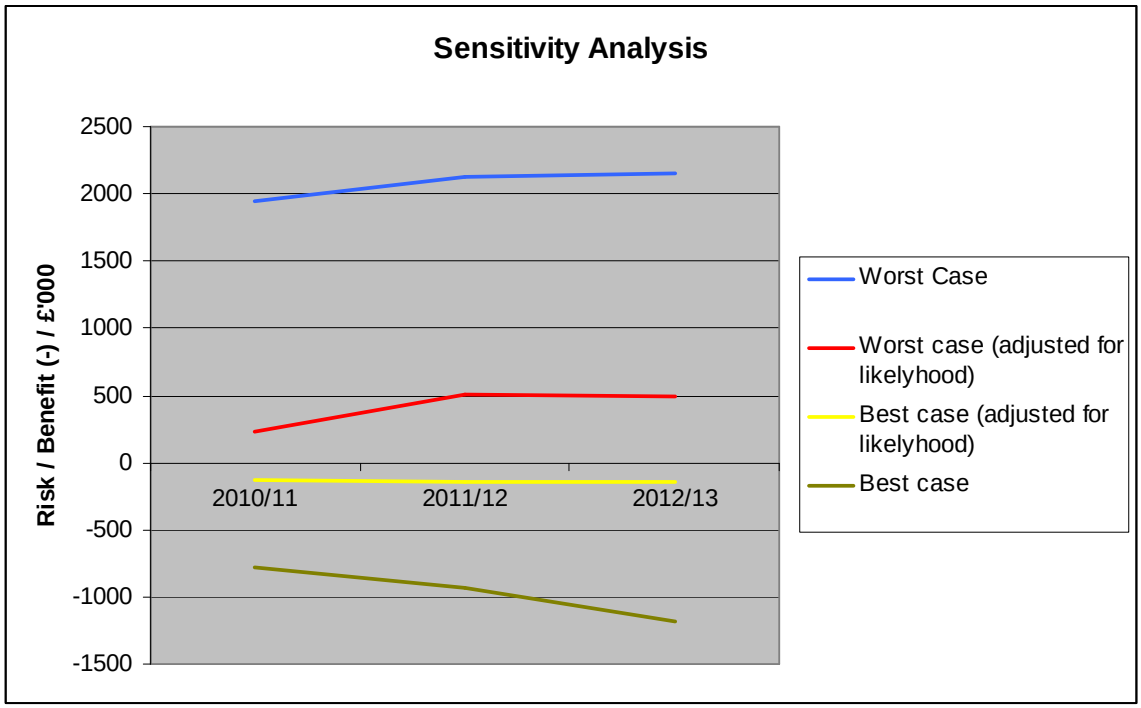
Worst case scenario

Risk	2010/11	2011/12	2012/13	Explanation
Central Government grant cuts		877	850	Assume a 3% actual cut to Formula Grant
Taxbase base	375	375	375	315 (0.5%) fewer new properties being built
Pay award	600	600	600	Risk that pay increase awarded is 1% above estimates
Economic downturn - income	150	200	450	Subdued recovery of income levels
Contractual inflation	40	114	126	10% increase on current assumptions for rise in fuel, energy costs etc
Additional investment	300	300	300	Further unavoidable pressures of £300k emerge
Waste strategy	300	300	300	Inflationary pressures 2% above assumptions
Social care transformation programme	188	241		Risk that only approx. 80% of expected savings occur
Total	**1953**	**2130**	**2151**	

Best case scenario

Central Government grant cuts		-146	-147	A 0.5% increase in years 2 and 3
Taxable base	-375	-375	-375	315 (0.5%) increase in new properties above assumptions
Economic downturn	-200	-200	-200	Rapid recovery of income
Super-inflation	-50	-200	-250	Reduction in contractual inflation on current estimate
Additional investment	-150	-150	-150	Reduce the unavoidable pressures by £150k p.a.
Waste strategy	0	0	0	Can contain pressure in existing provision
Social care transformation programme	-47	-121		Delivers additional 5% savings in year 1 and 10% savings in year 2
Total	**-775**	**-931**	**-1185**	

Fig. 3 - Summary sensitivity analysis



7. Beyond 2013

7.1 The Government's known Grant settlement for local government comes to an end in 2010/11 so there is no certainty beyond this point regarding future funding levels. It is anticipated that Government spending priorities will be outlined in the 2011 Comprehensive Spending Review (CSR 2011) (although there will have been a general election before this takes place), and that new funding will once again be aligned to these priorities. Long term financial planning for the Council is therefore, to some degree, based on the unknown; however, it is possible to draw some conclusions at this stage regarding the likely environment the Council is set to be working within during the coming decade or so;

- given the constraints currently facing the Council it should be assumed that once the next medium term financial planning period commences in 2011/12, the Council will have been through a challenging three years where it will have implemented a major programme of efficiency savings and disinvestments. It could also be assumed that the Council, the local community, and indeed the national economy as a whole, will by this time be recovering from a potentially major economic recession which began in 2008;

- By 2013, the next Government will be over halfway through its term of office and should give a clearer insight into future policy decisions and how these might impact on local government. These could include a change to local government's responsibilities;

- The impact of the Total Place initiative will be included in the CSR 2010-13, but after three years of this programme in place, it will be used more widely from 2013. The Total Place programme looks to bring all local partners together to review funding streams and identify efficiencies in using these[7];

- unless the Government makes significant changes in the way in which local government is financed then the Council will remain heavily dependant on Council Tax as its primary source of income. West Berkshire should see an average of 500 new homes constructed each year up until 2026 which will generate around £650k of additional Council Tax per year based on current Council Tax levels. In terms of Formula Grant the Authority is currently sitting 'on the floor'. This in effect means that the Council receives the minimum Grant increase each year. As yet it is unclear where the Council will be with regard to 'the floor' by 2011 which in any event is likely to be heavily influenced by changes in grant methodology which have been particularly prevalent in recent years. It appears clear at present that the increases in Formula Grant previously given to local government will not return until the medium to long term. If, and when, the economic position recovers, the Council will expect to see a rise in the income it receives from new properties being built and fees and charges;

- The Council's programme of delivering efficiency and transformation will be embedded, but will continue to be reviewed to ensure that the Council offers the best value for money for local taxpayers;

- The post general election Government should provide some stability to local government finances. Whichever political party wins, addressing the public

[7] See http://www.localleadership.gov.uk/totalplace/ for further information

finances will be one of their most immediate priorities. The decisions taken in the summer 2010 will have a lasting impact on the Council's medium term financial strategy;

- local income generating opportunities are likely to become increasingly important although it is difficult to see how they will ever form a major part of the Council's overall revenue budget. The nature of West Berkshire Council, as a relatively asset poor authority, serving a rural and dispersed community, needs to be considered when viewing the potential that exists for raising such income locally.

- limited income raising opportunities will continue to be set against major demographic challenges. Some of the headline figures are set out below

    - the number of over 65s is estimated to have increased by 14% between 2001 and 2008 (the latest population estimate available) and it is expected to increase by a further 28% between 2011 and 2021.

    - the number of over 85s is estimated to have increased by 26% between 2001 and 2008 and is predicted to increase by a further 45% between 2011 and 2021;

    - the number of under 19s is estimated to have increased by 8% between 2001 and 2008 and is predicted to increase by a further 4% between 2011 and 2021;

    - the number of one person households is estimated to have increased by 17% between 2001 and 2007 and is predicted to increase by 18% during the following decade.

  These demographic changes will bring with them continued demands and it can only be assumed at this stage that these demands will have to be met through further reshaping of existing service provision, or through new funding if the Government decides to provide significant additional investment;

- Aside from these demographic pressures both the Council and the WBP will need to continue to find new investment to support the priorities set out in the SCS – this Strategy now has a time horizon through to 2026. It can only be assumed that the principle of reward funding will remain in place over the medium – long term providing further opportunities for new investment. However further opportunities will also need to be taken to harness additional partnership funding across the public, private, community and voluntary sectors.

7.2 A range of other factors are also likely to be important from a financial perspective over the medium – long term;

- exploring and implementing sustainable solutions to help deliver our core business activities and respond to the challenges of climate change;

- continuing to respond to, and learn from the impact of the recession that started in 2008;

- responding to the changing social needs of a changing community and what is likely to be an ongoing challenge of building more cohesive communities;

- ensuring that capacity within the voluntary sector is fully realised;
- the impact of climate change, and further initiatives from Central Government for carbon trading and carbon reduction

7.3 In conclusion, it is inevitably difficult to predict the Council's financial working environment over the long term given so much is dependant on Government policy which largely remains fixed on 3 – 4 year planning cycles. Our shared vision, and some of the key challenges facing West Berkshire over this period, are however more easy to articulate and these coupled with the continued need to respond to changing local needs and the Government's own priorities will be at the heart of our future agenda. How this is to be resourced remains difficult to foresee beyond 2013 other than the themes of continued efficiency, disinvestment and value for money will have to remain integral to the Council's approach – coupled with continued effort to make the most of what we have got through effective partnership working.

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Appendix B – Capital Programme 2009-2014
Appendix C – Capital Prudential Indicators
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Appendix E – General Fund Reserves Policy Statement
Appendix F – Projected Balance sheet over three year period: 2010-2013
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Appendix A 1 – The financial model underpinning the MTFS: 2010 – 2013

MEDIUM TERM BUDGET FINANCIAL STRATEGY 2010-2013

Line Ref		2010/11	2011/12	2012/13
		£m	£m	£m
	Council Tax Increase %	**1.9%**	**1.9%**	**1.9%**
	Funds available to support budget:			
1	Formula Grant - 2010/11, 2011/12 and 2012/13 1.5% increase for 2010/11 as per the Comprehensive Spending Review; 2011-13 are unknown. Assumed 1% cut.	-29.23	-28.94	-28.65
2	Council Tax	-78.54	-80.87	-83.27
3	Collection Fund estimated surplus(-) /deficit	0.38	0.00	0.00
4	One off funding	0.00	0.00	0.00
5	Area Based Grant	-11.74	-11.32	-11.02
6	**Total Funds available**	**-119.14**	**-121.13**	**-122.94**
	Service Grouping Base Budget Requirement:			
7	Children & Young People (excluding schools)	25.04	25.14	25.51
8	Schools Block - DSG (support service recharges)	-0.72	-0.76	-0.80
9	Community Services	44.96	45.28	45.91
10	Environment	30.13	30.19	30.46
11	Chief Executive	13.54	13.70	13.89
12	**Directorate Base budget sub totals**	**112.94**	**113.56**	**114.97**
	Levies & Capital Financing Charges:			
13	Magistrates Court	0.02	0.02	0.02
14	Environment Agency	0.13	0.13	0.14
15	Capital Financing Charges	5.01	5.91	6.61
16	**Base budget sub total**	**118.10**	**119.62**	**121.74**
17	Economic downturn impact on base budgets		-0.20	-0.45
18	Contractual inflation	0.39	0.96	1.59
19	Unavoidable pressures	0.95	1.63	2.31
20	Adult Social Care Demographic Growth	2.27	4.23	5.67
21	Waste Strategy	0.82	0.82	0.82
22	Transfer to/from(-) earmarked balances to include funding of ITS bids	-0.09	-0.01	-0.01
23	**Budget requirement before savings**	**122.44**	**127.04**	**131.66**
	Transformation and Efficiency Programme:			
24	Value for Money	-0.32	-0.74	-0.86
25	Corporate and Service Transformation	-0.94	-2.18	-2.27
26	Income Generation	-0.11	-0.14	-0.55
27	Shared Services	-0.03	-0.03	-0.11
28	Efficiency	-0.88	-1.25	-1.32
29	Disinvestment	-1.02	-1.57	-3.61
	Savings sub total	**-3.30**	**-5.91**	**-8.72**
30	**Budget requirement after savings proposals**	**119.14**	**121.13**	**122.94**
31	**Budget Shortfall/Headroom(-)**	**0.00**	**0.00**	**0.00**
32	New investment through partnership funding (50% Revenue and 50% Capital)	0.40	0.40	0.40

Nb all figures are cumulative i.e. any ongoing saving found in year one will flow into years two & three.

Rounding errors may also apply

Appendix A2 – Unavoidable Service Investments 2010-11

This Appendix outlines the service investments for 2010-11. These total 947k. These unavoidable service investments are those required by the Council to ensure that the Council continues to deliver its corporate and statutory priorities. The MTFS assumes investments of £680k in 2011-12 and 680k in 2012-13; these figures will be revised and scrutinised as part of the TEB's work during 2010 to react to any additional or reduce requirements for future years' investment to deliver Council priorities.

Children and Young People's Directorate

Activity	Cost (£'000s)
Additional Education Welfare Officer	31
Speech and Language therapy	80
Childcare Lawyers	48
Child Protection Services	100
Total CYP	**259**

Community Services Directorate

Activity	Cost (£'000s)
Lost income due to closure of Taceham House	30
Finance support for the Adult Social Care Transformation savings programme	35
Total Community services	**65**

Environment Directorate

Activity	**Cost (£'000s)**
LDF and Minerals and waste	150
Planning income; sale of information	15
Consultancy budget for planning appeals/statutory planning	75
LTP3 delivery	20
Joint arrangements	146
Transport grant	35
Property – no increase in rent following Rent Reviews due to current economic climate. Anticipated income from rent will be no higher than last year	17.5
Total Environment	**458.5**

Chief Executive's Directorate

Activity	**Cost (£'000s)**
Pressure on roundabout sponsorship. Due to the economic climate the budget of £62k income is unlikely to be met.	20
Pressure from risk management in ICT	9
Standards Committee	5
Members' allowances	1.5
Land charges	66
Modern records	28
Domestic abuse reduction co-ordinator	35
Total Chief Executive	**164.5**

Appendix B – Capital Strategy and Programme 2009-2014

This will be inserted following approval of the Capital Programme by Council in March.

Appendix C – Capital Prudential Indicators

The limits that have been recommended for 2009/10 and the following two financial years all include the ex Berkshire County Council Debt of circa £29m which transferred to the Council's management on 1st December 2005 and are as follows:

Authorised Limit for External Debt

2010/11	£110m
2011/12	£125m
2012/13	£140m

Operational Boundary for External Debt

2010/11	£100m
2011/12	£115m
2012/13	£130m

Exposure to Borrowing at Variable Rate of Interest

	Upper Limit
2010/11	50%
2011/12	50%
2012/13	50%

Exposure to Borrowing at Fixed Rate of Interest

	Upper Limit	Lower Limit
2010/11	100%	50%
2011/12	100%	50%
2012/13	100%	50%

Maturity Structure of Borrowing

	Lower Limit	Upper Limit
Under 1 Year	0%	50%
1 – 2 years	0%	50%
2 – 5 years	0%	50%
5 – 10 years	0%	50%
Over 10 years	0%	90%

Appendix D – Financial Risk Register

Medium Term Financial Strategy 2009/10 – 2011/12
Risk Register

				Gross Rating				Net Rating			
No	Risk Area / Objective	Risk Trigger	Consequence	Likely-hood	Impact	Score	Existing Controls	Likely-hood	Impact	Score	Owner
1	Social Care Transformation	That the transformation programme does not deliver the savings anticipated	Increases budget pressure on the MTFS, and need to re-profile the MTFS to reflect different savings levels	2	4	8	1. Ensure regular monitoring of the savings plan to ensure that it is on track 2. Flexibility to re-profile savings with other directorates	2	3	6	S151 Officer, Dir. Community services & Cllr Keith Chopping
2	Tax Base	The tax base is significantly different to forecast.	This has a knock on effect on grant calculation and changes the Council Tax yield. However, the impact is relatively small as the Formula Grant calculation compensates	3	2	6	1. Ensure the budget process is flexible enough to deal with changes when actual figures are known. 2. Set a prudent but realistic projection 3. Undertake sensitivity analysis	2	2	4	S151 Officer & Cllr Keith Chopping
3	Council Tax	That a different level of Council Tax than assumed is set. Or the level of increase is capped by the Government	Budget pressure	3	3	9	1. The level of Council Tax is a Member decision. The implications of various levels of Council Tax are demonstrated to Members. 2 Multi year settlements mean that capping levels are notified in advance 3. Undertaking sensitivity analysis	2	3	6	S151 Officer & Cllr Keith Chopping

4	Changes to Formula Grant from next Government	That the Government changes the amount of Formula Grant and ABG distributed to the Council	Decreased income to the Council; further pressures on making new savings / disinvestment	3	4	12	1. Regular review of Central Government announcements 2. Strong record of delivering savings 3. Level of general reserve that includes an amount for rrsk	3	3	9	S151 Officer & Cllr Keith Choppin g
5	Interest Rates / economic downturn	Interest rates may be higher than forecast; economic downturn will drive down revenue raised from fees & charges	Debt charges will be higher than forecast and this will cause a budget pressure. Budget pressure due to lower income levels. Also greater demand on Council services	3	2	6	1. Regular review of MPC decisions by Treasury Management Group 2. Borrowings spread to reduce impact of short term changes 3. MTFS line to soften impact on Council	2	2	4	S151 Officer & Cllr Keith Choppin g
6	Inflation	Inflation may rise beyond anticipated rates	Actual pay rises may exceed estimate and cause a budget pressure Contractual increases in non-pay will rise at current inflation (3.1%) – 1.6% beyond budget	3	3	9	1. Multi year pay settlements help reduces the uncertainty. 2. Prudent rate of increase is used in forecasting 3. Sensitivity analysis used 4. Additional provision for this in MTFS	3	2	6	S151 Officer & Cllr Keith Choppin g
7	Waste strategy	Inflationary costs and increase consultancy costs in PFI contract	Budget pressure	2	3	6	1. Regular monitoring of the waste contract financial model 2. Line on MTFS to adsorb pressures 3. Sensitivity analysis to review potential impact to management early	2	2	4	S151 Officer & Cllr Keith Choppin g

Appendix E - General Fund Reserves Policy Statement

Reserve	Policy	Estimated Level	Benefits	Opportunity Costs
General Fund and Risk Fund	Policy based on a combination of financial risks and CIPFA guidance as follows: • Minimum 5% of net spend (excluding DSG) plus £1m – this equates to circa £6.4m • Risk assessment of budgets • To enable stability in longer term financial planning	Mar 09 £7.1m Mar 10 £7.1m Mar 11 £7.1m Mar 12 £7.1m	• Provides general contingency for unavoidable or unseen expenditure • Stability for longer term planning • Interest on Balances helps reduce costs to taxpayer @5% = £350k	• Could be used to fund one off GF expenditure which would result in loss of interest circa £50k per £1m • Could be used to boost Insurance Fund to achieve greater self-insurance levels
Schools Reserves	Balances permitted to be retained by schools under the: • Schools Standards & Framework Act 1998 • Financing of Maintained Schools regulations 2003 • Managed by schools, LEA has no practical control over the level of balances • Policies set by individual schools	Mar 09 £4.5m Mar 10 £4.5m Mar 11 £4.5m Mar 12 £4.5m	• Provides general contingency for unavoidable or unseen expenditure • Interest on Balances helps to reduce costs @5% = £225k	• Could be used to fund one off schools expenditure which would result in loss of interest £50k per £1m
Insurance Fund	• Needs to be at a level where provision could sustain claims in excess of current claims history may have to meet claims incurred but not yet reported	Mar 09 £1.5m Mar 10 £1.5m Mar 11 £1.5m Mar 12 £1.5m	• Funds deductibles/ excesses in order to minimise premiums • Provides the Supply Teacher scheme • Helps maintain current rates charges to schools • Interest earned builds up the reserves	• Could be used to fund one off GF expenditure
S106 Capital Contributions	• There is no policy on the level of balances due to the nature of the contributions • Where possible s106 contributions should be used to fund schemes identified in 5-year capital programme. • All contracts are unique to each developer and will vary depending on the nature of the particular project.	Mar 09 £18m Mar 10 £15m Mar 11 £12m Mar 12 £9m	• Money received from developers as part of their s106 obligations • s106 contributions helps to minimise capital programme borrowing requirements	• Monies can only be used for purposes specified in the agreement

Appendix F - Projected Balance Sheet over three year period: 2010-2013

The following analysis projects the key items on the balance sheet over the next three financial years, in line with the period of the MTFS. This is to assist the reader of the MTFS understand that where there is an increase in costs in certain areas, there will an impact on the balance sheet e.g. fixed assets will increase so long as the Council's capital programme continues.

The projections below have been completed in accordance with the work of the Transformational and Efficiency Programme, and with known changes to accounting regulations. The balance sheet has also been adapted to include known changes to key assets and the expected size of the capital programme. There are number of estimates in here, for example the increase in value of the Council assets, and the assumption that there will be no decrease or increase to general fund reserves.

The balance sheet below is not a complete balance sheet, but highlights the key balances that are either material or are a significant area of focus.

Some of these items will change with the implementation of IFRS (International Financial Reporting Standards) in 2010-11, especially with regards PFI. From 2012-13, The council will start to account for the PFI scheme in a different way, in accordance with IFRS, once capital investment has occurred.

	2010-11 £m	2011-12 £m	2012-13 £m
Fixed assets	427.5	455.4	472.5
Stock	0.2	0.2	0.2
Net debtors, creditors, cash	-20.8	-22.8	-24.8
PWLB loan	-40	-55	-70
Government grants[8]	-35	-38	-41
Capital grants	-15	-10	-10
Assets less liabilities	**316.9**	**329.8**	**326.9**
Capital reserves[9]	293.9	307.8	305.9
General fund	7	7	7
Earmarked reserves and fund balances	16	15	14
Total Equity	**316.9**	**329.8**	**326.9**

[8] CIPFA are currently changing the accounting treatment of deferred Government grants. This line is likely to be amalgamated into a new reserve

[9] The majority of these are not 'usable' reserves

Appendix G - Links to Corporate Documents

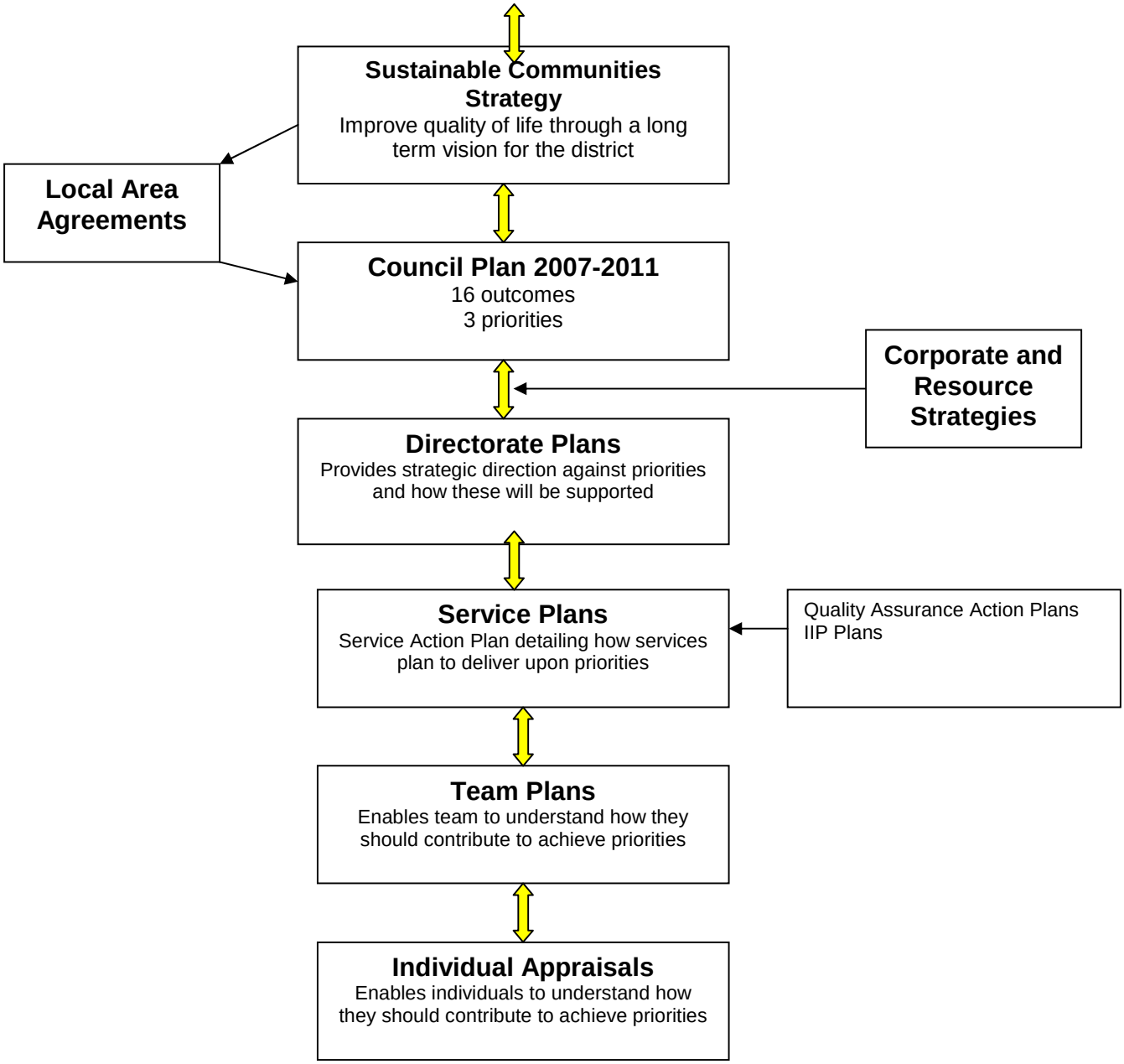
The **Sustainable Community Strategy** is on the West Berkshire Partnership's website at westberkshire.org.uk

The **Council Plan** can be found on the Council Website at westberks.gov.uk/councilplan. The Council Plan sets out the purpose and ambition of West Berkshire Council and in conjunction with the Medium Term Financial Strategy, defines the Council's main focus of activities and the measures of performance against which it will assess itself. These activities are framed within sixteen themes. Within each theme there are a number of key, strategic activities or targets that the Council is working to achieve over the coming two years. Progress against each of these targets or activities is then monitored and reported back to the public on a quarterly basis through the strategic (level one) performance reports.

Further information about the current **Local Area Agreement** (2006-2009) is on the West Berkshire Partnership's website at westberkshire.org.uk.

Other strategies also underpin the MTFS, such as the 'Putting People First' strategy, the 'Effective People' strategy and the ICT strategy can all be found the council website at westberks.gov.uk/keyplans. These documents are also available in hardcopy upon request - please contact the council office, Market Street, Newbury.

The diagram below outlines how the different corporate documents and strategies are linked


Sustainable Communities Strategy
Improve quality of life through a long term vision for the district
Local Area Agreements
Council Plan 2007-2011
16 outcomes
3 priorities
Corporate and Resource Strategies
Directorate Plans
Provides strategic direction against priorities and how these will be supported
Service Plans
Service Action Plan detailing how services plan to deliver upon priorities
Quality Assurance Action Plans
IIP Plans
Team Plans
Enables team to understand how they should contribute to achieve priorities
Individual Appraisals
Enables individuals to understand how they should contribute to achieve priorities

Appendix H – Value for Money Strategy refresh

In the 2009-12 MTFS, a full Value for Money (VfM) strategy was included as an appendix to the MTFS. For this year's MTFS 2010-13, a summary refresh has been provided to demonstrate any changes, and a summary position of how the cost of the Council's services compare against other unitary Councils in England.

Summary position

Chart 1.1: Comparative total expenditure

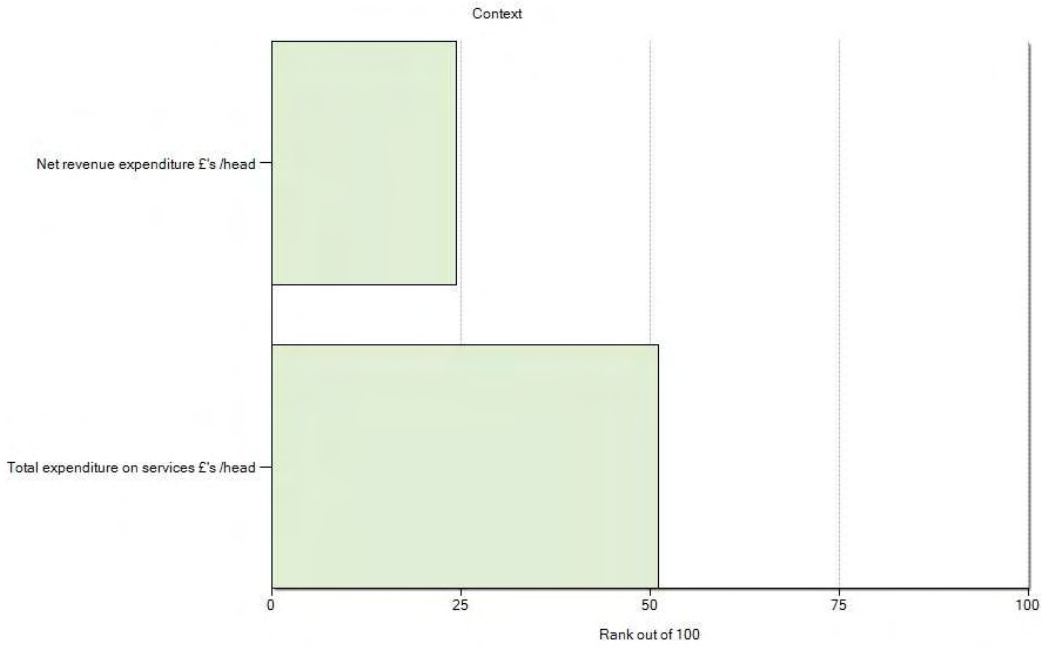


Chart 1.1 demonstrates that the Council's total expenditure on all services is average compared to other similar councils. However, the Council's net expenditure, i.e. after specific grants have been excluded, per head of population is in the lowest quartile.

Chart 1.2: Comparative spend by service area

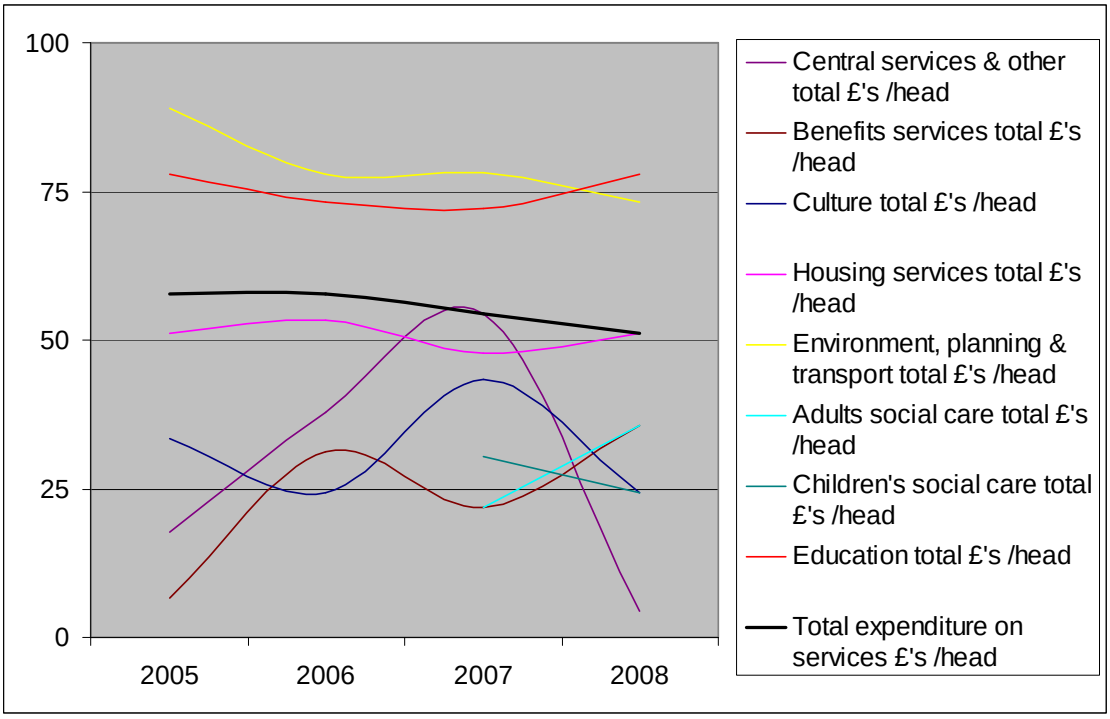


Chart 1.2 shows the changes, year on year, of how West Berkshire Council's costs compare with similar authorities. Spend on education (including schools) and environmental services are relatively high cost, whilst spend on central services, culture and Children's' social care is relatively low cost.

Work of the VfM group

The Value for Money group meets on a regularly basis and consists of senior officers from across the different Council directorates. The group has a varied workplan including:

- Using the Audit Commission's VfM profile to see WBC's comparative position
- Oversee the Council Plan target for VfM
- Reviewing any services that are comparatively above average in cost
- Reviewing corporate services' VfM using CIPFA and KPMG independent benchmarking clubs
- Review of the information included in the National Indicator 179 submissions
- Overseeing the Use of Resources assessment

As can be seen from chart 1.2, there have been no significant upward cost movements between 2007 and 2008, so the VfM group has focused its reviews

on smaller areas of services to ensure that plans are in place to deliver the savings for VfM in the MTFS. In 2009-10, the group has undertaken or started review on the following areas to try and establish further savings:

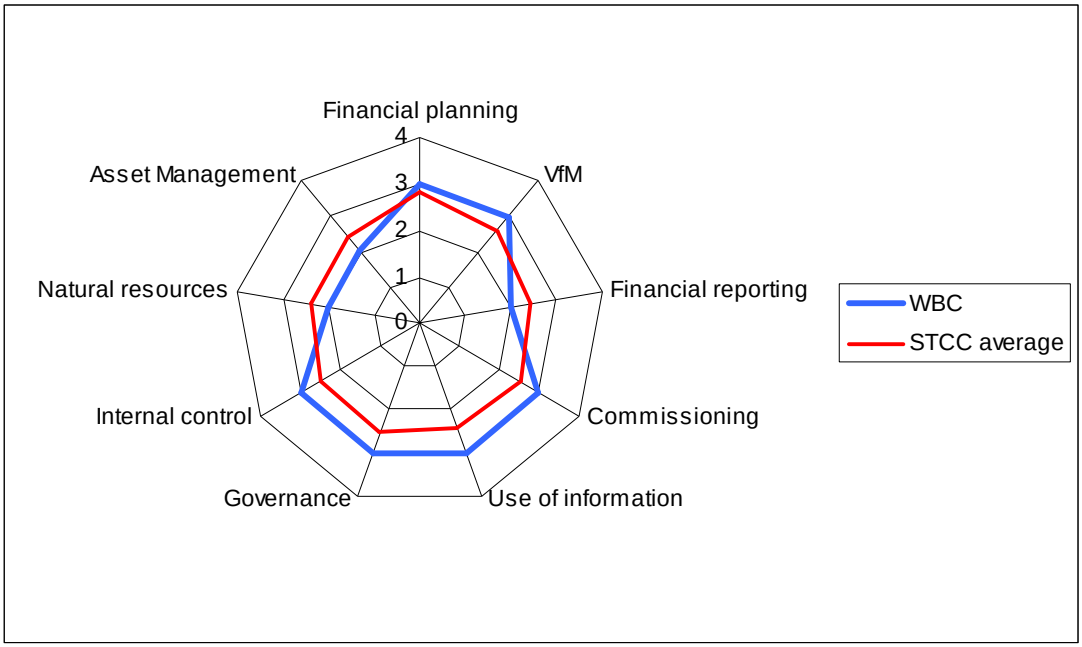
- Libraries
- Waste Collection
- ICT (procurement costs of hardware)
- Special Educational Needs
- Car Parking

The assessment of VfM

There is an increased focus on public sector organisation's ability to deliver good value services from all the Council's stakeholders. If Local government is going to deliver quality services, with reduced Central Government funding and without excessive Council Tax rises, then delivering VfM will be key to ensuring this happens.

There are a variety of different approaches to measuring VfM. The most holistic approach is undertaken by the Audit Commission, and its appointed auditors, under the Comprehensive Area Assessment (CAA) delivers a Value for Money assessment of local Councils[10]. This assessment has the benefit of being an independent assessment, but measures the public sector against specific criteria as defined by the Audit Commission. In the first year of this revised assessment, West Berkshire Council received a score of 3 (out of 4), which compares favourably against other similar Councils, and other Berkshire unitaries. The full assessment can be found on the Oneplace website.

[10] See the 'oneplace' website for the full assessment: http://www.audit-commission.gov.uk/Pages/default.aspx


Financial planning
4
3
2
1
0
VfM
Financial reporting
Commissioning
Use of information
Governance
Internal control
Natural resources
Asset Management
WBC
STCC average

Title of Report:	**Local Government Act 2003 – Borrowing Limits and Annual Investment Strategy 2010/11**	**Item 15**
Report to be considered by:	Council	
Date of Meeting:	04 March 2010	
Forward Plan Ref:	C1971	

Purpose of Report:

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 Strategy for the coming year.

Recommended Action:

To adopt the Annual Investment Strategy for 2010/11.

Reason for decision to be taken:	Formulation of Treasury Management Policy
Other options considered:	Not applicable
Key background documentation:	None

The proposals will also help achieve the following Council Plan Theme:

☒ **CPT13 - Value for Money**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:
Ensuring the Council's cash flow through temporary investments and borrowing in line with the Council's Treasury Management Policy & Practices.

Portfolio Member Details	
Name & Telephone No.:	Councillor Keith Chopping - (0118) 983 2057
E-mail Address:	kchopping@westberks.gov.uk
Date Portfolio Member agreed report:	25 January 2010

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

Implications

Policy:	The formulation of the Treasury Management Strategy for the forthcoming financial year in accordance with the Local Government Act 2003, CIPFA's Prudential Code, and CIPFA's Code of Practice for Treasury Management.
Financial:	Investment Income and Debt Charges form part of the Council's MTFS.
Personnel:	None
Legal/Procurement:	None
Property:	None
Risk Management:	All investments are undertaken with a view to minimisng risk and exposure to loss. The policy sets parameters to ensure this..
Equalities Impact Assessment:	Not required

Is this item subject to call-in?	Yes: ☐	No: ☒

If not subject to call-in please put a cross in the appropriate box:

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 Commission or associated Task Groups within preceding six months	☐
Item is Urgent Key Decision	☐

Executive Summary

1. Introduction

1.1 The Treasury Management function manages the Council's cash flow through temporary investments and borrowing in line with the Council's Treasury Management Policy & Practices (TMPs).

1.2 This report sets out the framework within which the Treasury Team will conduct the council's investments and borrowing for the forthcoming financial year.

1.3 The Council's Capital programme continues to be set at a level which necessitates borrowing in accordance with the Prudential Code (2004); this is normally arranged through the Public Works Loans Board (PWLB) at favourable rates of interest. It is anticipated that rates will remain favourable during 2010/11 and it is likely that once again there will be the opportunity to alleviate more of the Capital Financing Requirement (CFR) by long term Prudential Borrowing. This will only be undertaken if it is expected that the conditions of the prudential code can be satisfied in so much as borrowing at an earlier date will give rise to longer term net savings on interest exposure than would be the case if the Council waited to borrow at the point of need. The limits set out in this report allow for such borrowing to take place.

1.4 The policy agreed for 2009/10 combined with the management of the investment portfolio has again proved successful during the current financial year. Through the application of the policy and the expertise of the treasury team the Council has avoided any financial loss as a result of the banking sector crises that have continued during 2009/10. The Financial recession and reduction in underlying lending rates has resulted in a reduction income from previous (exceptionally) high levels. This is expected to worsen in 2010/11. The *quid pro quo* is that borrowing costs are also lower, and it is this that will drive the current short-term, medium-term and long-term borrowing strategies.

2. Proposals

2.1 The main report proposes the Prudential Limits for 2010/11 in section 2, these being:

- Authorised Limit for External Debt (The maximum amount the Council may borrow at any point in the year).
- Operational Boundary for External Debt (The most money the council would normally borrow at any time during the year)
- Exposure to Borrowing at Variable Rate of Interest
- Exposure to Borrowing at Fixed Rate of Interest
- Maturity Structure of Borrowing

2.2 It is also proposed that the normal maximum period for which funds may prudently be committed for investment is <365 days, however if cash-flow permits and rates

are favourable as mentioned in 1.3 above, longer periods may be undertaken. The minimum amount to be held during the financial year in investments other than long-term investments is to be 60% of the Council's overall investments (at the point of investment). The potential to borrow long-term will continue to be reviewed during 2010/11 to enable the Council to benefit from the opportunity of tying-in to long-term low rates.

3. Conclusion

3.1 These proposals form part of the Council's overall treasury and capital strategy and are aligned with the requirements of the Prudential Code. The limits and strategy will form the underpinning principles by which the Council's annual investment and borrowing activity will be managed for the 2010/11 financial year.

Executive Report

1. Introduction

1.1 The Local Government Act 2003 specifies that, before the start of each financial year a local authority shall draw up an Annual Investment Strategy for the forthcoming financial year (fy), which it may vary at any time. The strategy and any variations are to be approved by full Council and are to be made available to the public. This report recommends an Annual Investment Strategy for 2010/11.

1.2 West Berkshire Council defines its treasury management activities as: "The management of the organisation's cash flows; its banking; money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

1.3 West Berkshire Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation**.** All investment and borrowing decisions are governed by the following principles (and in the order shown):

- **S**ecurity
- **L**iquidity
- **Y**ield (Return on Investment)

1.4 West Berkshire Council acknowledges that effective treasury management will provide support towards the achievement of its service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

1.5 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. The following prudential limits are required to be set for the forthcoming financial year and the following two financial years:

- Authorised limit for total external debt - the Maximum amount the Council may borrow at any point in the year.
- Operational boundary for its total external debt - The most money the Council would normally borrow at any time during the year.
- Exposure to borrowing at variable rates of interest.
- Exposure to borrowing at fixed rates of interest.
- Maturity structure of borrowing.

1.6 These are also included as part of the Council's Capital Strategy & Programme 2010/11 – 2014/15, which is reported elsewhere on this agenda.

2. Recommended Prudential Limits for 2010/11

2.1 The limits that have been recommended for 2010/11 and the following two financial years are shown below. These include the current balance of the ex-Berkshire County Council Debt (standing at c.22m) which transferred to the Council's management on 1st December 2005. These figures also reflect the need to finance the Capital Programme through Prudential Borrowing and use of Capital Receipts:

2.1.1 Authorised Limit for External Debt

2010/11	£110m
2011/12	£125m
2012/13	£140m

2.1.2 Operational Boundary for External Debt

2010/11	£100m
2011/12	£115m
2012/13	£130m

2.1.3 Exposure to Borrowing at Variable Rate of Interest

	Upper Limit
2010/11	50%
2011/12	50%
2012/13	50%

2.1.4 Exposure to Borrowing at Fixed Rate of Interest

	Upper Limit	Lower Limit
2010/11	100%	50%
2011/12	100%	50%
2012/13	100%	50%

2.1.5 Maturity Structure of Borrowing

	Lower Limit	Upper Limit
Under 1 Year	0%	50%
1 – 2 years	0%	50%
2 – 5 years	0%	50%
5 – 10 years	0%	50%
Over 10 years	0%	90%

3. Annual Investment Strategy for 2010/11

3.1 The purpose of the Annual Investment Strategy is to set out the policies for giving priority to 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:

- Denominated in sterling.
- To be repaid or redeemed within 12 months of the date on which the investment was made.
- Do not involve the acquisition of share capital or loan capital in any body corporate.
- 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. This body will normally be the Financial Services Authority (FSA), which can be checked at www.fsa.gov.uk/register.

3.3 The credit ratings and limits proposed for the categories of investments intended for use by the Council in 2010/11 are as follows:

Debt Management Office (UK Govt)	Unlimited
Local Authorities	Not more than £5,000,000 per authority
Building Societies[1]:	
Ranked 1 to 11	Not more than £5,000,000 per institution
Ranked 12 to 22	Not more than £4,000,000 per institution
Ranked 23 to 30	Not more than £3,000,000 per institution
Ranked 31 to 43	Not more than £2,000,000 per institution
Ranked 44 to 51	Not more than £1,500,000 per institution
Ranked 52 to 57	Not more than £1,000,000 per institution
Banks & Other Financial Institutions[2] (rated F1 by Fitch)	Not more than £5,000,000 per institution
Banks & Other Financial Institutions (rated F2 by Fitch)	Not more than £2,500,000 per institution
Money Market Funds (AAA rated)	Not more than £5,000,000 per fund

3.4 This represents a change from previous years in that the amount permitted to be lodged with the DMO has been increased to allow greater security during the current financial climate. It continues to allow the Treasury Management Group the freedom to maximise investment potential whilst keeping the risk in the Investment Portfolio to its minimum level (essentially risk-free).

3.5 The limits above represent the maximum amounts to be invested with individual organisations. In light of the current financial climate, 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. This may well have an impact upon the level of returns. Current policy is to invest with UK institutions with Government backing or Building Societies with sufficient asset base to cover their liabilities (mutual societies).

3.6 It is proposed that if market conditions are favourable, investments may be arranged up to 12 months in advance of the date of the investment being placed (forward deal).

[1] Building Society rankings are checked annually with the Building Societies Association.
[2] Bank and Money Market Fund ratings are checked each month using Fitch credit rating agency.

3.7 Any investments that do not meet the criteria defined in paragraph 3.2 above are classified as 'Non-specified Investments'. Subject to decisions taken in relation to the borrowing strategy by the Treasury Management Group (see para. 3.9 and 3.10) the Council is not expecting to have excessive amounts of surplus funds during 2010/11. It is proposed that the Council will only invest in non-specified investments, including those to be repaid or redeemed more than 12 months from the date on which the investment was made, should the need arise in relation to cash-flow and borrowing strategy decisions.

3.8 Liquidity of Investments. It is proposed that:

- The maximum period for which funds may prudently be committed is 12 months, unless sufficient funds become available to permit secure longer term investment offering a better rate of return whilst remaining within the provisions of the TMP's.

- The minimum amount to be held during the financial year in investments other than long-term investments is to be 60% (at the point of investment) of the Council's overall investments.

3.9 During 2009/10 it has been necessary to increase the long term debt holdings of the Council. This has been to finance major asset acquisitions of Council Offices during the year, and to finance prior years' Capital Programmes (previously funded from grants in advance). Including the legacy debt from Berkshire County Council, the Council currently has long term debt amounting to £33 million (as at 30 Dec 09). It has been necessary on occasions to borrow on a short term basis to cover cash-flow requirements. During 2010/11 it is likely that the Council will again have to increase its long term debt to finance the prior Capital Programmes; the current year Capital Programme and (if rates remain favourable) future planned Capital expenditure. In prior years it has been possible to offset the borrowing requirement with grants and contributions received in advance of the expenditure requirement, but these grants are decreasing and the requirement to fund the projects that these grants were originally intended for has now materialised (eg: St Barts).

3.10 Therefore, consideration needs to be given to a longer-term borrowing strategy to enable the Council to support its current and future capital programme whilst taking advantage of the potentially low rates of interest being offered at present, allowing the Council to maximise its investment potential whilst minimising its debt liability.

3.11 It is proposed that the Treasury Management Group continue to assess the Council's borrowing strategy during 2010/11, with a view to securing long-term loan(s) at favourable rates, to offset the borrowing requirement that supports both the current and future Capital Strategy and Programmes.

3.12 The main element of the Treasury Management function is to manage the Council's cash flow through temporary investments and borrowing in line with the Council's Treasury Management Policy & Practices (as required by the CIPFA Code of Practice for Treasury Management in the Public Services 2002). The Treasury Management Group will continue to meet regularly to review and determine the details of the strategy. During 2009/10 the composition of the Treasury Management Group has been increased to include the Portfolio Holder and two

other elected members. This is in accordance with the recommendations of the Audit Commission, CIPFA and the Common's Select Committee reviewing the Local Authority losses with the Icelandic Banks.

3.13 The Treasury Management Group will provide updates in relation to cash-flow and borrowing strategy during the course of the year should the need arise.

Appendices

There are no Appendices to this report.

Consultees

Local Stakeholders: None

Officers Consulted: Treasury Management Group, Corporate Board

Trade Union: None

Title of Report:	**Capital Strategy and Programme 2010 – 2015**	**Item 16**
Report to be considered by:	Council	
Date of Meeting:	04 March 2010	
Forward Plan Ref:	C1959	

Purpose of Report:

1. **To outline the Council's proposed five year Capital Strategy for 2010 to 2015 including the Minimum Revenue Provision (MRP) statement;**
2. **To set out in detail the Council's five year Capital Programme for 2010/11 – 2014/15.**

Recommended Action:

Recommend to Council:

1. **That the five year Capital Strategy as set out within this report be approved;**
2. **That the 2010/11 Capital programme as set out within this report be approved;**
3. **That the 2011/12 - 2014/15 Capital Programme be agreed as indicative and that the Capital Strategy Group carry out a review of the future programme in light of future funding announcements from the Government.**

Reason for decision to be taken:

To enable the Council to align corporate resources to agreed Council priorities.

- To clarify the processes and procedures that will be put in place to ensure that the management of the Capital Programme is undertaken in accordance with the Council Plan.
- To provide a mechanism for the effective medium term planning of capital resources.
- To consider issues relevant to the effective ongoing management of the Council's asset portfolio.
- To ensure effective, efficient and economic use of the Council's assets and resources, and achieve best value for money.

Other options considered: None

Key background documentation:

West Berkshire Council's Capital Strategy and Programme 2008/09 – 2012/13
Capital Strategy Group papers
TEB Papers
The Prudential Code

The proposals contained in this report will help to achieve the following Council Plan Priorities:

☒ **CPP1 – Support our communities through the economic recession** – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged

☒ **CPP2 – Raise levels of educational achievement** – improving school performance levels

☒ **CPP3 – Reduce West Berkshire's carbon footprint** – to reduce CO_2 emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency

The proposals will also help achieve the following Council Plan Themes:

☒ **CPT1 - Better Roads and Transport**
☒ **CPT2 - Thriving Town Centres**
☒ **CPT3 - Affordable Housing**
☒ **CPT5 - Cleaner and Greener**
☒ **CPT6 - Vibrant Villages**
☒ **CPT9 - Successful Schools and Learning**
☒ **CPT10 - Promoting Independence**
☒ **CPT13 - Value for Money**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:
Ensuring the Council's available Capital Financing is utilised in the most efficient manner in order to maximise the benefit to the West Berkshire community and in line with the agreed Council Themes and Outcomes.

Portfolio Member Details	
Name & Telephone No.:	Councillor Keith Chopping - (0118) 983 2057
E-mail Address:	kchopping@westberks.gov.uk
Date Portfolio Member agreed report:	25 January 2010

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

Implications

Policy: The Capital Strategy sets the policy framework within which decisions about capital financing are taken. The Capital Strategy is aligned directly to both the Council Plan and the Medium Term Financial Strategy (MTFS) 2010 – 2013.

The five-year Strategy does not have any major policy implications other than implications arising from the Prudential Framework; these are set out within the report.

	The Council's Asset Disposal Programme follows the Property Strategy outlined in the Asset Management Plan. In turn, the Asset Management Plan aims to secure the best use of the Council's property and land assets so as to help deliver the Council's Corporate Plan
Financial:	The five-year programme proposes a council funded element of c.£13.8m per annum over the period of the Strategy. External funds will vary dependent on the level of allocation. In generating a deliverable and affordable programme a new Capital Fund has been created and shown as part of the Strategy. This fund holds unallocated external funding for major schemes where project plans are currently being developed and therefore do not have a final funding profile agreed. These funds will be included in the programme once this work has been completed. The Strategy contains the statement on Minimum Revenue Provision (MRP) required in accordance with the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008.
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.
Legal/Procurement:	The Capital Strategy contains Prudential Indicators that are mandatory under the Capital Finance Act 2003
Property:	There are strategic and operational property issues, arising from this report.
Risk Management:	Strategic risks relating to the Capital Programme are set out in the Council Plan 2008 and in the Council's Strategic Risk Register. Individual programmes/projects will have their own Risk Management Plans.
Equalities Impact Assessment:	Individual schemes and programmes will have an EIA completed

Is this item subject to call-in?	Yes: ☐	No: ☒

If not subject to call-in please put a cross in the appropriate box:

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 Commission or associated Task Groups within preceding six months	☐
Item is Urgent Key Decision	☐

Executive Report

1. Introduction

1.1 The Capital Strategy has been written as a self contained document which comprises:

- A report on progress with implementing the current five year Capital Programme. This is presented in advance of year end and may change later in the year once the Capital Accounts have been closed;
- The five-year Capital Strategy including the Annual Minimum Revenue Provision (MRP) Statement;
- The proposed five-year Capital Programme;
- An overview of asset management.

2. Proposals

2.1 The proposed five year Programme is included for approval.

3. Conclusion

3.1 The Council funded element of the Programme must remain within the affordable range of up to £15m per annum.

3.2 Monitoring of the Capital Programme will continue to take place quarterly by the Executive Committee, with interim reports on a monthly basis to Management Board.

Enclosure

Appendix 1 - Capital Strategy and Programme 2010/11 – 2014/15.

Consultees

Local Stakeholders:	Consultation has taken place with a range of stakeholders on various elements of the attached Programme. Stakeholders are sometimes co-funders of projects shown with the Programme.
Officers Consulted:	Capital Strategy Group and Corporate Board. Ongoing Officer consultation through the Capital Strategy Group.
Trade Union:	Not Consulted

Capital Strategy
2010/11 – 2014/15

Incorporating the Capital Programme for 2010/11 to 2014/15

1 Introduction

1.1 The Capital Strategy aims to ensure that the investment needs of the Council are met within the resources available to it and that a process of prioritisation is established which ensures the plans over the 5 year horizon are affordable within the context of the Medium Term Financial Strategy (MTFS).

1.2 In the same way as the MTFS, the Capital Strategy sets out the financial context within which the Council can plan for its long term investment in it's asset base and aims to provide the framework against which such investment will be prioritised.

1.3 The 2010/11 Programme sets aside £16m of new Council resources to fund capital projects and programmes with a further £46m being generated from external sources. Despite an increase in external funding in recent years (from both grants and other sources) there is still a significant gap between this funding and the Council's requirements for investment.

1.4 The MTFS sets aside a Minimum Revenue Provision within the revenue budget to support the costs of delivering the Capital Programme. These costs represent the repayment of the funds borrowed to support the Council's capital expenditure.

1.5 As detailed within the MTFS, the financial environment in which the Council operates is expected to become increasingly challenging and this will inevitably impact upon the Capital Strategy. As resources diminish there will be a need to revisit investment proposals and to begin to slow capital investment to ensure it remains affordable, prudent and sustainable within the overall context of the Council's financial resources and the Prudential Code. Given the uncertainties surrounding future funding streams it is proposed that whilst the strategy sets out a proposed 5 year programme only 2010/11 will be seen as fixed; future years from 2011/12 are indicative and subject to further review through the Capital Strategy Group.

1.6 The Capital Strategy and Capital Programme, like the MTFS are part of an inter-related group of strategic documents that help to deliver the Council Plan. The strategy seeks to:

- Provide a framework for the Council over the period of the Plan taking into account any requirements to meet new statutory duties, known investment needs and key asset issues within the Asset Plan;

- Ensure that capital resources are available to assist in the delivery of the Council's key priorities and outcome themes as set out in both the Council Plan and the over-arching Sustainable Communities Strategy (SCS)

- Provide a framework for investment across the District's through utilisation of funding streams such as Primary Capital Grant, Targeted Capital Fund and,

- Ensure the maximum community benefit is obtained from the investment in the District's schools. This will be achieved through the enhanced provision for

sport, performing arts and libraries on school sites suitably located to serve the wider community.

1.7 The Council's Capital Strategy also continues to be influenced by national and regional priorities:

At a national level these include:

- The Government's Comprehensive Spending Review and the annual financial settlements for Local Government. This is particularly important given the current economic climate and the expected reduction in future public sector funding especially in the capital area. The Council will have a continuing need to borrow to support its Capital Programme during the period of the strategy. Borrowing is supported by the Revenue Budget which in turn is subject to capping by Central Government. Resources therefore remain tightly constrained and investment in projects will need to reduce over the period of the programme.;

- The Prudential Code for capital expenditure;

- The Government's Building Schools for the Future initiative;

- The Local Transport Plan (LTP).

At a local level key issues include:

- Capital investment through developer contributions which are secured through local planning applications. The contributions are used for a range of projects but make a significant contribution towards Highways projects, and the future development of schools in particular;

- Securing new ways of delivering affordable housing in partnership with other agencies;

- Providing 'pump priming' funding for joint initiatives with the local community as part of the Council's plans to provide stronger community leadership an example of which is the Vibrant Villages project which attracts matched funding with the Local Strategic Partnership (LSP);

- Providing funding for the implementation of the Council's "Visions" initiatives including the delivery of Newbury 2025, the new Vision for Newbury, in partnership with the Newbury Town Centre Partnership;

- Investing in or facilitating the development of new ways of delivering care to those in need in the community through the Adult Social Care Transformation programme;

- Ensuring that the Council develops schemes which reduce the authority's Carbon footprint and contribute towards its Green agenda;

- Ongoing delivery of the Council's Accommodation Strategy including the Timelord programme;

- The increased demand for building maintenance for Council buildings, including schools and residential homes for the elderly.

1.8 All of these issues have an impact on the Council's five year Capital Strategy and are discussed in further detail later in the document.

1.9 The remainder of the document is devoted to:

- Section 2 - a brief review of progress in respect of the previous Capital Strategy and Programme 2009/10;

- Section 3 - the five year Capital Strategy and Asset Plan, and in particular an outline of current issues and influences, funding priorities, management and monitoring processes, consultation methods, partnership developments and the approach to performance management and procurement;

- Section 4 - the five year Capital Programme 2010/11 to 2014/15;

- Section 5 – An overview of the Asset Management Plan.

2 Progress to Date

2.1 General

The Council has continued to invest in its Capital Projects and good progress continues to be made in the delivery of the rolling five year programme. Total capital spend in 2008/09 was £36.2m and in 2009/10 is predicted to be in the region of £60 million (estimated figure as at 30th December 2009).

2.2 Capital Governance

As part of the capital review carried out during 2008/09 a new governance structure for managing the Council's capital programme was introduced. This has involved closer working between officers and elected members during 2009/10 through the implementation of the Capital Strategy Group. The benefits of this change in governance include:

- Further improvement in the delivery of the capital programme through a more open and transparent process of monitoring and resource allocation;
- Improved understanding of the linkages between the costs of funding the programme and the impact within the revenue budget and MTFS;
- Earlier development and review of the future years programme; and
- Opportunity to challenge future programmes and look at the options for, and the impact of, reductions in the programme in terms of revenue benefits versus scheme reductions.

2.3 **Major Projects**.

All projects are monitored throughout the year to ensure compliance with budgets and timescales. Progress notes on the major projects ongoing during 2009/10 are set out below:

2.3.1 'Ad Lucem' Project (St Bartholomew's School). The Building Schools for the Future (BSF) Pathfinder project to construct a new School on the St Bartholomew's site in Newbury completed the pre-construction phase in 2008/09. Good progress has been made on the construction phase of the project during 2009/10. The current budget for the project is set at £39.6m.

2.3.3 Newbury Town Centre (2025). Significant projects such as Parkway and the Market Street and Broadway enhancements have also seen significant progress during the first 9 months of 2009/10 and the new Vue cinema opened in November. West Berkshire Council has played a significant role in enabling and supporting these projects to progress securing significant external investment into the regeneration of the town centre and assisting in the delivery of infrastructure.

2.3.4 Local Transport Plan (LTP). The Council continues to receive funds and spend in accordance with the Department for Transport advised figures, enabling the delivery of the Local Transport Plan (2);

2.3.5 Adventure Dolphin. The redevelopment of the Adventure Dolphin Centre at Pangbourne has commenced despite setbacks in 2008/09 and the rebuild is progressing well.

2.4 Lessons Learned

2.4.1 As part of the revised governance arrangements and the greater scrutiny this has provided, services have accepted the need to be more realistic in the profiling of capital projects. It is now more widely accepted by services that any major scheme is likely to span at least 2 years of the programme if not three. This is an important issue for the programme, in previous years the unrealistic profiling of schemes has created large underspends at year end and is not a good reflection of resource allocation within the programme.

2.4.2 Some schemes within the programme during 2009/10 have been delayed as a result of external factors over which the Council has little or no ability to influence. Schemes such as the Education project at St Finian's School where third party decisions or delays have meant that the project cannot progress as originally anticipated. It is proposed that in such circumstances a similar approach to the funding of the Waste Management Site will be taken and the funding will be set aside until the project can progress. This will ensure that the schemes do not appear to underspend in the year in which they appear in the programme and will only be brought back in when they are able to proceed.

2.4.3 A new approach adopted in 2009/10 to allocate a Corporate Contingency to the programme has worked well. The contingency was created not by adding further capital cost but by removing certain ongoing core funding from some services and introducing a bidding process. Whilst creating some uncertainty for services where core funding has been removed it has brought transparency as each bid has been subject to a business case being presented to the CSG with funding being allocated on the strength of the business case and the links to corporate priorities. The allocation has been reduced to £100,000 in the proposed 2010/11 programme as a result of a number of key ICT projects having been funded as part of the reallocation process discussed later in the report. The bidding process will continue to be managed by the CSG in future years.

3 Capital Strategy

3.1 Key Principles

3.1.1 The Council's Capital Strategy continues to be guided by the following principles:

- Resources are aligned with the outcomes and priorities identified in the Sustainable Community Strategy and Council Plan;
- The Council will utilise the ability to apply match funding to help enable schemes which otherwise might not be undertaken across the District wherever possible;
- Seeking external funding and capacity through partnership working or through the provision of direct contributions and maximising developers s106 contributions and the new Community Infrastucture Levy (CIL) when introduced in 2010;
- Effective consultation and scrutiny to enhance local accountability;
- Adopting a corporate framework involving both Officers and Members to enable the evaluation and prioritisation of capital bids; and the specification, commissioning, management and monitoring of projects to obtain best value for money;
- Enabling "Invest to Save" bids through the provision of up front capital funding to deliver long-term efficiency savings;
- Ensuring full integration into the planning frameworks of both this Council and our key partners through the Local Strategic Partnership, and other Partnerships, as appropriate;
- The need to ensure that all capital plans are affordable, sustainable and prudent in keeping with the principles of the Prudential Code and that the revenue costs of its investment proposals are affordable within the context of the MTFS, the economic situation and Government spending reviews.

3.2 Council Outcomes and Themes

3.2.1 The Council's activities are driven to a large degree by West Berkshire's Sustainable Community Strategy 'A Breath of Fresh Air' (SCS). The Strategy was published in 2008 and it focuses on five key themes and delivery of a series of outcomes. The Capital Strategy and Programme is underpinned by these same themes and outcomes:

1. Prosperous;
2. Strong;
3. Green;
4. Safer;
5. Healthy.

3.2.2 The Council Plan directly supports the SCS with sixteen outcomes and three key priorities;

1. Supporting our communities through the economic recession
2. Raising levels of educational attainment
3. Reducing West Berkshires carbon footprint

The Capital Strategy and Programme 2010/11 – 2014/15 supports these key priorities and outcomes in many ways as detailed in the following section.

3.3 Funding Our Priorities

Outcome – Safer and Stronger Communities

3.3.1 The Council continues to take forward a range of initiatives aimed at providing stronger community leadership through its Sustainable Communities Strategy. One element of this approach is to provide pump priming funding for local projects identified through Parish Plans. A total of £60,000 was made available during 2009/10 and the same amount is being made available for each year of the new five year programme. Other local groups and organisations are also being encouraged to make bids to the Council through the Parish Planning process where they are seen to be of particular importance to the local community.

3.3.2 There is also opportunity for individual Members to put forward bids for funding for specific projects within their ward or area of responsibility. The sum of £250,000 has been allocated for these bids in each year of the programme. Many of the proposals support this Outcome

Outcome – Thriving Town Centres

3.3.3 The proposed programme includes an annual allocation of £50,000 to help deliver the visions across the District. The Highways capital programme is also contributing significantly towards this outcome. In addition, the Council continues to take forward the Vibrant Villages initiative providing an annual allocation of £35,000 to help improve rural services.

Outcome - Successful Schools and Learning

Building Schools for the Future

3.3.4 West Berkshire Council has a vision to create state of the art learning and community facilities across the District through the development of a strategy to re-provide, remodel or refurbish all secondary schools, and to implement that strategy where possible, ahead of the BSF programme. This vision supports a number of SCS key themes but in particular the outcome of enabling young people to make a successful transition into the workforce and the Council Plan priority of ensuring we provide successful schools.

3.3.5 Previously the Council has been successful in obtaining £12m of Government grant, under the Targeted Capital Fund (TCF) initiative, primarily to contribute towards the original Tilehurst Learning Campus (TLC) project. This money will now be allocated to Denefield School and Brookfield Special School to create improved facilities at both schools coupled with improved facilities to enable co-provision of services between the two schools.

3.3.6 The Council has used its award of £32m of Government Grant, under the BSF One-school Pathfinder initiative, along with a contribution from the St Bartholomew's Foundation Trust of £5.45 million, to enable the construction of the new St Bartholomew's secondary school. Progress has been very good during 2009/10 and completion is expected during 2010/11.

Primary Capital Programme

3.3.7 The Primary Capital Programme is a fifteen year Government initiative to rebuild, remodel or refurbish at least 50% of all primary schools. The vision is to provide fully equipped primary schools for 21st century learning, which are at the heart of the community, with children's services in reach of every family. West Berkshire Council will benefit from funding although no confirmation as to amounts has been provided yet for future years.

Extended Schools

3.3.8 The Council's vision is to develop schools as hubs for community activities serving a number of neighbourhoods; to create learning centres that are modern, networked and that exploit the potential of e-learning for the whole community and to bring together in one place high quality facilities that improve the quality of life for the whole community. Within this vision is the desire to provide a range of activities and services often beyond the school day to help meet the needs of pupils, their families and the wider community. The five year Capital Programme sets aside resources to achieve this alongside Government funding.

Colocation of Special Schools

3.3.9 West Berkshire Council is committed to the co-location of both of its special schools onto mainstream sites, to enable an integrated approach to teaching and learning for all pupils wherever possible, and to allow, where this is not possible, as a very minimum, a high degree of social integration. This commitment has provided the continuing impetus for the planned developments at Denefield and Brookfields Special School.

Children's Centres

3.3.10 The Government's vision, set out in their 10 Year Strategy for Childcare, is that by 2010 all families will have access to a Sure Start Children's Centre offering a range of children's activities (including day care), information for parents about childcare options, access to other children and families' services, and support to other childcare providers. The initial funding from DfES for Children's Centres has been targeted at the most disadvantaged areas, however, West Berkshire will receive

Government funding for the development of Children's Centres across the District which will further support the aspirations of the Council in achieving its corporate priorities.

Outcome - Affordable Housing

3.3.11 With key government funding sources to support the provision of affordable housing within the District being withdrawn some time ago the Council has had to review its affordable housing programme and consider new and innovative ways of maximising the funding that is available. This includes working with a wider range of partners who may be able to bring additional value to affordable housing delivery and ensuring that grant funding, where available, is targeted towards the most significant areas of need and towards schemes that maximise its value.

3.3.12 The Council's current strategy for the provision of new affordable housing includes the following:

- Seeking grant from the Housing Corporation through the Annual Development Programme (ADP) via our Registered Social Landlord (RSL) partners.
- Seeking on-site affordable housing provision through S106 Agreements with nil 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 RSL partners to fund development from their own reserves.
- Using the Council's own land for development (an option that will have an impact upon the Council's ability to fund its Capital Programme).

3.3.13 To facilitate these options, the Council introduced new Supplementary Planning Guidance on affordable housing which seeks grant-free affordable housing provision from developers on major sites and reviewed the arrangements for working with preferred RSL partners to ensure that our partners have the right mix of skills and expertise to deliver on the Council's housing priorities.

3.3.14 To ensure that we maximise affordable housing provision, the Council will need to consider the following areas for action:

- Working closely with RSL partners who may have land holdings within the District to identify future development opportunities as part of their asset management plans.
- Consider whether their own land-holdings can be offered for first refusal to RSL partners at market value, for the development of affordable housing, prior to disposal on the open market.
- Developing relationships with private developers who have successfully bid for Housing Corporation ADP funding.

3.3.15 The Council has ongoing concerns in relation to the severe impact on developments locally due to the economic climate both nationally and globally. If the construction

industry contraction continues then the ongoing provision of new affordable housing may slow considerably in the short to medium term.

Outcome – Putting Customers First

3.3.16 The Council has always seen better services to the public and modernisation of the Council as a key driver and e-government expenditure is critical to supporting these goals by enhancing and modernising the ICT infrastructure and tools to support service delivery. The Capital Programme plays an important role primarily through investment in Information Communications Technology (ICT).

Outcome – Better Roads and Transport

Local Transport Plan

3.3.17 West Berkshire Council submitted its delivery report for its first Local Transport Plan (LTP1) in 2006, the performance of which, in recognition of the vast improvement made by West Berkshire Council in the planning and delivery of transport improvements, was assessed by the Government Office (South East) (GOSE) as being **'good'**.

3.3.18 This reflects the historic trend for West Berkshire Council to spend up to and beyond its capital allocation, and has enabled the Council to deliver over and above the minimum scenario, resulting in consistent year on year improvement.

3.3.19 In 2006 West Berkshire Council also adopted its second Local Transport Plan (LTP2) to cover the period 2006/07 – 2010/11. The plan has also been rated as **'good'** and to reflect this achievement reward funding has been allocated for expenditure on transport infrastructure.

3.3.20 LTP2 provides the framework for all transport related capital expenditure within West Berkshire. It sets out the principal needs and issues within the District, prioritises these needs against five locally specific objectives and identifies how the work programmes related to these objectives will be funded within the available resources.

3.3.21 The five shared objectives are:

- To improve travel choice and encourage sustainable transport;
- To maintain and make the best use of West Berkshire's transport assets for all modes;
- To improve access to employment, education, health care, retail and leisure opportunities;
- To improve and promote opportunities for healthy and safe travel;
- To minimise the impact of all forms of travel on the environment.

3.3.22 The transport capital programme has been developed in accordance with these objectives along with the indicative planning guidelines for transport to develop a robust capital programme to support improvements in transport which are in keeping with the Council Plan's key priorities.

3.3.23 The Council's Capital Strategy is to continue to support transport funding at an appropriate level having regard to the Government allocations for the LTP2 period. This is to ensure good delivery against transport improvements, targets and outcomes detailed within LTP2, which have a high level of importance both within the wider community and corporately, as well as impacting on CAA. As a result the Council is proposing to fund a capital programme in 2010/11 in line with the indicative figures provided by GOSE. The vast majority of funding is in the form of SCE(R) (ie: supported borrowing) over the next two years. The settlement for the later years of the programme has not yet been released. LTP3 is currently being developed and further consultation on the revised plan will take place during 2010 with a view to implementation from April 2011.

Outcome – Cleaner and Greener

Waste Management Strategy

3.3.24 As a Unitary Authority, West Berkshire Council has responsibilities for both the collection and the disposal of municipal waste, and trade waste on request. The Council's waste management strategy was determined following public consultation and is based upon strong environmental and sustainability objectives that seek to maximise recycling and composting whilst minimising the production of waste.

3.3.25 In 2008/09, West Berkshire entered into an integrated waste management contract with Veolia Environmental Services. This is a long term, 25 year contract and includes all Council waste activities - recycling, composting, waste collection, kerbside collection of recyclables, household waste recycling centre, waste disposal, street cleansing and litter collection. The Council has been successful in being awarded £29m of waste PFI credits, which will support the necessary infrastructure to deliver the new contract.

3.3.26 The Council inherited very few waste sites following the change to unitary authority status. Therefore the Council has acquired the site at Padworth during 2009/10 – this is fundamental to delivering the Waste contract.

Carbon Reduction

3.3.27 The Council is committed to helping reduce carbon emissions and to this end designs are being drawn up which make use of energy saving features wherever possible. The Council has signed up to the Carbon Trust Carbon Management Plan and aims to reduce its carbon footprint by 25% over the 5 year period 2009 - 2014. A programme of work and initiatives is being developed to help achieve this target and the £250,000 budget for Cleaner and Greener will be used to initiate the projects. It is hoped that whilst this budget is currently included for one year that savings achieved in energy etc will be used to meet the financing costs of the investment and will therefore enable this funding to continue into future years. It is

also hoped that these savings will more than cover the financing costs and that some of the additional savings could be offered back to services as an incentive to consider further measures. This will be considered further as part of the wider review of the capital process during 2010/11.

Outcome – A Healthier Life

3.3.28 Targeted investment in the cultural sector can address a number of the Council's corporate priorities. Access to good quality parks and public open space has an obvious impact on the quality of life for all residents living in urban settings, but is particularly important in providing play and social opportunities for children and young people. Opportunities to participate in sport and physical activity, performing and visual arts, and other leisure interests, contribute to the physical and mental well being of all residents. Where children and young people can be attracted to make positive use of their leisure time it adds to their personal development but can also have an impact on levels of anti-social behaviour within communities. Parks also assist the promotion of social cohesion, providing a place for all members of the community to gather and meet on an informal basis or at organised events. The environmental benefits of public open space provision include enhancement of the landscape and air quality. Green transport links can also be encouraged through the green space network. Where theatres, cinemas, libraries, galleries and museums are located within the central area of a community, they enhance the vibrancy of town centres.

3.3.29 In many cases, the provision of cultural facilities is best achieved by West Berkshire Council working in partnership with other organisations. This includes partnerships with schools, links with Parish and Town Councils often through Parish Plans as well as key partners in voluntary organisations such as clubs and societies.`

3.3.30 As part of the leisure management contract which the Council entered in 2007/08, significant capital investment in Leisure facilities across the Council is planned.

Outcome – Value for Money

Investing to Save/Spend Less

3.3.31 As part of the Medium Term Financial Strategy and in a continual desire to achieve efficiencies and enhanced value for money, encouragement is being given to "Invest to Save" bids within the Capital Programme. These involve allocating capital sums with a guarantee that they will deliver revenue savings over an appropriate pay back period. Bids of this nature will be looked upon favourably by the CSG when considering the use of the Corporate Allocation during 2010/11.

Accommodation Strategy

3.3.32 The Council's existing accommodation strategy covers the period 2006 to 2011. One of its objectives will be to make front line services to the public as accessible as possible. Flexible working initiatives are being implemented and a sustainable travel planning policy for staff has been developed. Long term accommodation

solutions also need to be found for the Council's corporate buildings and to this end the Council is committed to the "Timelord" programme to develop flexible and free working patterns, designed to reduce the Council's dependence on large office buildings and provide a sustainable accommodation strategy for the future.

3.3.33 The Council is actively pursuing the implementation of its strategy and has acquired the new Eastern Area Office at Turnham's Green, Calcot, which is operating under the Timelord principles. During 2009/10 the Council has extended this process further through the acquisition of West Street House and West Point as freehold replacement buildings for the previously leased Avonbank and Northcroft House.

3.4 Capital Financing

3.4.1 The Prudential Framework places the emphasis on affordability. Local authorities themselves decide how much they can afford to borrow; the costs of this borrowing being met from the revenue budget. This marks a significant shift away from the previous regime where local authority borrowing levels were set by Government which were then subsequently issued as credit approvals.

3.4.2 In establishing its Prudential Framework the Council is required to look at the investments required to sustain its asset base fit for purpose and to prevent deterioration to the fabric of the assets it holds. This level of required investment must then be considered against the revenue impact of repaying the funds it borrows. To date an indicative level of annual borrowing has been set at £15m and the MTFS makes revenue provision to fund this level of investment. In looking at future years the Transformation and Efficiency Programme has reviewed this assumption and has decided to revisit the affordability of investment proposals for 2011/12 and future years. As the Council moves into uncertain times especially in relation to external funding and Government support, the level of capital investment will need to be reduced. An area of particular uncertainty as we move forward is the level of capital grants received and the review will need to balance the need for investment against affordability and the external support available.

3.4.3 Since the Council is borrowing to support its Capital Programme it needs to support that borrowing through its Revenue Budget. This allowance is shown within the MTFS and is shown in Table 1 below:

Table 1 – The revenue provision that has been set aside to support the Capital Programme - 2010/11– 2012/13 (Source: MTFS 2010)

	2010/11 £m	**2011/12** £m	**2012/13** £m
Capital Financing	**5.02**	**5.92**	**6.62**

3.4.4 Further details of the Council's Prudential indicators are reported to the Executive and Council within section 2 of the Local Government Act 2003 – Borrowing Limits and Annual Investment Strategy 2010/11 which can be found on the Council agenda.

Developer Contributions

3.4.5 The Council adopted Supplementary Planning Guidance (SPG04/4) on 27th September 2004. The Guidance applies to all valid planning applications received on or after 1st November 2004, and seeks to ensure that any impact created from development is mitigated fully. Contributions are sought on residential schemes of 1 (net) dwelling or more. The level of charge is based on the nature of the development, and its impact.

3.4.6 For small developments (net increase of 1-4 dwellings) a contribution will usually be sought towards transport, education, open space, libraries, and health care. In addition there is a standard charge for legal and planning admin fees.

3.4.7 For larger developments there may also be requests for contributions towards other items including, environmental enhancement, community and social service facilities and affordable housing (15+ units)

3.4.8 In addition, if a particular development has an identified adverse impact that is not covered in the SPG, the Council will seek to mitigate that impact, in accordance with Circular 05/2005.

3.4.9 In order to monitor s.106 agreements and monies received, a dedicated database was developed in-house. It shows the details of the planning application, details of the application site, and proposals for development. The database also contains information on all S106 contributions received and due, together with details of expenditure.

3.4.10 Reports are now produced on a regular basis and are consider by S106 Group as part of the new capital governance process introduced following the 2008/09 review. The monitoring and update of the database is the responsibility of the Council's s.106 Officer, an externally funded post.

3.4.11 Following publication of the Barker Review in 2007, the Government is currently considering introducing the Community Infrastructure Levy (CIL) The Levy would apply an additional tax on the windfall gain accruing to landowners from the sale of their land for development. Details have been published for consultation and West Berkshire Council submitted it's response to this consultation in October 2009. If the new scheme is implemented it is possible that it will significantly reduce the current scope of s.106 receipts.

3.4.12 The Government has proposed that the new CIL could be introduced as early as 1st April 2010 subject to the consultation process. The Council will need to fully understand the implications of the final regulations relating to the implementation of the Levy before the full impact on the Council's income from developers can be established.

Capital Receipts

3.4.13 The Council owns assets including land and buildings. The Asset Management Plan assesses these assets as part of the Asset Challenge Methodology (see section 5) Assets which are deemed to be no longer required for operational purposes or future development are marketed for disposal. The receipts from these disposals are available to support the funding of the Capital Programme.

3.5 Community Leadership

3.5.1 The Council has continued to develop links with key partners within the Community and partnership arrangements remain important in:

- identifying shared objectives for capital projects;
- maximising funding opportunities; and
- the exchange of experience and expertise on capital project design and management.

3.5.2 Partnership ventures which continue to develop include:

- Local Strategic Partnership (LSP) – as the LSP matures so opportunities for joint capital planning and grant allocation are being explored thereby building additional 'capital capacity' across the District;
- Newbury Town Centre Partnership – this Partnership is working with the Council on the implementation of Newbury 2025 – the Vision for Newbury Town Centre. A number of jointly commissioned projects are planned;
- Schools – a range of partnerships exist to ensure that maximum use is made of Council resources. Government funding and monies available to schools;
- Parish Councils – the development of parish planning and the Council's own plan to enhance its community leadership role are resulting in new partnership activity including the consideration of new jointly funded capital projects.

3.6 Performance Management

3.6.1 Performance management remains a vital element of the Council's Capital Strategy. The Programme and its resulting projects are driven by clear community priorities with direct linkage to the Council's declared Outcomes and Themes, which are also reviewed on an annual basis.

3.6.2 The Capital Strategy Group reviews each capital project on a monthly basis and a traffic light model is used to highlight progress to Corporate and Management Board monthly with quarterly reports presented to the Executive.

3.7 Minimum Revenue Provision Statement

3.7.1 In March 2008 the Secretary for State for Communities issued statutory guidance recommending that each local authority should prepare a statement of policy setting out how it will make a prudent Minimum Revenue Provision (MRP) and submit that statement of policy to Full Council each year.

3.7.2 There are 4 options available to authorise under the guidance and having reviewed the methodologies it is proposed that Option 1 – The Regulatory Method, be adopted for capital investment utilising supported borrowing and that Option 3 – the Asset Life Method, be adopted for prudential borrowing.

3.7.3 This approach will enable the MRP charge to be offset by the MRP element of the Revenue Support Grant as this is calculated on the same basis. The adoption of the asset life method for prudential borrowing will enable the Council to link the revenue charge to the flow of benefits received from the asset and also allow the Council to utilise the payments holiday while assets are under construction.

3.7.4 Therefore it is proposed that, In accordance with the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 the Council's

policy for the calculation of MRP in 2010/11 will be the regulatory method for supported borrowing and the asset life method for prudential borrowing.

4 CAPITAL PROGRAMME

Overview

4.1 The Council's Capital Strategy seeks to support medium term capital planning. This recognises not only that large capital projects such as schools take a number of years to complete, but also that some capital requirements e.g. accommodation, can be predicted some time in advance and it is therefore prudent to plan ahead.

4.2 There is a high degree of uncertainty surrounding the future funding for local authorities, especially given the still uncertain economic climate and the comprehensive spending review due to be started after this years general election. The Capital Strategy Group (CSG) has taken a view that there will be a case for the revenue costs of capital investment to be reduced from the current level and this will mean a reduction to the level of investment made by the Council through its own resources (borrowing). However the CSG also recognises that there could also be significant reductions in grant funding for capital investment in future years and this needs to be considered alongside the planned reduction in the Council funded element of the programme.

4.3 The new Prudential Framework, which sets out the framework for the funding of capital investment by local authorities, promotes the concept that the investment decisions taken by an authority are prudent, affordable and sustainable. These concepts underpin the approach being proposed within the capital strategy and the programme itself.

4.4 In considering the programme CSG have been mindful of the ongoing affordability of the programme and the pressures which sustained investment of £15m per annum would place upon the future MTFS. The work undertaken by the group in making recommendations to the Transformation and Efficiency Board (TEB) for the future programme has proposed two key principles –

Firstly, that the likely slippage in the Education programme in 2009/10 and 2010/11 being caused by external factors on major schemes creates the opportunity to reprioritise some of the existing approved schemes for 2010/11. In adopting this approach the proposed 2010/11 programme has reprioritised nearly £3m, and

Secondly, the CSG has recommended that whilst the programme for 2010/11 should be seen as approved it recommends that future years are only viewed as indicative. Further review work should be carried out during 2010/11 to

- Establish the funding available from external sources for future years with a focus on the CSR10 announcements from central government,
- Further embed the culture of a business case methodology for capital schemes (with particular emphasis on the revenue savings which may be achievable as a result of the capital investment) and
- Enhance the asset management planning process across the authority.

4.5 The 2010/11 capital programme is significantly greater than that funded from its own resources mainly as a result of external funding from:

- Government Grants e.g. BSF
- Section 106 monies;
- Direct contributions;
- Partnership contributions e.g. PCT;
- External funds e.g. Heritage Lottery Fund, European Social Fund.

4.6 For 2010/11 the total Capital Programme is estimated at over £66m.

4.7 The Programme reflects the underlying Capital Strategy as outlined in the previous chapter and is aligned to the Council's key priorities.

Key Themes

4.8 In the review of the 2010/11 programme carried out by the CSG some of the key underlying themes within the Capital Programme for the future are set out below:

- continued investment in transport and highways at a level seen by the Government as appropriate;
- an increasing emphasis on funding projects at a community level as part of the Council's commitment to building stronger community leadership;
- additional IT investment to modernise the Council's services including the Timelord programme, leading to improved value for money;
- a significant increase in investment into schools via external funds;
- Continued investment in building maintenance for the Council's asset portfolio;
- additional investment in leisure facilities;
- the need to ensure future years proposals are affordable within the context of the MTFS, the economy and in light of future government spending reviews.
- Continued investment in projects to help deliver a 25% reduction in the Council's carbon footprint by 2014.

The Programme in Detail

4.9 The Programme itself is set out in the following pages. Table 2 summarises the proposed capital investment by Service area broken down between Council and Externally funded schemes for the next five years. It includes the work that has been carried out as part of the CSG review in terms of reprofiled schemes (£1.5m from 09/10 and £2.7m from 2008/09 already agreed when the 09/10 programme was approved in March 2009) and reprioritising of funding. The detailed programme is shown in Appendix 1.

4.10 Where the CSG review identified schemes and/or funding allocations which no longer were appropriate or consistent with Council Outcomes they have been challenged and in some cases removed from the Programme. This is seen as a positive move to allow a fair allocation of capital resources previously allocated only to specific services.

4.11 What this challenge has enabled the Council to do is to create capacity within the programme and allocate resources for new schemes or enhance existing schemes such as the Visions programme.

4.12 The programme review has also enabled additional funds to be allocated to Highways with £2.4m Extended Maintenance works now scheduled to be undertaken in 2010/11. This reflects additional investment in the Highways network in the new financial year.

4.13 The review has also created the capacity to allocate £250,000 to invest in energy conservation schemes aimed at lowering energy consumption and helping the Council's to reduce its carbon emissions and hence its carbon footprint

4.12 The programme summary identifies that there is a further provision of £100,000 for allocation in 2010/11 should the need arise subject to business need linked to Council Plan and SCS objectives being demonstrated through the business case methodology.

4.13 It is important that a degree of flexibility is retained within the Capital Programme. Unforeseen needs will inevitably arise and these will need to be accommodated through the annual review of the Capital Programme. At the same time new external resources will be identified which cannot be foreseen at this time thereby enabling new projects to proceed. As the Council becomes more dependent on borrowing to finance its Capital Programme so that Programme will increasingly be influenced by the uncertainty that surrounds future revenue funding streams. This will inevitably reinforce the importance of reviewing the Programme each year within the medium term planning framework. It is also proposed that a full review of 2011/12 and future years will be undertaken in the near future by the CSG and the recommendations of this review will be reported to the Transformation and Efficiency Board (TEB) for agreement.

5 ASSET MANAGEMENT

5.1 The Asset Management Plan produced by the Property Services Team provides an overview of the corporate estate and its utilisation. The principle aims and objectives for the Council in relation to its asset management strategy are to:

- Treat property as a valuable resource ensuring that the value of the assets is protected, whilst optimising rental and capital return and controlling asset related expenditure to ensure that value for money is obtained;

- Ensure efficient, effective and sustainable use of land and buildings;

- Utilise assets to contribute to the process of improvement, with the creation of new ideas to help solve service related property issues and Council Plan objectives;

- Ensure that the Council complies with its statutory obligations pertaining to property;

- Rationalise the use of land and buildings and establish criteria for retaining, disposing and acquiring property using asset challenge methodology;

- Keep proper records, thus enabling reliable data to be produced quickly and accurately; and

- Pursue Private Public Partnership opportunities to further the asset strategies through Private Finance Initiatives, sale and leaseback and the Egan report recommendations.

5.2 The Council's arrangements for management of all corporate property assets are steered by the Capital Strategy Group, which is a cross service, senior management forum to discuss property and capital matters. Recommendations from the Capital Strategy Group are referred where appropriate, on to the Corporate Board and the Executive. The Executive Member who has specific responsibility for the Council's property resource is the Portfolio Member for Strategy and Performance.

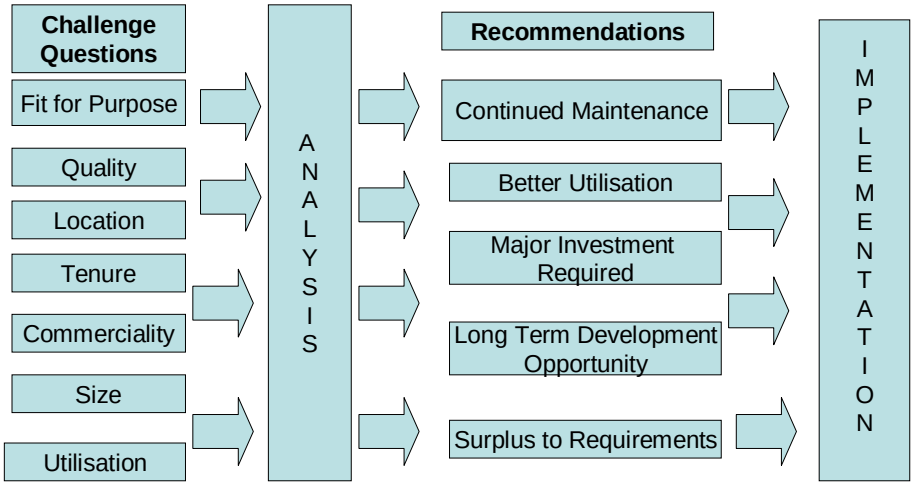
5.3 In order to strengthen the linkages between the asset plan and service requirements the Capital Strategy Group proposes to meet specifically to discuss this issue and to agree actions for 2010/11 and future years.

5.4 Effective asset management planning is a crucial corporate activity if a local authority is to achieve its corporate and service aims and objectives. Its importance is recognised by the Government in its 2008 publication "Building on Strong Foundations". Furthermore the Comprehensive Performance Assessment (CPA) including a formal assessment of how well the Council manages its asset base. The Council is required to demonstrate that it treats its assets as an integrated corporate

resource and the extent to which fixed assets are maintained in “fit for purpose” condition.

5.5 In recent years the Council has continuously reviewed its property assets on a service by service basis. The purpose of a property review is to assess a building’s suitability for the requirements of those services operating from it. Suitability covers factors such as access, location, condition, running costs, ease of use, security and health and safety. The reviews represent a link between asset management planning and service delivery. This exercise involves the adoption of objective and consistent “asset challenge criteria”. The diagram below represents the process and its linkage to financial challenge.

Challenge Methodology



Further work is recommended on the development of this methodology which will bring more robust challenge to the asset utilisation process across the Authority.

5.6 Major work in relation to the operational asset base during 2008.09 and 2009/10 has included the opening of new office facilities at Turnham’s Green and the West Street sites in Newbury. These properties have released older assets no longer required for operational purposes to be marketed and to move the Council away from costly long term lease arrangements to a freehold ownership of its core operational properties. The MTFS has already factored in the financial implications of these capital investments.

5.7 The Asset Plan contains full details of the asset management action plan and details those assets currently earmarked for disposal, the receipts from which will be used to finance the approved Capital Programme as detailed in this report.

Appendix 1

West Berkshire Capital Programme: 2010/11 to 2014/15

Service Area	2010/2011				2011/2012				2012/2013				2013/2014				2014/2015				TOTAL - All Years			
	Council	External	s.106	Total	Council	External	s.106	Total	Council	External	s.106	Total	Council	External	s.106	Total	Council	External	s.106	Total	Council	External	s.106	Total
Chief Executive's Directorate																								
Property	2,868,130	0	0	2,868,130	2,685,170	0	0	2,685,170	2,692,290	0	0	2,692,290	2,699,470	0	0	2,699,470	2,082,730	0	0	2,082,730	13,027,790	0	0	13,027,790
Special Projects	117,850	18,535,040	0	18,652,890	119,030	5,716,960	0	5,835,990	120,220	450,000	0	570,220	121,420	0	0	121,420	122,630	0	0	122,630	601,150	24,702,000	0	25,303,150
ICT	1,099,640	0	0	1,099,640	482,510	0	0	482,510	485,410	0	0	485,410	488,340	0	0	488,340	491,300	0	0	491,300	3,047,200	0	0	3,047,200
Finance	346,460	0	0	346,460	347,420	0	0	347,420	348,390	0	0	348,390	349,370	0	0	349,370	350,360	0	0	350,360	1,742,000	0	0	1,742,000
Policy & Communication	153,000	21,000	0	174,000	153,000	0	0	153,000	153,000	0	0	153,000	153,000	0	0	153,000	50,000	0	0	50,000	662,000	21,000	0	683,000
Total for Ch Exec Directorate	**4,585,080**	**18,556,040**	**0**	**23,141,120**	**3,787,130**	**5,716,960**	**0**	**9,504,090**	**3,799,310**	**450,000**	**0**	**4,249,310**	**3,811,600**	**0**	**0**	**3,811,600**	**3,097,020**	**0**	**0**	**3,097,020**	**19,080,140**	**24,723,000**	**0**	**43,803,140**
Environment Directorate																								
Highways & Transport	5,611,480	1,196,130	2,007,937	8,815,547	4,341,990	400,000	403,975	5,145,965	4,596,160	400,000	193,660	5,189,820	4,100,370	400,000	190,000	4,690,370	4,000,000	400,000	190,000	4,590,000	22,650,000	2,796,130	2,985,572	28,431,702
Countryside & Environment	1,216,350	452,000	0	1,668,350	272,330	0	0	272,330	272,620	0	0	272,620	272,920	0	0	272,920	30,220	0	0	30,220	2,064,440	452,000	0	2,516,440
Planning & Trading Standards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total for Environment Directorate	**6,827,830**	**1,648,130**	**2,007,937**	**10,483,897**	**4,614,320**	**400,000**	**403,975**	**5,418,295**	**4,868,780**	**400,000**	**193,660**	**5,462,440**	**4,373,290**	**400,000**	**190,000**	**4,963,290**	**4,030,220**	**400,000**	**190,000**	**4,620,220**	**24,714,440**	**3,248,130**	**2,985,572**	**30,948,142**
Children's and Young People Directorate																								
Education Services	4,405,210	22,412,550	887,000	27,704,760	4,555,070	2,410,000	1,935,000	8,900,070	2,057,020	0	0	2,057,020	1,808,990	0	0	1,808,990	1,000,000	0	0	1,000,000	13,826,290	24,822,550	2,822,000	41,470,840
Children's Services	424,000	76,000	0	500,000	24,000	0	0	24,000	24,000	0	0	24,000	24,000	0	0	24,000	0	0	0	0	496,000	76,000	0	572,000
Children's Commissioning & Quality	0	500,000	0	500,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	500,000	0	500,000
Total for CYP Directorate	**4,829,210**	**22,988,550**	**887,000**	**28,704,760**	**4,579,070**	**2,410,000**	**1,935,000**	**8,924,070**	**2,081,020**	**0**	**0**	**2,081,020**	**1,832,990**	**0**	**0**	**1,832,990**	**1,000,000**	**0**	**0**	**1,000,000**	**14,322,290**	**25,398,550**	**2,822,000**	**42,542,840**
Community Services Directorate																								
Community Care	85,420	0	0	85,420	85,420	0	0	85,420	85,420	0	0	85,420	85,420	0	0	85,420	0	0	0	0	341,680	0	0	341,680
Housing & Performance	2,569,930	500,000	0	3,069,930	1,155,130	500,000	0	1,655,130	1,155,130	500,000	0	1,655,130	1,155,130	500,000	0	1,655,130	845,200	500,000	0	1,345,200	6,880,520	2,500,000	0	9,380,520
Cultural Services	1,115,000	84,500	0	1,199,500	623,000	720,000	0	1,343,000	835,000	636,000	0	1,471,000	400,000	0	0	400,000	50,000	0	0	50,000	3,023,000	1,440,500	0	4,463,500
Total for CS Directorate	**3,770,350**	**584,500**	**0**	**4,354,850**	**1,863,550**	**1,220,000**	**0**	**3,083,550**	**2,075,550**	**1,136,000**	**0**	**3,211,550**	**1,640,550**	**500,000**	**0**	**2,140,550**	**895,200**	**500,000**	**0**	**1,395,200**	**10,245,200**	**3,940,500**	**0**	**14,185,700**
Corporate Allocation	**350,000**	**0**	**0**	**350,000**	**100,000**	**0**	**0**	**100,000**	**100,000**	**0**	**0**	**100,000**	**100,000**	**0**	**0**	**100,000**	**100,000**	**0**	**0**	**100,000**	**750,000**	**0**	**0**	**750,000**
Council Totals	**20,362,470**	**43,777,220**	**2,894,937**	**67,034,627**	**14,944,070**	**9,746,960**	**2,338,975**	**27,030,005**	**12,924,660**	**1,986,000**	**193,660**	**15,104,320**	**11,758,430**	**900,000**	**190,000**	**12,848,430**	**9,122,440**	**900,000**	**190,000**	**10,212,440**	**69,112,070**	**57,310,180**	**5,807,572**	**132,229,822**

Detailed Programme 2010-15

Full 5 Year Programme (Years 2-5 - Provisional)

Cost Centre	Service Grouping	Project Title	Budget Manager	Description of Project	Proposed 2010/11				2011/12				2012/13				2013/14				2014/15				All Years			
					Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External	Dev Contr (s.106) Funds	Total
Property Services																												
		Council PMP Budget		Annual maintenance provision - will be allocated to individual services in year using Condition Survey data.	1,500,000			1,500,000	1,350,000			1,350,000	1,350,000			1,350,000	1,350,000			1,350,000	1,350,000			1,350,000	6,900,000	0	0	6,900,000
87115	CXDPRO	Cap Sal Property	Steve Broughton	Capitation Costs of Property Project Managers	643,160			643,160	649,590			649,590	656,090			656,090	662,650			662,650	669,280			669,280	3,280,770	0	0	3,280,770
87125	CXDPRO	Asset Disposal Prog	Steve Broughton	Funded from Capital Receipts	60,970			60,970	61,580			61,580	62,200			62,200	62,820			62,820	63,450			63,450	311,020	0	0	311,020
87119	CXDPRO	Cond/Asb/Meas Surveys	Gareth Eddy		54,000			54,000	54,000			54,000	54,000			54,000	54,000			54,000				0	216,000	0	0	216,000
87126	CXDPRO	Access Works/Disabled	Steve Broughton		140,000			140,000	100,000			100,000	100,000			100,000	100,000			100,000				0	440,000	0	0	440,000
87129	CXDPRO	Asbestos - PMP	Gareth Eddy		20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000				0	80,000	0	0	80,000
87190	CXDPRO	Fire Risk Remedial Works	Gareth Eddy	Actions required from Fire Risk Assessments	450,000			450,000	450,000			450,000	450,000			450,000	450,000			450,000				0	1,800,000	0	0	1,800,000
					2,868,130	**0**	**0**	**2,868,130**	**2,685,170**	**0**	**0**	**2,685,170**	**2,692,290**	**0**	**0**	**2,692,290**	**2,699,470**	**0**	**0**	**2,699,470**	**2,082,730**	**0**	**0**	**2,082,730**	**13,027,790**	**0**	**0**	**13,027,790**
Special Projects																												
82206	CXDSP	St Barts - BSF Pathfinder	Les Gaulton	BSF One-school Pathfinder project		13,585,040		13,585,040		626,960		626,960				0				0				0	0	14,212,000	0	14,212,000
82249	CXDSP	Denefield TCF Element	Les Gaulton	TCF Funding for works at Denefield School (from TLC Grant award)		3,150,000		3,150,000		4,950,000		4,950,000		450,000		450,000									0	8,550,000	0	8,550,000
82250	CXDSP	Brookfields TCF Element	Les Gaulton	TCF Funding for works at Brookfields School (from TLC Grant award)		1,800,000		1,800,000		140,000		140,000				0									0	1,940,000	0	1,940,000
87700	CXDSP	Special Projects Team Resources	Les Gaulton	Capitation costs of HoS and Support	117,850			117,850	119,030			119,030	120,220			120,220	121,420			121,420	122,630			122,630	601,150	0	0	601,150
					117,850	**18,535,040**	**0**	**18,652,890**	**119,030**	**5,716,960**	**0**	**5,835,990**	**120,220**	**450,000**	**0**	**570,220**	**121,420**	**0**	**0**	**121,420**	**122,630**	**0**	**0**	**122,630**	**601,150**	**24,702,000**	**0**	**25,303,150**
ICT																												
87110	CXDICT	Corp It Replacement	Kevin Griffin	Re-provision of WBC ICT systems and equipment on an ongoing basis - spikes to provide major rebuilds of servers etc.	442,500			442,500	192,500			192,500	192,500			192,500	192,500			192,500	192,500			192,500	1,212,500	0	0	1,212,500
87512	CXDICT	ICT Capital Salaries	Kevin Griffin		287,140			287,140	290,010			290,010	292,910			292,910	295,840			295,840	298,800			298,800	1,464,700	0	0	1,464,700
		ICT Priority 2 Projects	Kevin Griffin		370,000			370,000								0				0				0	370,000	0	0	370,000
					1,099,640	**0**	**0**	**1,099,640**	**482,510**	**0**	**0**	**482,510**	**485,410**	**0**	**0**	**485,410**	**488,340**	**0**	**0**	**488,340**	**491,300**	**0**	**0**	**491,300**	**3,047,200**	**0**	**0**	**3,047,200**
Finance																												
87114	CXDFIN	Cap Sal Capital Acct	Andy Walker	Accountancy support to the capital programme	96,460			96,460	97,420			97,420	98,390			98,390	99,370			99,370	100,360			100,360	492,000	0	0	492,000
87610	CXDFIN	Members Bids	Andy Walker	Annual provision to allow projects suggested by individual members that would otherwise not be in the programme to proceed. Subject to approval by a member review panel.	250,000			250,000	250,000			250,000	250,000			250,000	250,000			250,000	250,000			250,000	1,250,000	0	0	1,250,000
					346,460	**0**	**0**	**346,460**	**347,420**	**0**	**0**	**347,420**	**348,390**	**0**	**0**	**348,390**	**349,370**	**0**	**0**	**349,370**	**350,360**	**0**	**0**	**350,360**	**1,742,000**	**0**	**0**	**1,742,000**
Policy & Communication																												
87072	CXDPAC	Shop Mobility	Andy Day	Provides electric wheelchairs for use by people with mobility problems visiting Newbury town centre	8,000			8,000	8,000			8,000	8,000			8,000	8,000			8,000				0	32,000	0	0	32,000
87154	CXDPAC	Parish Planning	Jo Naylor	Support the implementation of Parish Plans by pump priming up to £5,000 per parish. Used to improve the social, economic & environmental well being of communities. Match funding put in place by parish.	60,000			60,000	60,000			60,000	60,000			60,000	60,000			60,000				0	240,000	0	0	240,000
87184	CXDPAC	Vibrant Villages	Mark Harris	Improving rural services - match funded by Greenham Trust	35,000			35,000	35,000			35,000	35,000			35,000	35,000			35,000				0	140,000	0	0	140,000
87187	CXDPAC	SEEDA Market Towns (SERTP)	David Lowe	Externally Funded - no confirmation as to amount yet				0				0				0				0				0	0	0	0	0
87188	CXDPAC	Safer Stronger Communities Capital Fund	Susan Powell	Externally Funded		21,000		21,000				0				0				0				0	0	21,000	0	21,000
		Visions	Nick Carter		50,000			50,000	50,000			50,000	50,000			50,000	50,000				50,000				250,000	0	0	250,000
																0				0				0				
					153,000	**21,000**	**0**	**174,000**	**153,000**	**0**	**0**	**153,000**	**153,000**	**0**	**0**	**153,000**	**153,000**	**0**	**0**	**153,000**	**50,000**	**0**	**0**	**50,000**	**662,000**	**21,000**	**0**	**683,000**
Highways & Transport				**Central Government Funding - SCE(R)/SCE(C)**		(4,514,333)	(401,667)																					
		Highway Maintenance																										
Total		**Extended Maintenance**	Projects Mngr		1,098,330	221,670		1,320,000	1,100,000	400,000		1,500,000	1,100,000	400,000		1,500,000	1,100,000	400,000		1,500,000	3,570,380	400,000		3,970,380	7,968,710	1,821,670	0	9,790,380
		Reallocated priority funding			1,125,290			1,125,290																	1,125,290	0	0	1,125,290
		Bridge Works																										
81400		Essential Maintenance	Projects Mngr	Annual Programme	400,000		4,784	404,784	400,000			400,000	400,000			400,000	400,000			400,000					1,600,000	0	4,784	1,604,784
81401		Preventative Maintenance	Projects Mngr	Annual Programme	100,000			100,000	100,000			100,000	100,000			100,000	100,000			100,000					400,000	0	0	400,000
81313		New Footbridge	Projects Mngr	K & A Canal Hungerford	350,000		6,285	356,285				0				0				0					350,000	0	6,285	356,285
																0				0								
		Drainage and Flood Prevention Works														0				0								
81272		Drainage Works	Projects Mngr	Annual Programme	200,000			200,000	200,000			200,000	200,000			200,000	200,000			200,000					800,000	0	0	800,000
81402		Flood Prevention Projects	Projects Mngr		500,000			500,000				0				0				0					500,000	0	0	500,000
		Community Safety																										
81160		Street Lighting	Projects Mngr	New & Replacement lighting	100,000			100,000	100,000			100,000	100,000			100,000	100,000			100,000					400,000	0	0	400,000
		School Safety																										
81379		School Safety	Projects Mngr	Annual Programme	120,000			120,000	120,000			120,000	120,000			120,000	120,000			120,000					480,000	0	0	480,000
		School Warning Signs with Flashing lights																										
		Pangbourne Primary	Projects Mngr				4,500	4,500				0				0				0					0	0	4,500	4,500
		Burghfield St Mary's	Projects Mngr				5,094	5,094				0				0				0					0	0	5,094	5,094
		Hampstead Primary	Projects Mngr				5,261	5,261				0				0				0					0	0	5,261	5,261
								0								0				0					0	0	0	0
		Basildon C of E	Projects Mngr				3,600	3,600				0				0				0					0	0	3,600	3,600
		Brightwalton C of E	Projects Mngr				4,000	4,000				0				0				0					0	0	4,000	4,000
		Compton C of E	Projects Mngr					0			1,800	1,800				0				0					0	0	1,800	1,800
		Brimpton C of E	Projects Mngr					0			2,200	2,200				0				0					0	0	2,200	2,200
		Bradfield C of E	Projects Mngr					0				0			3,660	3,660				0					0	0	3,660	3,660
		Thatcham Schools	Mark Cole				13,855	13,855																			13,855	13,855
																0												
		Footways																										
81149		Improved Footways	Projects Mngr	Annual Programme	50,000		8,113	58,113	50,000			50,000	50,000			50,000	50,000			50,000					200,000	0	8,113	208,113
81403		Aldermaston Footways/cycleways	J Winstanley	Aldermaston Footways/cycleways		390,000																						
81336		Footway Ext outside Downs School	J Winstanley	Footway Ext outside Downs School		10,000																						
		Cycleways						0																				
81236		New / Improved Cycleways	Projects Mngr	Annual Programme	50,000			50,000	50,000			50,000	50,000			50,000	50,000			50,000					200,000	0	0	200,000
		Pangbourne to Tilehurst Cycle Route	Projects Mngr					0	300,000			300,000	350,000			350,000				0					650,000	0	0	650,000
		Works Arising from Studies																										
		Newbury Movement																										
		St Johns Roundabout	Projects Mngr					0				0				0	450,000			450,000					450,000	0	0	450,000
		A4 Corridor														0												
81413		A4 / Hambridge Rd Jtn.	Projects Mngr	(Includes Dorneywood Way Toucan)		250,000	330,507	580,507				0				0				0					0	250,000	330,507	580,507
81387		A4 @ Dorneywwod Way - New Toucan	J Winstanley	A4 @ Dorneywwod Way - New Toucan		44,000																						
		Newb./ Thatch.Bus Priority	Projects Mngr					0				0	300,000			300,000				0					300,000	0	0	300,000
81416		Kintbury	Projects Mngr	Works arising from study		70,460	71,855	142,315				0				0				0					0	70,460	71,855	142,315
81415		Lambourn	Projects Mngr	T M Study & Works Arising			100,000	100,000				0				0				0					0	0	100,000	100,000
		Parking Improvements																										
81050		Kennet Centre	Mark Cole	Roof Repair	10,000		115,000	125,000				0				0				0					10,000	0	115,000	125,000
81417		Cameras	Mark Cole	Number Plate Recognition				0				0				0				0					0	0	0	0
81321		MSCP Lifecare Plans	Mark Cole		70,000		9,236	79,236	30,000			30,000	30,000			30,000	30,000			30,000					160,000	0	9,236	169,236
		Safety and Accident Reduction Works																										
81103		Accident Reduction Works	Projects Mngr	Annual programme	75,000		15,250	90,250	75,000			75,000	75,000			75,000	75,000			75,000					300,000	0	15,250	315,250
81051		Speed Limit Reviews	Projects Mngr	Annual programme	30,000		3,168	33,168	30,000			30,000	30,000			30,000	30,000			30,000					120,000	0	3,168	123,168

Detailed Programme 2010-15
Full 5 Year Programme (Years 2-5 - Provisional)

Cost Centre	Service Grouping	Project Title	Budget Manager	Description of Project	Proposed 2010/11				2011/12				2012/13				2013/14				2014/15				All Years			
					Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External	Dev Contr (s.106) Funds	Total
81181		Network Signing	Projects Mngr		30,000		38,178	68,178	30,000			30,000	30,000			30,000	30,000			30,000					120,000	0	38,178	158,178
		St Georges Avenue Newbury	Projects Mngr	TM Project (Sovereign Housing leading)			32,715	32,715				0				0				0					0	0	32,715	32,715
		A339 - New Greenham Park Access	Projects Mngr	Road safety and Public Transport/ped access improvements			37,889	37,889				0				0				0					0	0	37,889	37,889
		Chieveley Village Highways Imps	Projects Mngr	Footway and road safety improvements			67,752	67,752				0				0				0					0	0	67,752	67,752
		Falmouth Way Thatcham	Projects Mngr	Road safety improvements			44,000	44,000				0				0				0					0	0	44,000	44,000
		Cold Ash/Ashmore Green Safety	Projects Mngr	S106 improvements			22,914	22,914				0				0				0					0	0	22,914	22,914
		Mortimer Road Safety Imps	Projects Mngr	S106 improvements			39,007	39,007				0				0				0					0	0	39,007	39,007
		Basildon Rd Safety	Projects Mngr	S106 improvements			17,877	17,877																			17,877	17,877
		Bitterne Ave, Tilehurst	Projects Mngr	S106 improvements			22,737	22,737																			22,737	22,737
																				0								
		Traffic Signal Works																		0								
81186		Signal Upgrades	Projects Mngr	Annual programme	50,000			50,000	50,000			50,000	50,000			50,000	50,000			50,000					200,000	0	0	200,000
		Newbury Town Centre Enhancement Works																										
81331		London Rd	Projects Mngr					0				0				0				0					0	0	0	0
		Oxford Street	Projects Mngr		400,000			400,000				0				0				0					400,000	0	0	400,000
		Cheap Street	Projects Mngr					0	400,000			400,000	400,000			400,000				0					800,000	0	0	800,000
		Network Management Improvements																										
81423		VMS	Projects Mngr			30,000	308,750	338,750				0				0				0					0	30,000	308,750	338,750
		Boundary Rd - Hambridge Rd	Projects Mngr	Junction Imp.			0	0			163,015	163,015				0				0					0	0	163,015	163,015
		B4000 - Kiln Rd Junction Imp	Projects Mngr				240,192	240,192				0				0				0					0	0	240,192	240,192
		Kennet & Thames North South Study	Projects Mngr		50,000			50,000	400,000			400,000	0			0	300,000			300,000					750,000	0	0	750,000
		Parkway Signals	Projects Mngr	Signalising Parkway Bridge			80,000	80,000																			80,000	80,000
		Network Rail Access for all Programme																										
		Theale	Projects Mngr				6,964	6,964				0				0				0					0	0	6,964	6,964
		Pangbourne	Projects Mngr				0	0				0				0				0					0	0	0	0
		Mortimer	Projects Mngr					0			43,430	43,430				0				0					0	0	43,430	43,430
		Midgham	Projects Mngr					0			3,530	3,530				0				0					0	0	3,530	3,530
		Transport Visions																										
		Visions Works/Studies	Projects Mngr		100,000			100,000	200,000			200,000	500,000			500,000	500,000			500,000					1,300,000	0	0	1,300,000
81361		Langley Hill	Projects Mngr		200,000			200,000	200,000			200,000	200,000			200,000				0					600,000	0	0	600,000
81454		Thatcham	Projects Mngr	Funded by £50,000 additional allocation following Management Board consideration (memo nc/rac of 2 Feb 09 and e-mail 18:56 040209 refers)		180,000		180,000				0				0				0					0	180,000	0	180,000
		Travel Plans																										
		Travel Plans (Transport Planning)	Projects Mngr		20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000					80,000	0	0	80,000
		Freight Transport																										
81358		Freight Transport (Transport Planning)	Projects Mngr		20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000					80,000	0	0	80,000
		Assessment and Evaluations																										
81311		Future Project Assessment & Evaluations	Projects Mngr	Assessment of works required and costs - includes work on Reading TIF	50,000			50,000	50,000			50,000	50,000			50,000	50,000			50,000					200,000	0	0	200,000
		Public Transport										0																
		Newbury Thatcham RTPI	Mike Trevallion	RTPI + Infrastructure			59,654	59,654				0				0				0					0	0	59,654	59,654
		Tilehurst & Purley RTPI	Mike Trevallion	RTPI + Infrastructure			97,400	97,400				0				0				0					0	0	97,400	97,400
		Salaries																										
87506		Highways & Transport	Projects Mngr	Annual Salaries for Projects Team - part funded by s.106	412,860		191,400	604,260	416,990		190,000	606,990	421,160		190,000	611,160	425,370		190,000	615,370	429,620		190,000	619,620	2,106,000	0	951,400	3,057,400
					5,611,480	**1,196,130**	**2,007,937**	**8,815,547**	**4,341,990**	**400,000**	**403,975**	**5,145,965**	**4,596,160**	**400,000**	**193,660**	**5,189,820**	**4,100,370**	**400,000**	**190,000**	**4,690,370**	**4,000,000**	**400,000**	**190,000**	**4,590,000**	**22,650,000**	**2,352,130**	**2,985,572**	**27,987,702**

Countryside & Environment

81150	ENVCE	Recreational walking routes	Paul Hendry	To improve selected pedestrian rights of way in order to increase their recreational value	30,000			30,000	30,000			30,000	30,000			30,000	30,000			30,000				0	120,000	0	0	120,000
81220	ENVCE	Quiet Lanes	Paul Hendry		20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000				0	80,000	0	0	80,000
81240	ENVCE	Walking the way to health	Paul Hendry	Improve the health of West Berkshire residents through regular exercise by walking. Increased bid to provide for project management.	13,000			13,000	13,000			13,000	13,000			13,000	13,000			13,000				0	52,000	0	0	52,000
81241	ENVCE	Rights of way volunteer scheme	Paul Hendry	To undertake rights of way maintenance work by the use of volunteers	5,000			5,000	5,000			5,000	5,000			5,000	5,000			5,000				0	20,000	0	0	20,000
81242	ENVCE	Improvements to pedestrian routes	Paul Hendry	Improve the condition of pedestrian routes	20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000				0	80,000	0	0	80,000
81243	ENVCE	Disabled access to the countryside	Paul Hendry	Improve selected rights of way in order to increase their usability and recreational value for less able users.	15,000			15,000	15,000			15,000	15,000			15,000	15,000			15,000				0	60,000	0	0	60,000
81244	ENVCE	Bridleway/cycling improvements	Paul Hendry	To improve selected rideable and cycleable rights of way in order to increase their recreational and/or utilitarian value	20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000				0	80,000	0	0	80,000
81245	ENVCE	The Ridgeway National Trail Improvements	Paul Hendry	To maintain and to continue to restore the surface of The Ridgeway National Trail.	20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000				0	80,000	0	0	80,000
81246	ENVCE	Recreational cycle routes	Paul Hendry	To improve selected cycleable rights of way in order to increase their recreational and/or utilitarian value.	30,000			30,000	30,000			30,000	30,000			30,000	30,000			30,000				0	120,000	0	0	120,000
81247	ENVCE	Rural signing	Paul Hendry	Maintenance & improvement of direction signage on rural rights of way	10,000			10,000	10,000			10,000	10,000			10,000	10,000			10,000				0	40,000	0	0	40,000
81249	ENVCE	Countryside Capital salaries	Paul Hendry	To manage the capital projects the Countryside Service is responsible for under the Local Transport Plan	29,040			29,040	29,330			29,330	29,620			29,620	29,920			29,920	30,220			30,220	148,130	0	0	148,130
	ENVCE	Improvements to footpath 28	Paul Hendry	Includes £6k reprofiled from 09/10	20,000			20,000	20,000			20,000	20,000			20,000	20,000			20,000				0	80,000	0	0	80,000
83050	ENVCE	London Road Tip, Bracknell	Andrew Deacon	Leakage Prevention Works at the London Road Tip site in Bracknell - Joint Arrangement with other Berkshire Authorities - WBC element is £80k out of £390k total. Includes £60k re-profiled from 08/09 &09/10	80,000			80,000				0				0				0				0	80,000	0	0	80,000
83059	ENVCE	Repairs to Public Conveniences	Stewart Souden	Upgrade and major repair of all public convenience facilities in order to ensure they are safe and in good condition	10,000			10,000	10,000			10,000	10,000			10,000	10,000			10,000				0	40,000	0	0	40,000
83062	ENVCE	Waste Mngt Site Provision	Andrew Deacon	Padworth Sidings - Acquisition and Preparation	864,310	102,000		966,310				0				0				0				0	864,310	102,000	0	966,310
83070	ENVCE	Northcroft/Goldwell Pk	Stewart Souden	Northcroft/Goldwell Pk		1,000																						
83096	ENVCE	Newbury Public Open Space IMPS	Stewart Souden	Newbury Public Open Space IMPS		70,000																						
83098	ENVCE	Theale Swingbridge Picnic Site Improvements	Stewart Souden	Theale Swingbridge Picnic Site Improvements		1,000																						
83103	ENVCE	Council Carbon Management Plan	P Hendry	Council Carbon Management Plan		240,000																						
85116	ENVCE	Playground Improvement	Stewart Souden	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	30,000			30,000	30,000			30,000	30,000			30,000	30,000			30,000				0	120,000	0	0	120,000
85153	ENVCE	Henwick Wthy Sports Fa	Stewart Souden	Henwick Wthy Sports Fa		31,000																						
85156	ENVCE	Hunters Hill Play Area	Stewart Souden	Hunters Hill Play Area		7,000																						
								0				0				0				0				0				0
					1,216,350	**452,000**	**0**	**1,318,350**	**272,330**	**0**	**0**	**272,330**	**272,620**	**0**	**0**	**272,620**	**272,920**	**0**	**0**	**272,920**	**30,220**	**0**	**0**	**30,220**	**2,064,440**	**102,000**	**0**	**2,166,440**

Planning & Trading Standards

83200	ENVPTS	PDG Capital	Gary Lugg	The capital element of PDG (33.33% of total grant). Grant Allocation for 2009/10 and later years still to be determined				0				0				0				0				0	0	0	0	0
								0				0				0				0				0				0
					0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Reports submitted to Council on 4 March 2010

Detailed Programme 2010-15
Full 5 Year Programme (Years 2-5 - Provisional)

Appendix 1

Cost Centre	Service Grouping	Project Title	Budget Manager	Description of Project	Proposed 2010/11				2011/12				2012/13				2013/14				2014/15				All Years			
					Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External	Dev Contr (s.106) Funds	Total
Education Services				**Central Government Funding - SCE(R)/SCE(C)**	(1,056,000)	(15,345,000)																						
82044	CYPES	Improving Sen Access	Mark Lewis	To increase the accessibility of schools to children with disabilities and special education needs. To ensure schools are accessible to staff, visitors and parents, To assist with compliance under the DDA and SEN & Disability Act 2001.	50,000			50,000	50,000			50,000	50,000			50,000	50,000			50,000				0	200,000	0	0	200,000
82103	CYPES	Education Capital Sals	Mark Lewis	Management of the Education Capital Programme	193,140			193,140	195,070			195,070	197,020			197,020	198,990			198,990	300,000			300,000	1,084,220	0	0	1,084,220
82115	CYPES	Seed Challenge	Mark Lewis	Continuation of a previous Government Scheme. Bids by schools assessed against identified key outcomes to improve school accommodation.	173,000	135,750		308,750	250,000			250,000	250,000			250,000	250,000			250,000				0	923,000	135,750	0	1,058,750
82143	CYPES	School Security	Mark Lewis	To address school security issues arising from security audits and as per Security Strategy	20,000			20,000	50,000			50,000	50,000			50,000	50,000			50,000				0	170,000	0	0	170,000
82153	CYPES	The Downs School	Mark Lewis	Completing the Basic Need and suitability works, which will extensively modernise and expand areas of the school to provide suitable and sufficient accommodation to meet existing and future needs. Includes rebuild of Sports Centre	110,070	1,400,000		1,510,070	2,400,000			2,400,000	0			0	0			0				0	2,510,070	1,400,000	0	3,910,070
82161	CYPES	Catering	Mark Lewis	A planned programme of equipment upgrades set over 5 years based upon identified needs including upgrade to electrical infrastructure in schools.	75,000			75,000	50,000			50,000	50,000			50,000	50,000			50,000				0	225,000	0	0	225,000
82188	CYPES	The Winchcombe School	Mark Lewis	The remodelling/rebuild of the Winchcombe buildings and site to create a fully amalgamated 1.5 form of entry (315 place) primary school with a 52 place nursery on a single site (approved 2008/09 LYR).	716,000	2,038,000		2,754,000	0			0				0				0				0	716,000	2,038,000	0	2,754,000
82207	CYPES	Castle Secondary Co-location post 16	Mark Lewis	To integrate the Post-16 element of Castle School onto the Newbury College site.	937,000	1,219,500		2,156,500	0			0				0				0				0	937,000	1,219,500	0	2,156,500
82212	CYPES	Speenhamland Primary School	Mark Lewis	The expansion, remodelling, refurbishment or re-build of the accommodation to meet the impact from multiple housing developments and to address condition and suitability issues	185,000	1,800,000		1,985,000	0		335,000	335,000	0			0				0				0	185,000	1,800,000	335,000	2,320,000
82221	CYPES	Chieveley Primary School	Mark Lewis	Remodelling and expansion of accommodation to address suitability issues and current inability to meet impact of growth in the area.	160,000	3,334,330		3,494,330		162,000		162,000				0				0				0	160,000	3,496,330	0	3,656,330
82223	CYPES	John O'Gaunt School	Mark Lewis	The implementation of Secondary School Accommodation Strategy, focusing on the removal from temporary modular accommodation and expansion of 6th Form Accommodation, the implementation of the 14-19 agenda and addressing urgent suitability needs.	300,000	1,150,000		1,450,000	750,000	1,000,000		1,750,000				0				0				0	1,050,000	2,150,000	0	3,200,000
82224	CYPES	Little Heath School	Mark Lewis	Provision of new accommodation to enable the removal of temporary modular accommodation and the enhancement and expansion of 6th form provision to meet the impact of increasing 6th form pupil numbers.	0	142,000	58,000	200,000	500,000	458,000		958,000				0				0				0	500,000	600,000	58,000	1,158,000
82225	CYPES	Theale Green School	Mark Lewis	Expansion of 6th Form Accommodation to provide suitable and sufficient places for an expanding 6th form population.	160,000	2,350,000	26,000	2,536,000				0				0				0				0	160,000	2,350,000	26,000	2,536,000
	CYPES	South Thatcham - Children's Centre	Mark Lewis	Phase 3 Children's Centre				0				0				0				0				0	0	0	0	0
	CYPES	Downlands - Children's Centre	Mark Lewis	Phase 3 Children's Centre				0				0				0				0				0	0	0	0	0
	CYPES	Burghfield & East - Children's Centre	Mark Lewis	Phase 3 Children's Centre				0				0				0				0				0	0	0	0	0
	CYPES	Tilehurst - Children's Centre	Mark Lewis	Phase 3 Children's Centre				0				0				0				0				0	0	0	0	0
New	CYPES	Trinity School Sports Centre	Mark Lewis	This is the final Phase (2) of the Shaw House project and is mainly funded from Capital Receipts (ring-fenced reserves)	0			0	200,000			200,000	200,000			200,000				0				0	400,000	0	0	400,000
82800	CYPES	EMS Software Module Upgrade	Bob Thiele	To upgrade each module within EMS over a 4-year period	50,000			50,000	50,000			50,000				0				0				0	100,000	0	0	100,000
82999		Direct Capital Grants for School	Bob Watson	Passport Account to allocate external funds to individual Schools according to Grant T&C		3,551,520		3,551,520				0				0				0				0	0	3,551,520	0	3,551,520
87131	CYPES	Education Maintenance Programme	Mark Lewis	Rolling maintenance programme formulated for each service using the current condition survey data.		0		0				0				0				0				0	0	0	0	0
87135	CYPES	Education - Minor Wks	Mark Lewis	To enable the Education Service to address urgent unforeseen spending needs which occur mid-year.	65,000			65,000	60,000			60,000	60,000			60,000	10,000			10,000				0	195,000	0	0	195,000
		Primary Capital Programme	Mark Lewis	Schemes to be agreed following project development/analysis				0				0	600,000			600,000	600,000			600,000				0	1,200,000	0	0	1,200,000
82166		Secondary School Accommodation Strategy	Mark Lewis	Schemes to be agreed following project development/analysis				0				0	600,000			600,000	600,000			600,000				0	1,200,000	0	0	1,200,000
82233	CYPES	Badgers Hill PRU	Mark Lewis	Replacement of the temporary modular accommodation with a permanent solution on the existing site	0			0	0			0	0			0				0				0	0	0	0	0
82226/82231	CYPES	Theale Primary School - Remodelling	Mark Lewis	To remodel, refurbish and expand the accommodation to meet the impact from a large local housing development, together with resolving suitability, condition and accessibility issues with the existing accommodation.		1,322,450	110,000	1,432,450	0		1,600,000	1,600,000				0				0				0	0	1,322,450	1,710,000	3,032,450
	CYPES	The Willink School	Mark Lewis	The provision of a joint use community/school library with adult learning provision by the remodelling/refurbishment/rebuilding of accommodation on the current school site.			573,000	573,000				0				0				0				0	0	0	573,000	573,000
82243	CYPES	Learning Support Team	Mark Lewis	To provide permanent accommodation for the LST at the ex Dunstan Park Infant school building				0				0				0				0				0	0	0	0	0
	CYPES	St Finian's RC Primary School	Mark Lewis	To meet the impact of the proposed site disposal by the Convent of Franciscan Missionaries of Mary	556,000	854,000		1,410,000				0				0				0				0	556,000	854,000	0	1,410,000
	CYPES	Aldermaston Primary School	Mark Lewis	The provision of appropriate resistance measures to minimise the impact from any future flooding				0				0				0				0				0	0	0	0	0
	CYPES	Aldermaston Primary School	Mark Lewis	The expansion of the school to a single form of entry to meet the impact of further local housing developments				0				0				0				0				0	0	0	0	0
	CYPES	Curridge Primary School	Mark Lewis	The conversion of the current servery into a full production kitchen				0				0				0				0				0	0	0	0	0
	CYPES	Castle Special School 11-16 Co-location	Mark Lewis	To rebuild and collocate Castle Special School with Park House secondary school, together with investigation into opportunities for the rebuild of Park House school.				0				0				0				0				0	0	0	0	0
82234	CYPES	The Porch PRU	Mark Lewis	The provision of alternative accommodation due to the disposal of The Priory site in Thatcham	250,000	350,000		600,000				0				0				0				0	250,000	350,000	0	600,000
New Project	CYPES	Kennet Secondary School	Mark Lewis	The provision of facilities for the delivery of 14-19 Diplomas and the improvement of facilities for pupils with SEN and disabilities	390,000	1,480,000	120,000	1,990,000		790,000		790,000				0				0				0	390,000	2,270,000	120,000	2,780,000
New Project	CYPES	The Downs Secondary School	Mark Lewis	The refurbishment of the school meals kitchen to meet the requirements from Environmental Health				0				0				0				0				0	0	0	0	0
New Project	CYPES	Thatcham / Newbury Schools Capacity	Mark Lewis	To ensure sufficient primary school places in the Thatcham / Newbury area.				0				0				0				0				0	0	0	0	0
New Project	CYPES	Burghfield St Mary's Primary School	Mark Lewis	The expansion of provision on site to meet the impact from pupil growth in the Burghfield and Mortimer areas.		200,000		200,000				0				0				0				0	0	200,000	0	200,000
New Project	CYPES	Lambourn Primary School	Mark Lewis	Project scope yet to be confirmed		200,000		200,000				0				0				0				0	0	200,000	0	200,000
82238	CYPES	The Willows Primary School	Mark Lewis	The expansion of provision on site to meet the impact from the proposed Racecourse housing development.	15,000	200,000		215,000				0				0				0				0	15,000	200,000	0	215,000
New Project	CYPES	Springfield Primary School	Mark Lewis	The expansion of provision to meet the impact from the proposed Pincent's Lane housing development.		200,000		200,000				0				0				0				0	0	200,000	0	200,000
New Project	CYPES	Kennet Valley Primary School	Mark Lewis	Project scope yet to be confirmed		215,000		215,000				0				0				0				0	0	215,000	0	215,000
New Project	CYPES	Kintbury St Mary's Primary School	Mark Lewis	Project scope yet to be confirmed		215,000		215,000				0				0				0				0	0	215,000	0	215,000
82195	CYPES	Parsons Down Infant School	Mark Lewis	Project scope to be reviewed		15,000		15,000				0				0				0				0	0	15,000	0	15,000
New Project	CYPES	The Willink Secondary School	Mark Lewis	The re-provision of school accommodation onto adjacent site				0				0				0				0				0	0	0	0	0
New Project	CYPES	Calcot Schools	Mark Lewis	Project scope yet to be confirmed		15,000		15,000				0				0				0				0	0	15,000	0	15,000
New Project	CYPES	Compton Primary School	Mark Lewis	Project scope yet to be confirmed				0				0				0				0				0	0	0	0	0
New Project	CYPES	Brimpton Primary School	Mark Lewis	Project scope yet to be confirmed		5,000		5,000				0				0				0				0	0	5,000	0	5,000
New Project	CYPES	Welford and Wickham Primary School	Mark Lewis	Project scope yet to be confirmed		5,000		5,000				0				0				0				0	0	5,000	0	5,000
New Project	CYPES	Long Lane Primary School	Mark Lewis	Project scope yet to be confirmed		15,000		15,000				0				0				0				0	0	15,000	0	15,000
		Supporting Borrowing - assumption for 2014/15 is £1,000,000																			700,000			700,000	700,000	0	0	700,000
																0												
					4,405,210	**22,412,550**	**887,000**	**27,704,760**	**4,555,070**	**2,410,000**	**1,935,000**	**8,900,070**	**2,057,020**	**0**	**0**	**2,057,020**	**1,808,990**	**0**	**0**	**1,808,990**	**1,000,000**	**0**	**0**	**1,000,000**	**13,826,290**	**24,822,550**	**2,822,000**	**41,470,840**
Children's Services																												
85174	CYPCS	Youth Capital Fund	Maureen Phillips			76,000		76,000				0				0				0				0	0	76,000	0	76,000
86013	CYPCS	Building Work :Fostering	Lorna Hunt	Structural alterations required to foster carers homes in order for a Looked After Child to be placed with them, e.g. extension to create an extra bedroom.	24,000			24,000	24,000			24,000	24,000			24,000	24,000			24,000				0	96,000	0	0	96,000
New		Refurbishment of Greenham House			400,000			400,000				0				0				0				0	400,000	0	0	400,000
																0												
					424,000	**76,000**	**0**	**500,000**	**24,000**	**0**	**0**	**24,000**	**24,000**	**0**	**0**	**24,000**	**24,000**	**0**	**0**	**24,000**	**0**	**0**	**0**	**0**	**496,000**	**76,000**	**0**	**572,000**

Detailed Programme 2010-15

Full 5 Year Programme (Years 2-5 - Provisional)

Cost Centre	Service Grouping	Project Title	Budget Manager	Description of Project	Proposed 2010/11				2011/12				2012/13				2013/14				2014/15				All Years			
					Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External Funds (excl s.106)	Dev Contr (s.106) Funds	Total	Council	External	Dev Contr (s.106) Funds	Total
Children's Commissioning & Quality																												
New	CYPCQ	Playbuilder Capital	David Hogg	Wave 2 (No EoI) of Playbuilder capital (estimated figure)		500,000		500,000				0				0				0				0	0	500,000	0	500,000
85175	CYPCQ	Play Strategy Grants from BLF	David Hogg					0				0				0				0				0	0	0	0	0
					0	**500,000**	**0**	**500,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**500,000**	**0**	**500,000**
Customer Services																												
87520	CYPCUS	CRM	Patrick Leavey	CRM	70,560			70,560	85,420			85,420	85,420			85,420	85,420			85,420				0	326,820	0	0	326,820
					70,560	**0**	**0**	**70,560**	**85,420**	**0**	**0**	**85,420**	**85,420**	**0**	**0**	**85,420**	**85,420**	**0**	**0**	**85,420**	**0**	**0**	**0**	**0**	**326,820**	**0**	**0**	**326,820**
Community Care																												
86008	COMCC	O/T Equipment	IHAGGETT	Annual provision for essential aids & equipment for vulnerable people.	85,420			85,420	85,420			85,420	85,420			85,420	85,420			85,420				0	341,680	0	0	341,680
					85,420	**0**	**0**	**85,420**	**85,420**	**0**	**0**	**85,420**	**85,420**	**0**	**0**	**85,420**	**85,420**	**0**	**0**	**85,420**	**0**	**0**	**0**	**0**	**341,680**	**0**	**0**	**341,680**
Housing & Performance																												
80001	COMHP	Home Repair Assist Grants	Mel Brain	Grants to older people to provide essential works to enable a person to return home from hospital, keep a home wind & watertight, security works, minor repairs.	153,540			153,540	109,270			109,270	109,270			109,270	109,270			109,270				0	481,350	0	0	481,350
80002	COMHP	Discretionary Renovation Grants	Mel Brain	Means tested grant for works to properties over 10 years old, up to max of £20k.Bringing unfit homes up to fitness standard.	171,320			171,320	125,660			125,660	125,660			125,660	125,660			125,660				0	548,300	0	0	548,300
80003	COMHP	Disabled Facilities Grants	Mel Brain	Mandatory grant for disabled adaptations, to enable local residents to live independently in their own homes.	804,950	500,000		1,304,950	804,550	500,000		1,304,550	804,140	500,000		1,304,140	803,730	500,000		1,303,730	803,320	500,000		1,303,320	4,020,690	2,500,000	0	6,520,690
80003	COMHP	Disabled Facilities Grants	Mel Brain	Capital Salary element of DFG	40,250			40,250	40,650			40,650	41,060			41,060	41,470			41,470	41,880			41,880	205,310	0	0	205,310
80006	COMHP	Empty Homes Grants	Mel Brain	Policy for utilising empty homes within the area for Social Housing - grants to landlords for refurbishment (NEW BID 08/09 - Exec paper pending)	116,360			116,360	66,270			66,270	66,180			66,180	66,090			66,090				0	314,900	0	0	314,900
80006	COMHP	Empty Homes Grants	Mel Brain	Capital Salary element of Empty Homes Grant	8,640			8,640	8,730			8,730	8,820			8,820	8,910			8,910				0	35,100	0	0	35,100
86020	COMHP	Temp Accn		Slippage from 2008/09 and 2009/10	574,870			574,870				0				0				0				0	574,870	0	0	574,870
80090	COMHP	Housing and Performance s.106 payments	Mel Brain	External s.106 funding (normally passported to RSL)	700,000			700,000				0				0				0				0	700,000	0	0	700,000
					2,569,930	**500,000**	**0**	**3,069,930**	**1,155,130**	**500,000**	**0**	**1,655,130**	**1,155,130**	**500,000**	**0**	**1,655,130**	**1,155,130**	**500,000**	**0**	**1,655,130**	**845,200**	**500,000**	**0**	**1,345,200**	**6,880,520**	**2,500,000**	**0**	**9,380,520**
Cultural Services																												
85134	COMCUL	Shawhouse Mansion Mtce	David Appleton	Maintenance Programme as advised by Consultants and under terms of HLF grant	50,000			50,000	50,000			50,000	50,000			50,000	50,000			50,000	50,000			50,000	250,000	0	0	250,000
85143	COMCUL	Museum Maint & Repair	Amanda Loaring	To redevelop the museum on Newbury Wharf - provisional Council allocation subject to review pending HLF Grant application decision	265,000	84,500		349,500	300,000	720,000		1,020,000	250,000	636,000		886,000				0				0	815,000	1,440,500	0	2,255,500
85180	COMCUL	Essential Capital Investment in Leisure Core Sites	David Appleton	Capital Investment in Leisure Provision as contractually agreed as part of Parkwood contract.	0			0	23,000			23,000	285,000			285,000	100,000			100,000				0	408,000	0	0	408,000
	COMCUL	Leisure Centre Compliance and Modernisation	David Appleton	Capital Investment in Leisure Provision - required to maintain existing sites as EoA new site currently removed.	250,000			250,000	250,000			250,000	250,000			250,000	250,000			250,000				0	1,000,000	0	0	1,000,000
	COMCUL	Public Access Library PC replacement	David Appleton	Replacement of the Public Access PC in the Libraries	50,000			50,000												0				0	50,000	0	0	50,000
	COMCUL	Trinity Sports Hall - Enabling Land Acquisitions	David Appleton	Funding for provision of alternative site for SSE Pole store to enable Trinity Sports Hall development/Shaw House Car park	500,000			500,000												0				0	500,000	0	0	500,000
					1,115,000	**84,500**	**0**	**1,199,500**	**623,000**	**720,000**	**0**	**1,343,000**	**835,000**	**636,000**	**0**	**1,471,000**	**400,000**	**0**	**0**	**400,000**	**50,000**	**0**	**0**	**50,000**	**3,023,000**	**1,440,500**	**0**	**4,463,500**
Corporate Allocations																												
Fund	CXDFIN	Corporate Allocation	Nick Carter	Annual provision to be allocated in year based on needs	100,000			100,000	100,000			100,000	100,000			100,000	100,000			100,000	100,000			0	500,000	0	0	500,000
		Cleaner & Greener	John Ashworth	To transfer to C&E if agreed	250,000			250,000								0									250,000	0	0	250,000
Timelord																												
New	CXDICT	Timelord Phase 3	Jackie Jordan	Restructure Market Street & Vacate Faraday Road Costs and expenditure profile to be developed.				0												0				0	0	0	0	0
					350,000	**0**	**0**	**350,000**	**100,000**	**0**	**0**	**100,000**	**100,000**	**0**	**0**	**100,000**	**100,000**	**0**	**0**	**100,000**	**100,000**	**0**	**0**	**100,000**	**750,000**	**0**	**0**	**750,000**
Grand Total of All Service Areas					**20,362,470**	**43,777,220**	**2,894,937**	**66,684,627**	**14,944,070**	**9,746,960**	**2,338,975**	**27,030,005**	**12,924,660**	**1,986,000**	**193,660**	**15,104,320**	**11,758,430**	**900,000**	**190,000**	**12,848,430**	**9,122,440**	**900,000**	**190,000**	**10,212,440**	**69,112,070**	**56,516,180**	**5,807,572**	**131,435,822**
					47,815,810																							

Title of Report:	**Revenue Budget: 2010/11**	**Item 17**
Report to be considered by:	Council	
Date of Meeting:	04 March 2010	
Forward Plan Ref:	C1960	

Purpose of Report: **To consider and agree the 2010-11 revenue budget**

Recommended Action:

1. That the Fees & Charges be approved as set out in Appendix 2 and the appropriate statutory notices be placed where required in accordance with the decision of the Executive on 18th February 2010

2. That the Special Expenses be approved as set out in Appendix 10 in accordance with the decision of the Executive on 18th February 2010.

3. That a budget requirement for 2010-11 of £107.40 million requiring a 1.9% increase in Council Tax be approved.

2010-11 Council Tax

4. To approve the amount (set out in Appendix 11) for the year 2010-11 in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under section 33(5) of the Local Government Finance Act 1992.

5. The amounts (set out in Appendix 11) be now calculated for the year 2010-11 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992.

6. To note that for the year 2010-11 the Thames Valley Police Authority have stated that the amounts in precepts issued to the Council in accordance with section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings set out in Appendix 11.

7. To note that for the year 2010-11 the Royal Berkshire Fire and Rescue Authority have stated that the amounts in precepts issued to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling set out in Appendix

11.

8. Having calculated the aggregate in each case of the amounts set out at 5,6,7 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts of Council Tax for the year 2010-11 for each of the categories of dwellings shown in Appendix 11.

Reason for decision to be taken:	Formulation of the 2010/11 Budget is a requirement to meet the Council's Statutory duties.
Other options considered:	None
Key background documentation:	Medium Term Financial Strategy 2010-13

The proposals contained in this report will help to achieve all of the following Council Plan Priorities and Themes.

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:
Providing financial support to achieve these aims.

Portfolio Member Details	
Name & Telephone No.:	Councillor Keith Chopping - (0118) 983 2057
E-mail Address:	kchopping@westberks.gov.uk
Date Portfolio Member agreed report:	25 January 2010

Contact Officer Details	
Name:	Andy Walker
Job Title:	Head of Finance
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Implications

Policy:	The formulation of the Budget is in accordance with the policies within the Financial Strategy framework.
Financial:	Contained within the report.
Personnel:	Any staffing implications arising as a result of this budget will be subject to the Council's HR policies and prpcuedures.
Legal/Procurement:	Key savings proposals included in this report are determined by effective procurement decisions. The savings proposals will be monitored throughout the financial year by Corporate and Management Board.
Property:	N/A
Risk Management:	A number of budget risks have been identified as part of the budget proposals, and this will be kept under constant review.
Equalities Impact Assessment:	The respective directorate budget proposals outlined in the report have been subjected to Equality Impact Assessment procedures

Is this item subject to call-in?	Yes: ☐	No: ☒

If not subject to call-in please put a cross in the appropriate box:

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 Commission or associated Task Groups within preceding six months	☐
Item is Urgent Key Decision	☐

Executive Summary

1. Introduction

1.1 This report:

(1) Advises Members of the Council's final Formula Grant settlement for 2010/11

(2) Outlines the revenue budget for 2010-11, including proposals for investment and savings

1.2 Section 3 outlines the changes made to the Formula Grant from Central Government. Section 7 to 10 outline the key changes to the budget for 2010-11, and the savings proposals required to deliver a Council Tax rise of 1.9%.

1.3 The Council's increase in Formula Grant for 2010-11 was the minimum floor increase of 1.5%. This is the final year of the 2007 Comprehensive Spending Review, and beyond this year no indicative amount of Formula Grant has been communicated to local authorities.

2. Proposals

2.1 To set a Council Tax increase of 1.9%, and approve the revenue budget and appendices, for 2010-11.

2.2 To set a 2010-11 net revenue budget of £107.40m. This includes unavoidable investment of £4.4m in Council priorities, mainly adult social care, and a savings programme of £3.3m based across six savings themes.

3. Conclusions

3.1 The Council has experienced a reduction in income growth compared to previous years. The Formula Grant increase of 1.5% is below the national average of 2.6%, and the growth in Council taxbase seen in some recent financial years has declined as new house building has reduced due to the wider economic downturn.

3.2 The Council has a number of unavoidable budget pressures, in particular meeting the increased demand for adult social care services along with meeting waste strategy commitments. These pressures, along with a range of other investments in Council Plan key priorities, total £4.4m. Funding this level of investment and pressures has only been achieved by a savings programme totalling £3.3m. The Medium Term Financial Strategy (MTFS) sets out the financial planning framework for the coming three years and should be read in conjunction with this document.

Executive Report

1. Introduction

1.1 This report:

(1) Advises Members of the Council's final Formula Grant settlement for 2010/11

(2) Outlines the revenue budget for 2010-11, including proposals for investment and savings

2. Relationship with the MTFS

2.1 The Council budget for 2010-11 should be considered alongside the Medium Term Financial Strategy (MTFS). The documents are interlinked, and the MTFS provides further supporting information on how financial resources are linked to corporate priorities and the proposed savings and investments for the next three years.

3. Local Government Finance Settlement 2010/11

3.1 The final Formula Grant settlement for 2010/11 was confirmed in late 2009 by the Secretary of State. According to the national settlement, English authorities received an average increase in Grant of 2.6% for 2010/11. West Berkshire Council, like the vast majority of councils in the South East, only received the minimum floor increase of 1.5% for 2010/11. As in previous years the Council received the minimum increase in Formula Grant because of the system of floors and ceilings on grant increases imposed by the Government to cushion the effect of its changes in the grant distribution formula. The settlement covers the third year of the three year announcement. As a result, the Council will have to exercise prudent financial management in order to maintain, and improve where possible, front-line services to the public in order to avoid excessive Council Tax increases.

3.2 The Council also received Area Based Grant (ABG). The ABG is a non ringfenced grant from Central Government that is an amalgamation of previously ringfenced grants. For 2010-11, Supporting People money (that was previously ring fenced) will be included in the ABG, hence why there is such a significant rise in the ABG year on year. However, the rest of the ABG declines year on year by £170k.

3.3 The Central Government grant figures for West Berkshire are as follows:

Increase in External Funding

	2009-10 (adjusted) £m	2010-11 £m	2010-11 Increase £m	2010-11 Increase %
Formula Grant (including revenue support grant)	28.82	29.23	0.41	1.5%
Area Based Grant (ABG)	7.27	11.74	4.47	61.4%
ABG excluding Supporting People (new for 2010-11 ABG)	7.27	7.10	-0.17	-2.3%

3.4 The Dedicated Schools Grant (DSG) funding was also recently announced with £99.7m for 2010/11 representing an increase of £3.1m or 3.2% on the previous year. This is ringfenced for West Berkshire Schools, and is managed and allocated by the Schools Funding Forum on behalf of all Schools in our area.

4. Council Tax Collection Fund

4.1 The Collection Fund balance was determined on the 15th January 2010 as required by legislation. The determination is attached at Appendix 1. The Collection Fund is based on a taxbase of 63,403 properties.

5. Increases in Fees and Charges

5.1 Attached at Appendix 2 is a summary of increases in fees and charges. The proposed increases have either been built into the base budget or form part of the service savings options as set out in Appendix 2. A major review of fees and charges was undertaken in 2008 in preparation for the 2009-10 budget. For 2010-11 the amount of new savings from income generation is significantly reduced from the 2009-10 budget, and also reflects the ability of the Council to raise new fees in the economic downturn.

6. The 2010/11 Budget

6.1 The Council's base budget is split across four different directorates and aligns with the management structure of the Council. The four directorates are Children and Young People (CYP), Community Services (CS), Environment (ENV) and the Chief Executive's Directorate (CEX). Further detail of the services is provided below:

Directorate	Scope and activities
Children and Young People	Split into four services: ▪ Education services, ▪ Children's services, ▪ Children's Commissioning and Quality (including Youth

	services) and; ▪ Customer services. The directorate provides services to parents and carers to enable them to bring up their children, such as education services to the children of West Berkshire. The directorate also enables children (aged 0-18 years) with specific needs arising out of a disability or health condition to remain living at home with their families, or in other appropriate settings in the community and provides groups and clubs for young people to attend where advice and guidance will be open to them if they need it.
Community Services	Includes services for: ▪ adult social care, ▪ housing and; ▪ cultural services The Community Services directorate of the Council brings together a group of services which focus on improving the well being of the people in West Berkshire, and in increasing participation in activities which improve their quality of life. Although much of our work centres on services to improve social well being, we also make significant contributions to the economic and environmental well being of people within the district. Within Community Services, the Council provides and arranges social care services for adults (including older people), provide housing services, library services, arts and leisure services, museum, heritage and tourism services, and specialist youth services. Working in partnership across statutory, voluntary and the private sector is key to the successful delivery of Community Services, whether at the level of joining with partners such as health, in designing and commissioning services or through contracting with partners to deliver services on the Council's behalf.
Environment	Services split into: ▪ Planning and Countryside ▪ Property & Public Protection ▪ Highways and Transport The directorate has responsibility for a wide range of services within the community. These include, the management of access to the countryside including commons and open spaces, the provision of information and advice on planning issues, and the development of planning policies and facilitating decision making on planning applications.

	The directorate is also responsible for refuse collection, street cleaning, recycling and waste disposal, the maintenance of the highway network, including road improvement schemes, traffic management, road safety and public transport management and for ensuring food safety, trading standards and environmental quality, for example, control of noise nuisances.
Chief Executive	Services include: ▪ Benefits and Exchequer ▪ Finance ▪ Human Resources ▪ ICT ▪ Legal ▪ Policy and Communication Consists of mainly, but not exclusively, support services. The directorate co-ordinates the corporate management of the Council, oversees the implementation of council policy and strategy, works with elected members to meet political objectives and co-ordinates the community leadership role of the local authority.

6.2 In preparing the Council's revenue budget for 2010/11 (see Table 1 for details) the starting point has been the current base budget for 2009/10.This currently stands at £112.89 million (£104.66m excluding Area Based Grant).

6.3 The Council's base budget for 2009/10, excluding schools expenditure, has then had the following applied to it to arrive at a base budget requirement for 2010/11:

- non pay inflation which has been assumed at 1.5% where relevant, creating a pressure of £0.78m; this is applied only to those areas where there are contractual increases to budgets, the other budgets receive no increase;
- the estimated cost of the 2010/11 pay award of 0% for local government employees, though some of the Council employees are on teaching or other contracts; there has been an increase of 0.2% to employers' pension contributions as required by the actuary of the Berkshire pension fund. The total of these increases is £0.04m
- the cost of staff incremental progression which totals £0.72m;
- a number of other adjustments one off and full year effect items approved in 2010/11 totalling a base increase for services of £3.68m. Most of these adjustments are reductions, but this has been offset by an increase of £4.637m budget for Supporting People that is un-ringfenced for 2010-11 as part of ABG.

6.4 Taken together these create a total base budget is £118.10m.

6.5 On top of the base budget a range of budget pressures and a range of savings are then proposed to help deliver a balanced budget that supports the Council's priorities, and these are detailed below.

6.6 A booklet showing more detailed budget information at cost centre level has been provided in the Members' room.

7. Budget Pressures

7.1 Inevitably the Council faces a range of pressures beyond those accommodated in the base budget. These can be summarised as follows:

The impact of the macro-economy

7.2 During the formulation of the 2010/11 budgets there have been some significant changes to the UK and worldwide economy. Inflation has varied significantly through the 2009/10 financial year, and this has had an effect on the 2010/11 budget. Some of the Council's contracts for the next financial year are signed on the basis of inflation during the current financial year, and the Council has seen some financial benefits from this for contracts. The Council has also seen a greater demand on its services in 2009-10 and this is expected to continue into 2010-11, primarily from the rising demand in Older People's services. The Council has also experienced a reduction in income in 2009-10 that is not expected to disappear until the economic situation improves more markedly, for example on land charges and planning income, thus putting a pressure on the 2010-11 budget.

7.3 ***Contractual inflation***

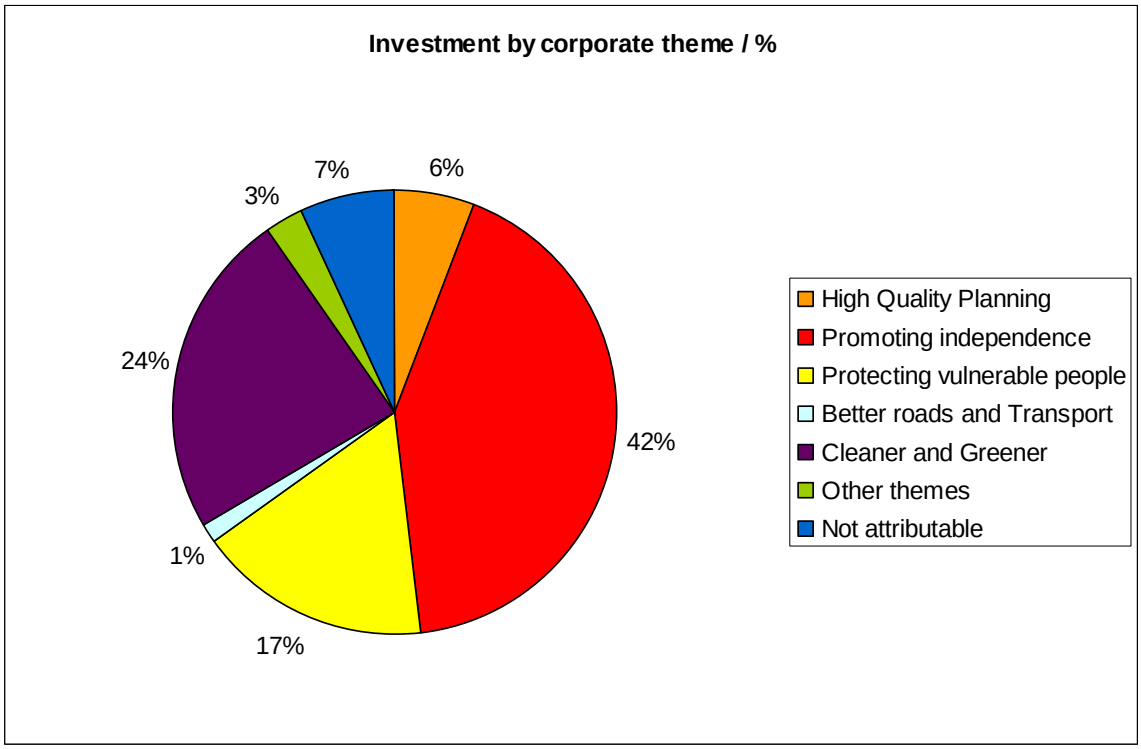
7.4 £386k has had to be added to the base budget for contractual costs which are expected to increase by more than 1.5%. Appendix 3 gives details of the expected contractual increases above 1.5% for all services.

Unavoidable Service Investments to support the Council Priorities

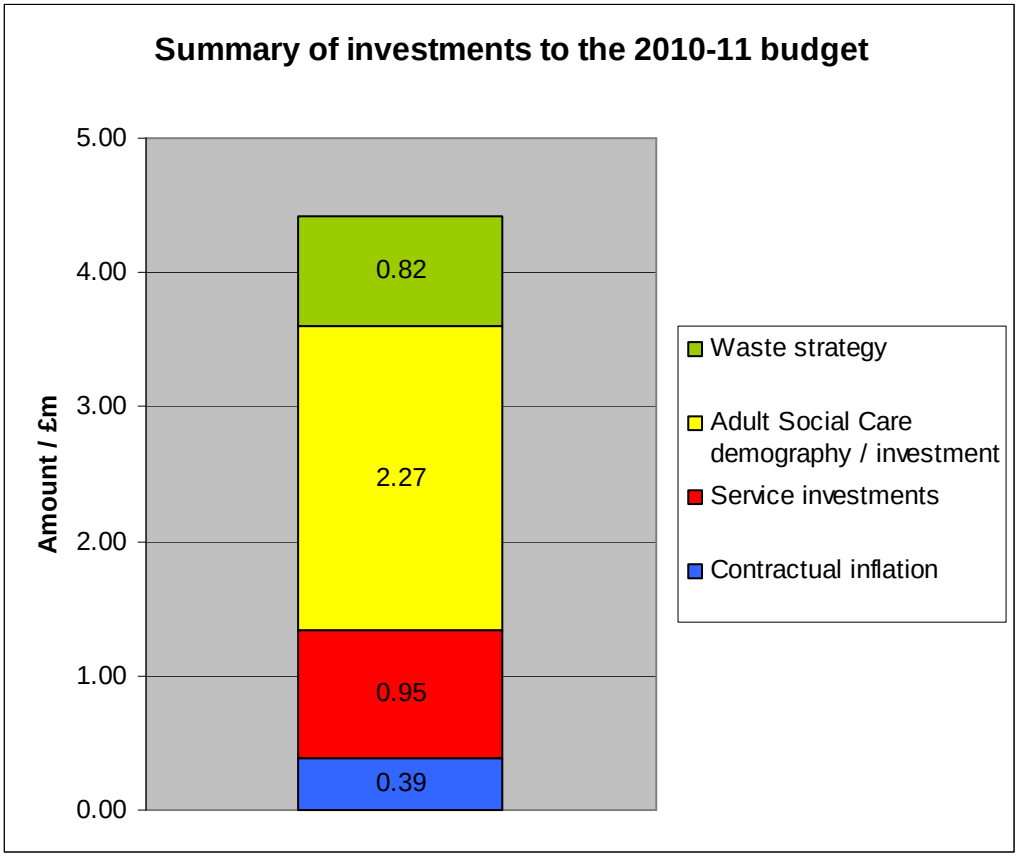
7.5 The Council's long and short term priorities are set out in the 2010/11 Council Plan. The budget requirement for 2010/11 includes funding to support a number of these priorities and includes:

- *£0.82m contribution towards the Council's Waste Strategy (Council Plan Theme 'Cleaner and Greener');*
- *£2.27m contribution towards adult social care demographic growth, primarily due to increased demand for services from older people, see the MTFS chapter 6 for further information (Council Plan Themes 'Promoting Independence' and 'Protecting Vulnerable People');*
- *£0.95m to support unavoidable service investment across the Council's directorates, see appendix 4 for further information (various Council Plan Themes)*

7.6 The chart below details the different Council Plan themes that the unavoidable investment above has been attributed to:



7.7 Below is a summary of the additional pressures on the Council, beyond base budget. These total £4.4m:



8. Savings Options

8.1 Savings totalling £3.3 million are being proposed as part of the 2010/11 budget (see Appendix 6 for more detail).

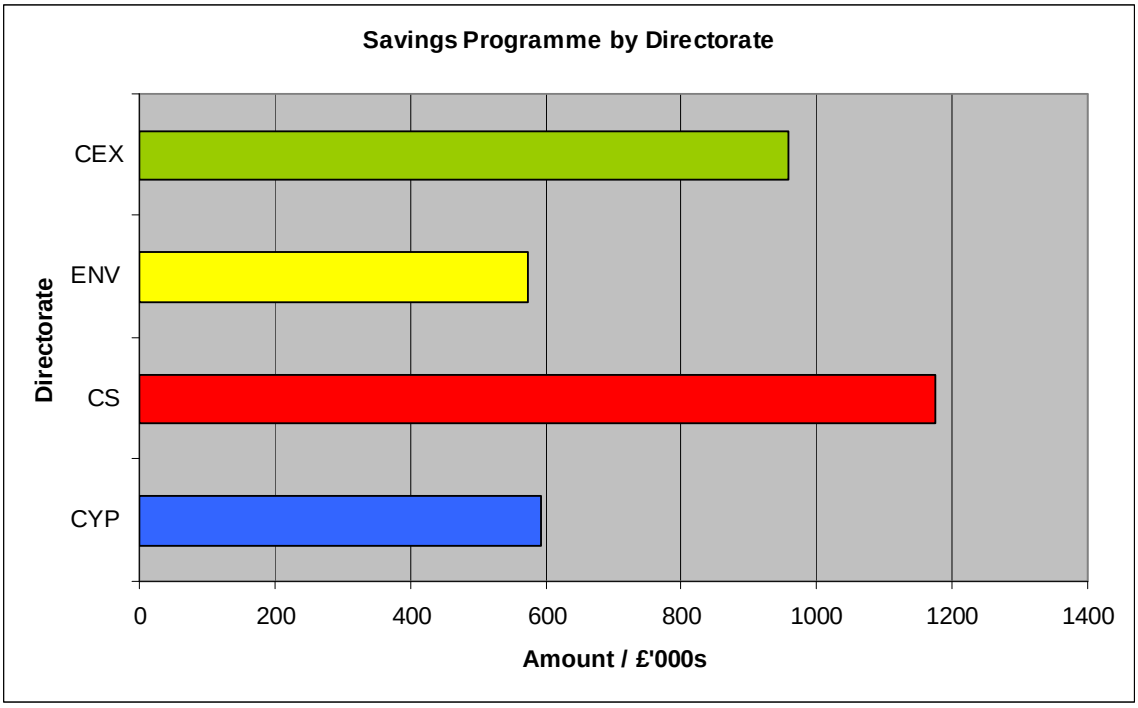
8.2 The savings programme is vital to help achieve the Council's budget requirement for 2010/11. The Transformation and Efficiency Programme has undertaken a review of a variety of corporate projects to achieve a balanced MTFS. These reviews are summarised as per the savings themes below. Appendix 6 details the range of savings made across these key themes, and a summary is provided below:

Saving by theme	2010/11 / £k	FTE implication
Value for Money	320	
Corporate Service Transformation	940	
Income Generation	108	
Shared Service	30	

Efficiency	877.5	5.5-6.5
Disinvestment	1020.9	16+
Savings sub-total	**3296.4**	**21.5-22.5+**

8.3 In appendix 6, there is a further breakdown of the above headings with more commentary on each process, as well as a summary of the savings programme by directorate.

8.4 A summary of the savings per directorate can be seen from the chart below:



9. Total Budget Requirement

9.1 In total the Council's budget requirement for 2010/11 is £107.4 million:

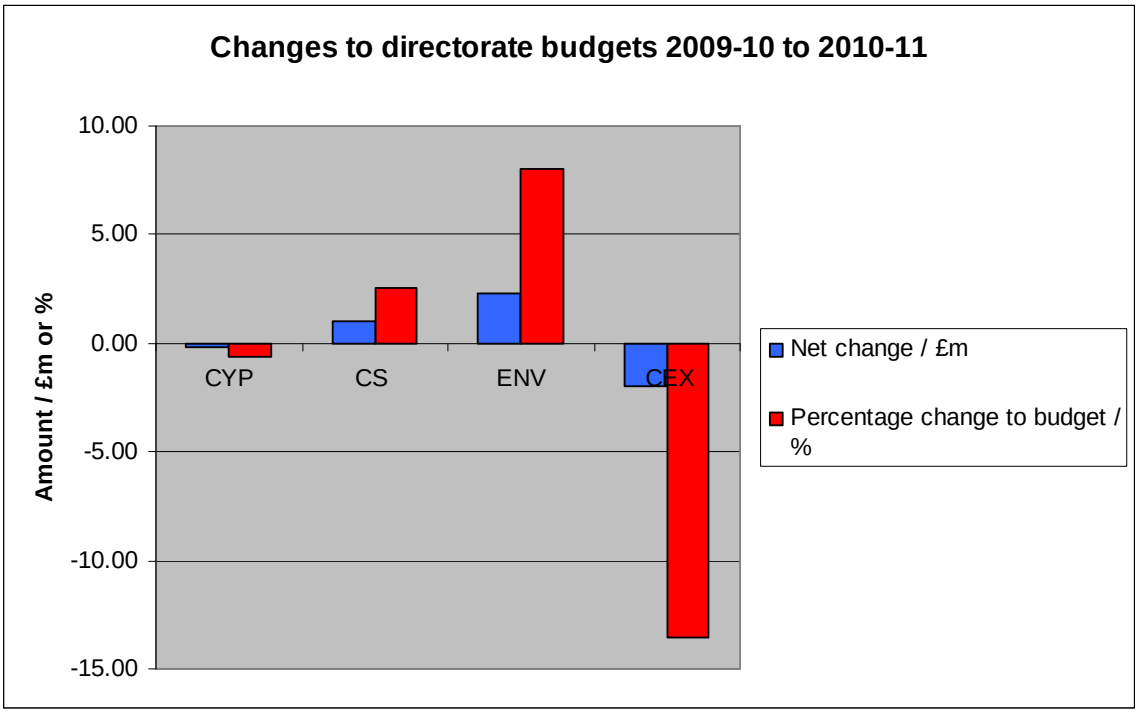
Description	Amount / £m	Further information
2009-10 budget b/f	112.89	
Non pay inflation	0.78	
Pay award	0.04	Appendix 12
Incremental rises	0.72	
Other adjustments	3.68	
2010-11 Base budget	**118.10**	
Contractual inflation	0.39	Appendix 3
Service investments	0.95	Appendix 4
Adult Social Care demography / investment	2.27	Appendix 5
Waste strategy	0.82	

Other / Transfer to / from (-) earmarked reserves	-0.09	
Savings proposals	-3.30	Appendix 6
Total 2010-11 budget	**119.14**	
Less ABG	*11.74*	
2010-11 budget for CTX setting	**107.40**	

Funded by

Council Tax increase of 1.9%	78.54	
Formula Grant	29.23	
Collection fund deficit	-0.38	
Total funding	**107.40**	

9.2 Below is a graph outlining how the budget changes affect each directorate. Please note that there is a transfer of just under £1.4m from the Chief Executive to the Environment directorate as a result of the restructure following the senior management review completed by the Chief Executive:



10. Consultation with Stakeholders on the Budget Proposal

10.1 The Council is required to consult Business Ratepayers on Budget proposals each year. A meeting of representatives of the Non Domestic Ratepayers was held on 11th February 2010. A report on the meeting is attached as Appendix 7a.

10.2 In addition a briefing paper for Council Tax payers on the proposed revenue budget has been published on the Council's website.

10.3 Members should also note that some options include proposals for change that may impact on users and staff. The normal staff consultation has been undertaken in respect of any options involving staff changes, together with consultation with user groups where necessary. Unison has also provided their comments on the budget proposals and any are attached as tabled in Appendix 7b.

11. Key risks contained within the budget

11.1 *Adult Social Care*. History has shown that forecasting demand for Adult Social Care services has been very difficult with many variables to try and take into account. This along with the recent Government announcement in the Queens speech relating to provision of free homecare will require careful and close budget management in the coming year.

11.2 *Pay award.* The pay freeze assumption for 2010/11 is based on a number of current economic factors underlying a prolonged period of low inflation. However, clearly any movement from this assumption would require additional resources to be identified and would be an issue for future Medium Terms Financial Strategies.

11.3 *Taxbase.* The taxbase for the Council is forecast to remain relatively supressed during the next financial year with future property growth of just over 1% being forecast. However, factors underpinning this forecast can quickly change and the taxbase will require close monitoring to ensure that resources are appropriately managed.

11.4 *Savings items*. The significant savings put forward in this paper total over £3.3m and are key to delivering the Council Tax proposal. As a result the savings will be closely monitored to ensure that any timely remedial action will be put in place if required.

11.5 *Waste PFI*. The Waste contract is linked to RPIx. The RPIx figure has been very low for the majority of the 2009-10 financial year. However, this inflation figure looks to be increasing, but at the time of writing, the figure that dictates the contractual increase for the 2010-11 has not been announced by the Office for National Statistics. Every 0.1% increase in RPIx equate to approximately a £15k pressure on the waste PFI budget.

12. Balances

12.1 The current projection of General Fund Balances is set out below:

PROJECTED USE OF GENERAL FUND BALANCES AT 31 MARCH 2010

		Current Forecast £M
	Opening Balance 1st April 2009	6.84
Add:	Risk Fund increase (in the 2009-10 budget)	0.35
	Forecast year end overspend	(0.60)
	Forecast Closing Balance 31st March 2010	**6.59**

12.2 In managing its overall resources effectively the Council aims to hold a minimum prudential reserve of at least 5% of spend (excluding schools) plus £1m, see appendix 9 for the s151 officer's report. This equates to over £6m.

12.3 The level of General Fund balances proposed above helps contribute towards meeting any future risks. It is also maintained to demonstrate sound financial planning and financial standing. Appendix 8 provides further details of reserves.

12.4 The Risk Fund currently totals £600k. The £600k fund will therefore be held against a variety of corporate risks, many of which relate to the current wider economic position for West Berkshire. These include a risk that the taxbase (house building) will slow below the MTFS assumption, that Older People Services will see further growing demand and the potential costs of redundancies and risks around the delivery of savings from the Adult Social Care Transformation programme.

12.5 A more detailed view of the adequacy of Reserves and robustness of budget estimates from the Council's Section 151 Officer (Head of Finance) can be found in Appendix 9.

13. Special Expenses

13.1 There are four special expense areas within the District:

Hungerford Footway Lighting
Kintbury – St Mary's Church yard
Shaw – St Mary's Church yard
Theale – Holy Trinity Church yard

13.2 The special expenses to be levied for these areas are detailed in Appendices 10a-d. In summary the recommended special expenses are:

	£
Hungerford Footway Lighting	4,280
Kintbury – St Mary's Church yard	4,320
Shaw – St Mary's Church yard	890
Theale – Holy Trinity Church yard	1,080
Total	**10,570**

14. Conclusions

14.1 The Council, and public finances as a whole are faced with an increasingly difficult position for 2010-11. The Council's main source of income growth, new properties via the taxbase, has grown, but below previous year's increases. The Council has also seen an increase in Central Government Formula Grant of 1.5%, compared to the national average of 2.6%. There are also a number of risk items that are putting further pressures on the Council's budget, especially in Adult Social Care notably the government's paper 'Personal Care at Home' bill.

14.2 The Council has a number of unavoidable budget pressures in particular meeting the increased demand for social care services along with meeting our Waste strategy commitments. These pressures along with a range of other investments in Council Plan key priorities total £4.4m. This level of investment has only been achieved by a continued focus on the Council's efficiency programme and disinvestment from non priority areas delivering a total of £3.3m, and is detailed further in the MTFS.

14.3 The Council has also managed to protect its reserves and balances to an acceptable level which provides a firm foundation to help manage the risks associated with working in a tightening financial climate in future years.

14.4 Despite this difficult financial climate facing the Council it is proposed to set a Council Tax increase of 1.9%.

15. Recommendations

15.1 Having undertaken a comprehensive review of budget investment and saving options, the recommendations for the budget are as follows:

1) That the Fees & Charges be approved as set out in Appendix 2 and the appropriate statutory notices be placed where required in accordance with the decision of the Executive on 18th February 2009

(2) That the Special Expenses be approved as set out in Appendix 10 in accordance with the decision of the Executive on 18th February 2009.

(3) That a budget requirement for 2010-11 of £107.40 million requiring a 1.9% increase in Council Tax be approved.

2010-11 Council Tax

(4) To approve the amount (set out in Appendix 11) for the year 2010-11 in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under section 33(5) of the Local Government Finance Act 1992.

(5) The amounts (set out in Appendix 11) be now calculated for the year 2010-11 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992.

(6) To note that for the year 2010-11 the Thames Valley Police Authority have stated that the amounts in precepts issued to the Council in accordance with section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings set out in Appendix 11.

(7) To note that for the year 2010-11 the Royal Berkshire Fire and Rescue Authority have stated that the amounts in precepts issued to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling set out in Appendix 11.

(8) Having calculated the aggregate in each case of the amounts set out at 5,6,7 above, the Council, in accordance with Section 30(2) of the Local

Government Finance Act 1992, hereby sets the amounts of Council Tax for the year 2010-11 for each of the categories of dwellings shown in Appendix 11.

Appendices

Appendix 1	Collection Fund
Appendix 2	Fees & Charges
Appendix 3	Contractual inflation
Appendix 4	Additional Investment for Council Priorities per Directorate
Appendix 5	Additional investment for adult social care
Appendix 6	Saving proposals
Appendix 7a	Minutes of the Business Panel held on 11th February 2010
Appendix 7b	Unison comments on budget proposals – to be tabled
Appendix 8	Reserves and balances (one off) Funds
Appendix 9	Chief Financial Officer (Section 151 Officer) report on budget 2010/11
Appendix 10	Special Expenses (to be included for Executive)
Appendix 11	Council Tax resolution
Appendix 12	Detailed budget changes

Consultees

Local Stakeholders:	Business ratepayers have been consulted and comments are attached as Appendix 7a
Officers Consulted:	Management Board
Trade Union:	Comments will be attached at Appendix 7b should they be received

Appendix 1a

Appendix 1a: WEST BERKSHIRE COUNCIL

COUNCIL TAX COLLECTION FUND - 2009/2010

		£	£
INCOME			
Net Debit		94,469,672	
Less Exemptions	-	2,555,541	
Rebates	-	7,681,091	
		84,233,041	84,233,041
General Fund			
Benefits (via subsidy)		7,681,091	7,681,091
MOD contribution		423,454	423,454
			92,337,585
EXPENDITURE			
West Berkshire Council	-	76,212,607	
Police	-	9,487,299	
Fire Authority	-	3,456,370	
Parishes	-	3,183,434	
Special Expenses	-	7,230	
	-	92,346,940	-92,346,940
			- 9,354
Provision for Write offs / non collection	-	184,640	- 184,640
			- 193,995
Brought Forward from 08/09			-683,565
Recovered estimated balance 08/09			441,430
			- 436,130

SIGNED :

DATE:

Appendix 1b

Appendix 1b: COLLECTION FUND - 2009/2010

DISTRIBUTION OF ESTIMATED DEFICIT

Estimated Deficit	**- 436,130**
West Berkshire Council	**- 375,000**
Thames Valley Police	**- 44,806**
Royal Berkshire Fire Authority	**- 16,324**
	- 436,130

Appendix 2a

Children and Young People Fees & Charges Proposals – 2010/11

1. Introduction

1.1 The main report highlights the fact that the starting point for the base budget assumes that fees and charges will increase by 1.5%. However officers seek every opportunity to maximise income, while 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';
- 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.
- 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.

1.2 The main Children and Young People services and functions to which fees and charges apply
are:

1. Home to School Transport
2. School Meals
3. Youth Service
4. GIS Ordnance Survey Maps

2. Children & Young People Directorate Proposals

2.1 Home to School Transport

A review of the home to school transport policy took place during 2009/10, and the policy for the 2010/11 academic year was approved by Executive. This included a review of charges for the Fare Paying Scheme, which is now a graded fare charging system based on radial distance. The current charges are as follows:
A up to 3 miles - £193 per year (£96.50 per half year)
B up to 6 miles - £386 per year (£193 per half year)
C over 6 miles - £739 per year (£369.50 per half year)

2.2 School Meals

The school meals contractor is Dolce and 67 schools are in the contract. The meal price is £2.00 for both primary and secondary schools for a two course meal. These meal prices have been agreed until July 2012 when the contract with Dolce expires.

Appendix 2a

2.3 **Youth Service**

Youth Officers have set fees and charges across all the centres to ensure compatibility. This includes size of venue, and resources available.

2.4 **GIS Ordnance Survey Maps**

It is proposed to keep the charges for ordnance survey maps at £20.

3. Summary of Proposals

The detailed proposals for fee increases are set out below.

Summary of proposed changes to fees and charges – Children & Young People 2010-2011			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Youth & Community Centres – facility hire to voluntary and community groups			
Meeting Room	£7.60	£7.70	
Small Hall/Theatre	£13.00	£13.20	
Large Hall/Gymnasium	£17.85	£18.10	
Kitchen & Coffee Bar	£10.85	£11.00	
Stage/Lighting /Sound Additional charge dependent upon individual requirements			
Youth & Community Centres – facility hire to commercial organisations			
Meeting Room	£12.90	£13.10	
Small Hall/Theatre	£19.60	£19.90	
Large Hall/Gymnasium	£27.05	£27.45	
Kitchen & Coffee Bar	£16.30	£16.55	
Activity programme for Young People			
Annual Youth Club membership varies according to nature of club			
Basic sessional charge	60p	60p	
Instructional session	£1	£1	

Appendix 2a

Summary of proposed changes to fees and charges – Children & Young People 2010-2011			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
6 week evening course in adventurous activity	£36.50	£37.00	
Residential Activity Programmes for Young People (see brochures for details)			
Croft Field Centre – charges based on group size and length of stay			
Adventurous Expeditions – charges based on actual cost of travel, accommodation and travel.			
GIS Ordnance survey maps			
Charges per map			£20

Appendix 2b

Community Services Fees & Charges Proposals – 2010/11

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. 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 Fairer Charging Policy for non residential services, introduced in 2003, 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, accommodation, rates, insurance etc. plus disability related costs, for example, community alarm system, extra heating costs.

1.5 These allowances are then deducted from the total income to give an assessable income. Since 2008/9 West Berkshire Council has used 100% of the assessable income as chargeable income in line with most other Councils.

1.6 There are generally two types of charges – discretionary and statutory.

Discretionary Charges

Home care and Laundry

1.7 The average increase being proposed for home care, and laundry services is 1.5% to reflect the downturn in inflation rates nationally Some charges are rounded to the nearest 5p or 10p and some individual increases may be slightly different. This is line with the increases to Pension Credit and other benefits that are payable by the Benefits Agency to some of the service users.

Community meals

1.8 The Council, through a contract with Apetito, provides just under 56,000 meals per annum to individuals who are assessed as "critical" and unable to heat a prepared meal or provide themselves a hot meal. The charge is proposed at £4.10 per meal and is not means tested. The cost to West Berkshire Council is £5.74 per meal. This is a subsidy of £1.64. per meal.

Respite Care

1.9 To date, a standard charge has been applied under Charging for Residential Accommodation Guidance (CRAG) regulations. The charge has been £70.65 per week for older people with slight variations on the figure for adults, depending on age and Benefits entitlement.

As Personal Budgets become the default position for service users over the next 1-2 years, it will be necessary to charge respite care under WBC Fairer Charging Policy rather than CRAG. This will mean in practise that service users will be charged the actual for respite care and then means tested. The modelling for this proposal has identified approximately 80 individuals who will be adversely affected. A detriment will be applied for those individuals ie a phased introduction from the current charge to the new charge over 3 years.

It is proposed by the Adult Social Care Transformation Board, that the decision to change from charging a standard rate to charging under Fairer Charging will be dealt with by an Individual Decision by the Portfolio Lead as it entails a change in the Council's policy.

Day Care and Transport

1.10 As the Council progresses Personal Budgets 2 key issues arise with regard charging for day care and transport,similar to charging for respite care;

(i) Cost of the service; day services and transport costs will need to reflect a figure much closer to the unit costs. The Personal Budgets Project Board is proposing the following for day services, currently charged at £10.20

Older People	£20 per day
Learning Disability	£40 per day
Mental Health	£40 per day
Physical disability	£40 per day

And for transport,currently charged at £1.15 to £5 per journey

.

(ii) Profiling our service users, indicates approximately 100 will be disadvantaged by this proposal, mainly those who pay full costs, A detriment over 3 years will be proposed for these individuals.

The Project Board is still working up these proposals and has yet to consult with service users, It may therefore be necessary to begin 2010/11 with a standard uplift of 1.5% on 2009/10 charges.

Day Care- Other Local Authorities

1.11 The charge to other local authorities and Health organisations for places in West Berkshire day services is increasing by 1.5%. The charge is based on an inflationary uplift. At present two other local authorities use WBC services each week. The proposed new charges will be:

Physical disability	£88.35
Older People	£54.35
Learning Disability	£82.65
Mental Health	£62.35

Housing

1.12 The rental costs of Temporary Accommodation in West Berks needs to be increased by 5% social cap in line with the national increase for social housing rents and to ensure that the council is able to pay for the maintenance cost of these properties.

Social Care Training

1.13 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 training and charges represent the average costs eg for a place on a course. 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 a 1.5% increase to our charges to recognise increasing costs.

The Department of Health requires Councils to work closely with it's partners on joint training and to facilitate improved standards of care through training initiatives, therefore some joint training has to apply the same charges as the partners involved and will sit outside this charging policy."

	Full Day	**Half Day**
Adult & Children's Social Care Staff at WBC	Funded	Funded
Private, Voluntary & Independent social care providers, partners & accredited organisation & Direct Payments service users	£36.00	£20.50
Anyone else	£66	£36
Social Care Trainer Hire to Private, Voluntary & Independent social care providers, partners & accredited organisation	£122	No half day rate

Social Care Trainer Hire to anyone else	£305	No half day rate
Hire of training room & equipment for Private, Voluntary & Independent social care providers, partners & accredited organisation	£66	£36

Statutory Charges

1.14 The method of assessing contributions from clients in long-term residential care is covered by CRAG regulations issued by the Department of Health.

1.15 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 an increase of 1.5% from £689.20 to £699.55 per week.

1.16 The attached appendix gives details of the new charges.

Community Services Fees & Charges Proposals – 2010/11

2 Cultural Services

2.1 Charges for cultural services are almost entirely for discretionary services. The West Berkshire Leisure Card was introduced in April 2009. By the end of November 2009, 22,373 cards had been issued to library and leisure centre users. As well as allowing card holders to benefit from discounted charges, the data gathered in the first year of operation will provide detailed customer analysis later this year.

Leisure Centres

2.2 All of the Council's Leisure Centres are managed under contract by Parkwood Leisure. The Council sets the maximum fee that can be charged. 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. This approach is designed to ensure access to core services at charges that can be afforded by all whilst allowing for a full cost recovery for value added activity such as teaching, coaching, and instructional programmes and other commercial activity within the Council's assets.

2.3 In placing all of the Council's Leisure Centres under the operational control of a single contractor, West Berkshire Council hoped to be able to unify pricing structures across the District. However, it was recognised that this would have resulted in significantly increased prices at some sites. Parkwood indicated that

they would prefer to align prices across all leisure centre sites more gradually over a number of years. Although this has been progressed since 2007, there are still a few variations where prices will need to increase by more than the rate of inflation in order to catch up with other sites. No sites will charge more than the maximum permissible charge.

2.4 The terms of this contract allow the contractor to retain all income up to an agreed threshold. If the total income exceeds this threshold then a sliding scale of income share arrangements start to apply. Both the threshold and the actual scale of charges are subject to year on year inflationary uplifts. In practical terms the threshold is unlikely to be reached unless windfall conditions apply. For example, the complete closure of a significant competitor in the same catchment area. Increases in fees and charges for leisure centres will therefore have no effect on the income generated by West Berkshire Council.

2.5 The national free swimming programme continues into the 2010 / 2011 financial year. This central government grant allows all people over 60 years of age to have free entry to public swimming sessions across all Council owned swimming pools.

2.6 Leisure Centre Joint Management Committees will be consulted on the proposed fees and charges during the January / February round of meetings.

Heritage and Tourism Services

2.6 The Tourism team have proposed increases of 1.5% to the advertising prices for inclusion in the tourism guide "Welcome to West Berkshire". The new prices relate to inclusion for the year beginning 1st January 2011.

2.7 West Berkshire Museum is the repository for the archive resulting from any developer funded archaeological work in West Berkshire. It has become usual practise for museums to charge the developer, via the archaeological contractor, a contribution towards the care of this archive. These costs are based on the equivalent to the rate of the English Heritage (HBMC) box storage grant; no change in the current fees is proposed for 2010/11.

2.8 The fee charged for research undertaken by staff for commercial or large enquiries has been extended to apply to the museum as well as the archaeology service.

2.9 There is no proposal to increase charges made to use images that are the property of West Berkshire Council which are compatible with those published by other museums. In response to evidence that some local history groups, etc, are no longer using images from the Museum's collections as they find the charges prohibitive it is proposed to introduce discounted fees for non-profit making organisations based in West Berkshire, including parish councils.

2.9 Charges for room hire at Shaw House have not been increased for West Berkshire Council or Not For Profit bookings. Charges for Commercial bookings have been reduced by 12% following a review of this strand of business which

currently accounts for less than 1% of bookings. The difference in charges between not for profit and commercial bookings is comparable with other venues.

2.10 Charges for heritage visitors to Shaw House have been significantly revised following a first season of opening. These reflect the current product offer, i.e. a restored house but still within school grounds rather than pleasant gardens. In addition these revised prices reflect market testing during 2009, visitor feedback, research of comparative venues and recent research into heritage visits by families. The headlines are all charges are reduced by 25% and family ticket is under £10.

Library Services

2.11 The library service proposes to keep most of its charges unchanged for 2010/11. West Berkshire is already charging high overdue fines in comparison with other library authorities. The service is also trying to ensure a degree of parity on fines with other members of the SELMS consortium to facilitate ease of use for library customers across authority boundaries. Concern about incurring fines does deter some potential library users.

2.12 The development of on-line DVD hire services and the increasing availability of downloadable materials are driving down charges in existing hire services. A wider review of “chargeable” services will be completed in 2010 and until outcome of this review is known, the recommendation is to freeze hire charges at the 2009/10 level.

2.13 The service is proposing to increase some of the photocopying charges, and this will be matched in Heritage and Tourism. In addition a new charge for the hire of performance sets borrowed from outside the SE region is being proposed.

Description	Fees 2009/10	Proposed Fee 2010/11	Notes
Service – All client groups			
Home care – maximum hourly rate	£18.35	£18.65	
Home care – key safes at client's home	£37.15	£37.75	
Laundry service	£4.00	£4.10	
Community meals and meals provided by WBC day care centres	£4.00	£4.10	
Transport – maximum charge per journey	£1.15	£1.20	
Community Respite Care maximum hourly charge	£12.35	£12.55	
Residential respite care per week	£70.65	£71.75	
Day care – maximum attendance charge per day	£10.20	£10.35	
Home care – maximum hourly rate	£18.35	£18.65	
Home care – key safes at client's home	£37.15	£37.75	
Laundry service	£4.00	£4.10	
Community meals and meals provided by WBC day care centres	£4.00	£4.10	
Transport – maximum charge per journey	£1.15	£1.20	

Description	Fees 2009/10	Proposed Fee 2010/11	Notes
Service – All client groups			
Community Respite Care maximum hourly charge	£12.35	£12.55	
Residential respite care per week	£70.65	£71.75	
Day care – maximum attendance charge per day	£10.20	£10.35	

Service - Elderly			
Residential care – Minimum charge per week	£70.65	£71.75	
Residential care WBC Homes - full cost per week	£689.20	£699.55	
Residential care independent sector homes - full cost per week	Actual cost	Actual cost	
Residential care WBC Homes – charge the assessed contribution whilst in hospital if bed is being 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 review period.	Assessed charge from date of admission	Assessed charge from date of admission	
Day care – full cost to OLAs per day	£53.55	£54.35	

Service Physical Disabilities			
Residential care – Minimum charge per week 25yrs-60yrs	£65.25	£66.23	
Residential care – Minimum charge per week 18yrs-24yrs	£52.70	£53.50	
Residential care independent sector homes - full cost per week	Actual cost	Actual cost	
Day care – full cost to OLAs per day	£87.00	£88.35	
Service -Learning Disabilities			
Residential care – Minimum charge per week 25yrs-60yrs	£65.25	£68.55	
Residential care – Minimum charge per week 18yrs-24yrs	£52.70	£53.50	
Day opportunities – full cost to OLAs/PCTs per day	£81.60	£82.85	

Service -Learning Disabilities			
Supported Employment– full cost to OLAs/PCTs per day	£115.30	£117.05	
Transporting clients from care homes to day centre (charge to provider)	At cost	At cost	
Charge to voluntary organisation for using Greenfield House per day	£25.90	£26.30	
Adult Placement – management fee to OLAs per week	£72.25	£73.35	
Service –Mental Health			
Residential care – Minimum charge per week 25yrs-60yrs	£65.25	£68.55	
Residential care – Minimum charge per week 18yrs-24yrs	£52.70	£55.35	
Day care – full cost to OLAs per day	£61.40	£62.35	

Service – Training			
Charges to OLAs in Berkshire & other WBC Directorates per training day	£65	£66.00	
Charges to OLAs in Berkshire & other WBC Directorates per half day	£35.00	£36.00	
Charges to independent sector contracted and/or accredited providers:			
Per training day	£35.00	£36.00	
Per half day course.	£20.00	£20.50	
Bespoke training per day	£120.00	£122.00	
Charges to independent sector non- accredited providers:			
Per training day	£70.00	£71.05	
Per half day course.	£35.00	£35.55	
Bespoke training – per day	£300.00	£304.50	

Charges to independent sector non- accredited providers:			
Cancellation charge outside of notice period	Full charge of course	Full charge of course	
Hire of training room & equipment per half day	£35.00	£35.55	
Hire of training room & equipment per day	£65.00	£66.00	

Service –Housing			
Copy of Housing Needs Assessment	No Charge	No Charge	Other Local Authorities do not charge for this so we are not able to
Average rent for temporary accommodation per week	£87.90	£92.30	
Do it yourself Shared Ownership rent	5% on Individual contract terms	5% on Individual contract terms	

Tourism Service Fees and Charges.			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Annual Charges for Entries in the Welcome to West Berkshire Guide and Website.			
Attractions ¼ Page Basic Entry	£64.00	£65.00	**Basic Entry** Provides a listing on the Visit West Berkshire Website. www.visitwestberks.org.uk
Attractions ¼ Page Enhanced Entry	£328.00	£335.00	**Enhanced Entry** Provides a listing on the Visit West Berkshire Website that contains a direct link through to the establishments own website.
Attractions ¼ Page Premium Entry	£412.00	£420.00	**Premium Entry** Provides an enhanced website entry and space in the printed guide.
Attractions ½ page *Premium Entry*	£717.50	£730.00	
Attractions 1 Page *Premium Entry*	£1,215.00	£1,235.00	
Mid Year Entries into the web site only.			
Attractions ¼ Page *Basic Entry*	£64.00	£65.00	

Tourism Service Fees and Charges.			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Annual Charges for Entries in the Welcome to West Berkshire Guide and Website.			
Eating Out *Basic Entry*	£64.00	£65.00	
Eating Out *Enhanced Entry*	£128.00	£130.00	
Eating Out *Premium Entry*	£170.00	£175.00	
Eating Out *Premium Extra*	£82.00	£85.00	**Premium Extra** Is the add on cost to an accommodation provider, already advertising in the printed guide, who wants a separate listing in the eating out section.
Mid Year Entries into the web site only.			
Eating Out *Basic Entry*	£64.00	£65.00	

Tourism Information Centre Charges.			
Description	**Current Fee**	**Proposed Fee 2010/11**	**Notes**
Accommodation Bookings	10% of first night charge or £5.00 booking fee	10% of first night charge or £5.10 booking fee	
Ticket Commission	Ticket Commission fee 10%	Ticket Commission fee 10%	

Tourism Service Fees and Charges.

Description	Current Fee 2009/10	Proposed Fee 2010/11	Notes
Annual Charges for Entries in the Welcome to West Berkshire Guide and Website.			
Accommodation 1 – 3 rooms	£168.00	£170.00	
Accommodation 4 – 6 rooms	£200.00	£205.00	
Accommodation 7 – 9 rooms	£255.00	£260.00	
Accommodation 10+ rooms	£285.00	£290.00	
Mid Year Entries into the web site only.			
Accommodation 1 – 3 rooms	£11.90 a month or £64 (which ever is greater)	£12.10 a month or £65 (which ever is greater)	
Accommodation 4 – 6 rooms	£14.17 a month or £64 (which ever is greater)	£14.40 a month or £65 (which ever is greater)	
Accommodation 7 – 9 rooms	£17.71 a month or £64 (which ever is greater)	£18.00 a month or £65 (which ever is greater)	
Accommodation 10+ rooms	£20.19 a month or £64 (which ever is greater)	£20.50 a month or £65 (which ever is greater)	

Heritage Service Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Shaw House – Heritage Visitors Admission Charges			
Adult	£5.00	£3.75	
Child (aged 5-16)	£2.50	£1.90	
Concession (over 60s, not in employment)	£4.00	£3.00	
Adult (with WB residents card)	£4.60	£3.40	
Child (with WB residents card)	£2.30	£1.70	
Concession (with WB residents card)	£3.60	£2.70	
Family (2 adults + up to 3 children)	-	£9.90	
Group Visit (15+ people)	£3.85	£2.90	
Group Tour (15+ people)	£8.70	£6.55	
Shaw House – Room Hire Charges - per hour			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Council Use	£18.00	£18.00	
Public Sector and Community Use	£29.75	£29.75	
Commercial Use	£44.50	£38.75	
Out of Hours Supplement	£25.00	£25.00	

Heritage Service Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
West Berkshire Museum – Archaeological Archive Box Fee			
Standard box (470mm x 270mm x 170mm)	£25.00	£25.00	Charge is paid by depositor on behalf of commercial client.
Half box	£12.50	£12.50	Charge is paid by depositor on behalf of commercial client.
Paper archive box	£8.00	£8.00	Charge is paid by depositor on behalf of commercial client.
Plan/drawing sheet	50p	50p	Charge is paid by depositor on behalf of commercial client.
Archaeology - Historic Environment Record Charges			
A4 computer print out (b/w) HER data	10p	10p	Charge set to match A4 Photocopying
A4 computer print out (colour) HER data	£1.00	£1.00	Charge set to match A4 Photocopying
A3 Computer print out (colour) HER Data	£1.50	£1.60	Charge set to match A4 Photocopying
Research charges – HER and Museum	Minimum £45 exc VAT for the first half hour. Thereafter £25 ex VAT per half hour	Minimum £45 exc VAT for the first half hour. Thereafter £25 ex VAT per half hour	Fees were previously raised in 2009-2010; and have been set for periods of 3 years. Therefore it is proposed that these charges apply until 2012. Charges are calculated to compensate the Council for the staff time utilised to provide information for commercial or very large enquiries.

Heritage Service Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Heritage Service – Use of Image Collection			
If supplied for private personal use only the image production fee is payable. Images supplied for publication incur both an image production fee and a reproduction charge.			
Image Production Fee			
Photo Print – up to A6	£5.00	£5.00	
Photo Print – up to A5	£10.00	£10.00	
Photo Print – up to A4	£15.00	£15.00	
Laser Scan – up to A4	£5.00	£5.00	
Digital Scan – to CD	£15.00	£15.00	Charge for single image; additional images @ £5.00 each
Digital Scan – to CD – Discounted rate for west Berkshire non-profit making organisations	£15.00	FREE	Provide on CD to be returned to Museum (refundable deposit). Plus image fee as per format above; image to be returned
Reproduction Charges			
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	£40.00	£15.00 one image £7.50 next 10 images (ie images 2 to 11) £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	£75.00	£30.00 one image	

Heritage Service Fees and Charges

Description	Current Fee 2009/10	Proposed Fee 2010/11	Notes
Heritage Service – Use of Image Collection			
Reproduction Charges (Continued)			
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	£15.00	£15.00 one image; £7.50 next 10 images; £5.00 for all subsequent images	Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Academic Publication, etc	£30.00	£30.00	Non-commercial, eg university or college
Academic Publication, etc – Discounted rate	£30.00	£15.00 one image; £7.50 next 10 images; £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	£40.00	£30.00 one image £15.00 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	£75.00	£50.00 one image £25.00 for all subsequent images	One year licence, on any page of website

Heritage & Tourism Service Fees and Charges

Description	Current Fee 2009/10	Proposed Fee 2010/11	Notes
Heritage & Tourism Service – Copying & Laminating Charges			
These charges are common with the library service.			
A4 Photocopy b/w	10p	10p	
A4 Photocopy colour	£1.00	£1.00	
A3 Photocopy b/w	20p	30p	
A3 Photocopy colour	£1.50	£1.60	
Laminating	£2.30 per metre	£2.50 per metre	

Library Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Printed Material Reservation Charges			
In stock items	Free	Free	
Items available in SELMS libraries	£2	£2	
Items obtained from British Library or other non SELMS authorities	£5	£5	The SELMS arrangements will reduce the number of requested items obtained from these sources.
Overdue charges			
Books for children	8p per day	8p per day	West Berkshire Libraries are part of the SELMS consortium. A further increase in fines would place the district out of line with the other consortium members.
Books for adults	18p per day	18p per day	
DVDs, CDs games etc	50p per day	50 per day	
Printing and photocopying charges			
A4 B&W	10p	10p	Copiers are coin operated. Increases to a charge which needs 2 coins, e.g.11p, are not practical. An increase in A3 charges however seems sensible.
A4 Colour	£1	£1	
A3 B&W	20p	30p	
A3 Colour	£1.50	£1.60	
Other charges			
Lost tickets	£2	£2.50	
Headsets for Playaways	£1	£1	Very low sales volumes.
Performing arts sets Performing arts sets obtained from outside the SE region	£5 per month	£5 per month £15 per month	Music scores etc for societies. New charge to reflect the additional cost of obtaining such material.

Library Fees and Charges			
Description	**Current Fee**	**Proposed Fee**	**Notes**

	2009/10	2010/11	
Hire charges (Residents Card Holders)			
Gold Star (new titles) DVDs	£3 per week		Charges by commercial suppliers of DVD hire and of on-line downloadable materials continue to fall. A price freeze is recommended in order to remain competitive.
Music CDs	£1 per week	£1 per week	
U cert DVDs (not gold star)	£1 per week	£1 per week	
Other cert DVDs	£2 per week	£2 per week	
Playstation 3 games	£4 per week	£4 per week	
Xbox 360 games	£4 per week	£4 per week	
Wii games	£4 per week	£4 per week	
PC games	£2 per week	£2 per week	
Playstation 1 and 2 games	£2 per week	£2 per week	
Hire charges (Non Card Holders)			
Gold Star (new titles) DVDs	£3.30 per week		As above.
Music CDs	£1.10 per week	£1.10 per week	
U cert DVDs (not gold star)	£1.10 per week	£1.10 per week	
Other cert DVDs	£2.20 per week	£2.20 per week	
Playstation 3 games	£4.40 per week	£4.40 per week	
Xbox 360 games	£4.40 per week	£4.40 per week	
Wii games	£4.40 per week	£4.40 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	

Leisure Centre Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Residents Card (Registration & issue)	No Charge	No Charge	
Admission Charges for West Berkshire Residents Cardholders.			
Swimming			
Peak Times			
Adult	£2.95	£3.00	
Junior	£1.85	£1.90	
Concessionary	£1.85	£1.90	
Over 60's	Free	Free	National free swimming programme
Off Peak Times			
Adult	£2.25	£2.30	
Junior	£1.25	£1.30	
Concessionary	£1.25	£1.30	
Over 60's	Free	Free	National free swimming programme
Hall Hire			
Adults			
Full Sports Hall	£38.50	£39.10	For standard 4 court hall.
Badminton Court	£7.60	£7.70	
Squash Court	£6.50	£6.60	
Juniors			
Full Sports Hall	£18.70	£19.00	For standard 4 court hall.
Badminton Court	£4.90	£5.00	
Squash Court	£3.20	£3.25	
Expressions Gym			
Casual User Induction	£26.00	£26.40	
Casual User	£6.00	£6.10	
Classes	£4.80	£4.90	
Monthly Membership	£33.00	£34.00	

Leisure Centre Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Non-Residents Card (Registration & issue)	£20.00	£20.30	
Admission Charges for Non-Cardholders.			
Swimming			
Peak Times			
Adult	£3.25	£3.30	
Junior	£2.00	£2.05	
Concessionary	£2.00	£2.05	
Off Peak Times			
Adult	£2.50	£2.55	
Junior	£1.40	£1.45	
Concessionary	£1.40	£1.45	
Hall Hire			
Adults			
Full Sports Hall (4 Courts)	£42.35	£43.00	
Badminton Court	£8.35	£8.50	
Squash Court	£7.15	£7.25	
Juniors			
Full Sports Hall (4 Courts)	£20.55	£20.85	
Badminton Court	£5.40	£5.50	
Squash Court	£3.50	£3.55	
Expressions Gym			
Casual User Induction	£28.60	£29.00	
Casual User	£6.60	£6.70	
Classes	£5.30	£5.40	
Monthly Membership	£36.30	£36.85	

Tourism Service Fees and Charges.			
Description	**Current Fee**	**Proposed**	**Notes**

	2009/10	Fee 2010/11	
Annual Charges for Entries in the Welcome to West Berkshire Guide and Website.			
Attractions ¼ Page Basic Entry	£64.00	£65.00	**Basic Entry** Provides a listing on the Visit West Berkshire Website. www.visitwestberks.org.uk
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Eating Out *Premium Entry*	£170.00	£175.00	
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Mid Year Entries into the web site only.			
Eating Out *Basic Entry*	£64.00	£65.00	

Tourism Information Centre Charges.			
Description	**Current Fee**	**Proposed Fee 2010/11**	**Notes**
Accommodation Bookings	10% of first night charge or £5.00 booking fee	10% of first night charge or £5.10 booking fee	
Ticket Commission	Ticket Commission fee 10%	Ticket Commission fee 10%	

Tourism Service Fees and Charges.

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Accommodation 4 – 6 rooms	£14.17 a month or £64 (which ever is greater)	£14.40 a month or £65 (which ever is greater)	
Accommodation 7 – 9 rooms	£17.71 a month or £64 (which ever is greater)	£18.00 a month or £65 (which ever is greater)	
Accommodation 10+ rooms	£20.19 a month or £64 (which ever is greater)	£20.50 a month or £65 (which ever is greater)	

Heritage Service Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Shaw House – Heritage Visitors Admission Charges			
Adult	£5.00	£3.75	
Child (aged 5-16)	£2.50	£1.90	
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Concession (with WB residents card)	£3.60	£2.70	
Family (2 adults + up to 3 children)	-	£9.90	
Group Visit (15+ people)	£3.85	£2.90	
Group Tour (15+ people)	£8.70	£6.55	
Shaw House – Room Hire Charges - per hour			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Council Use	£18.00	£18.00	
Public Sector and Community Use	£29.75	£29.75	
Commercial Use	£44.50	£38.75	
Out of Hours Supplement	£25.00	£25.00	

Heritage Service Fees and Charges			
Description	**Current Fee**	**Proposed Fee**	**Notes**

	2009/10	2010/11	
West Berkshire Museum – Archaeological Archive Box Fee			
Standard box (470mm x 270mm x 170mm)	£25.00	£25.00	Charge is paid by depositor on behalf of commercial client.
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Paper archive box	£8.00	£8.00	Charge is paid by depositor on behalf of commercial client.
Plan/drawing sheet	50p	50p	Charge is paid by depositor on behalf of commercial client.
Archaeology - Historic Environment Record Charges			
A4 computer print out (b/w) HER data	10p	10p	Charge set to match A4 Photocopying
A4 computer print out (colour) HER data	£1.00	£1.00	Charge set to match A4 Photocopying
A3 Computer print out (colour) HER Data	£1.50	£1.60	Charge set to match A4 Photocopying
Research charges – HER and Museum	Minimum £45 exc VAT for the first half hour. Thereafter £25 ex VAT per half hour	Minimum £45 exc VAT for the first half hour. Thereafter £25 ex VAT per half hour	Fees were previously raised in 2009-2010; and have been set for periods of 3 years. Therefore it is proposed that these charges apply until 2012. Charges are calculated to compensate the Council for the staff time utilised to provide information for commercial or very large enquiries.

Heritage Service Fees and Charges			
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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	£15.00	FREE	Provide on CD to be returned to Museum (refundable deposit). Plus image fee as per format above; image to be returned
Reproduction Charges			
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	£40.00	£15.00 one image £7.50 next 10 images (ie images 2 to 11) £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	£75.00	£30.00 one image	

Heritage Service Fees and Charges

Description	Current Fee 2009/10	Proposed Fee 2010/11	Notes
Heritage Service – Use of Image Collection			
Reproduction Charges (Continued)			
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	£15.00	£15.00 one image; £7.50 next 10 images; £5.00 for all subsequent images	Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Academic Publication, etc	£30.00	£30.00	Non-commercial, eg university or college
Academic Publication, etc – Discounted rate	£30.00	£15.00 one image; £7.50 next 10 images; £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	£40.00	£30.00 one image £15.00 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	£75.00	£50.00 one image £25.00 for all subsequent images	One year licence, on any page of website

Heritage & Tourism Service Fees and Charges

Description	Current Fee 2009/10	Proposed Fee 2010/11	Notes
Heritage & Tourism Service – Copying & Laminating Charges			
These charges are common with the library service.			
A4 Photocopy b/w	10p	10p	
A4 Photocopy colour	£1.00	£1.00	
A3 Photocopy b/w	20p	30p	
A3 Photocopy colour	£1.50	£1.60	
Laminating	£2.30 per metre	£2.50 per metre	

Library Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Printed Material Reservation Charges			
In stock items	Free	Free	
Items available in SELMS libraries	£2	£2	
Items obtained from British Library or other non SELMS authorities	£5	£5	The SELMS arrangements will reduce the number of requested items obtained from these sources.
Overdue charges			
Books for children	8p per day	8p per day	West Berkshire Libraries are part of the SELMS consortium. A further increase in fines would place the district out of line with the other consortium members.
Books for adults	18p per day	18p per day	
DVDs, CDs games etc	50p per day	50 per day	
Printing and photocopying charges			
A4 B&W	10p	10p	Copiers are coin operated. Increases to a charge which needs 2 coins, e.g.11p, are not practical. An increase in A3 charges however seems sensible.
A4 Colour	£1	£1	
A3 B&W	20p	30p	
A3 Colour	£1.50	£1.60	
Other charges			
Lost tickets	£2	£2.50	
Headsets for Playaways	£1	£1	Very low sales volumes.
Performing arts sets Performing arts sets obtained from outside the SE region	£5 per month	£5 per month £15 per month	Music scores etc for societies. New charge to reflect the additional cost of obtaining such material.

Library Fees and Charges			
Description	**Current Fee**	**Proposed Fee**	**Notes**

	2009/10	2010/11	
Hire charges (Residents Card Holders)			
Gold Star (new titles) DVDs	£3 per week		Charges by commercial suppliers of DVD hire and of on-line downloadable materials continue to fall. A price freeze is recommended in order to remain competitive.
Music CDs	£1 per week	£1 per week	
U cert DVDs (not gold star)	£1 per week	£1 per week	
Other cert DVDs	£2 per week	£2 per week	
Playstation 3 games	£4 per week	£4 per week	
Xbox 360 games	£4 per week	£4 per week	
Wii games	£4 per week	£4 per week	
PC games	£2 per week	£2 per week	
Playstation 1 and 2 games	£2 per week	£2 per week	
Hire charges (Non Card Holders)			
Gold Star (new titles) DVDs	£3.30 per week		As above.
Music CDs	£1.10 per week	£1.10 per week	
U cert DVDs (not gold star)	£1.10 per week	£1.10 per week	
Other cert DVDs	£2.20 per week	£2.20 per week	
Playstation 3 games	£4.40 per week	£4.40 per week	
Xbox 360 games	£4.40 per week	£4.40 per week	
Wii games	£4.40 per week	£4.40 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	

Leisure Centre Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Residents Card (Registration & issue)	No Charge	No Charge	
Admission Charges for West Berkshire Residents Cardholders.			
Swimming			
Peak Times			
Adult	£2.95	£3.00	
Junior	£1.85	£1.90	
Concessionary	£1.85	£1.90	
Over 60's	Free	Free	National free swimming programme
Off Peak Times			
Adult	£2.25	£2.30	
Junior	£1.25	£1.30	
Concessionary	£1.25	£1.30	
Over 60's	Free	Free	National free swimming programme
Hall Hire			
Adults			
Full Sports Hall	£38.50	£39.10	For standard 4 court hall.
Badminton Court	£7.60	£7.70	
Squash Court	£6.50	£6.60	
Juniors			
Full Sports Hall	£18.70	£19.00	For standard 4 court hall.
Badminton Court	£4.90	£5.00	
Squash Court	£3.20	£3.25	
Expressions Gym			
Casual User Induction	£26.00	£26.40	
Casual User	£6.00	£6.10	
Classes	£4.80	£4.90	
Monthly Membership	£33.00	£34.00	

Leisure Centre Fees and Charges			
Description	**Current Fee 2009/10**	**Proposed Fee 2010/11**	**Notes**
Non-Residents Card (Registration & issue)	£20.00	£20.30	
Admission Charges for Non-Cardholders.			
Swimming			
Peak Times			
Adult	£3.25	£3.30	
Junior	£2.00	£2.05	
Concessionary	£2.00	£2.05	
Off Peak Times			
Adult	£2.50	£2.55	
Junior	£1.40	£1.45	
Concessionary	£1.40	£1.45	
Hall Hire			
Adults			
Full Sports Hall (4 Courts)	£42.35	£43.00	
Badminton Court	£8.35	£8.50	
Squash Court	£7.15	£7.25	
Juniors			
Full Sports Hall (4 Courts)	£20.55	£20.85	
Badminton Court	£5.40	£5.50	
Squash Court	£3.50	£3.55	
Expressions Gym			
Casual User Induction	£28.60	£29.00	
Casual User	£6.60	£6.70	
Classes	£5.30	£5.40	
Monthly Membership	£36.30	£36.85	

Appendix 2c

Environment Fees and Charges Proposals – 2010/11

1. Introduction

1.1 One of the starting points for the base budget for 2010/11 is that fees and charges should increase by 1.5%. 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;
- 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 be subject to legal challenge if increases in fees and charges cannot be justified.

1.1.1 Within the Environment Directorate, fees and charges deliver annual income of approximately £5,478,000 (2009/10 original budget). The majority of fees and charges increases are in line with the 1.5% guideline in the budget strategy. The main exception is for car park charges, where there was an above inflation increase in April 2009 and therefore no further increase is proposed for April 2010.

2. Specific Proposals

2.1 Countryside and Environment

2.1.1 The original budget for 2009/10 income from fees and charges in Countryside and Environment was £566,000. Income is generated from the following areas:

- Hire of sports facilities at Henwick Worthy, Holy Brook and Northcroft
- Special waste collection charges
- Thatcham Nature Discovery Centre
- Environmental Health
- Licensing

2.2 Highways and Transport

2.2.1 The original budget for income from fees and charges for the Highways and Transport service in 2009/10 was £3,082,000. Fees and charges have been reviewed in order to generate additional income wherever possible. Any surplus income will be used to contribute towards efficiency savings in 2010/11. Fees and charges are generated from the following four areas:

2.2.2 Car Park Charges
The general tariff for car parks was increased from 80p to £1 per hour in Newbury and from 40p to 50p per hour in other car parks in April 2009. No further increase in parking charges is proposed in April 2010.

2.2.3 Licence Fees 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, 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 Sewerage Treatment
Approximately 150 properties, mainly in rural areas, are connected to small sewerage treatment plants. These are the responsibility of West Berkshire Council to maintain, but the householders pay a fee to the Council for maintenance.

2.3 Planning and Trading Standards

2.3.1 The original budget for 2009/10 for income from fees and charges for Planning and Trading Standards was £1,830,000. Income is generated from the following areas:

2.3.2 Development Control
Fees for planning applications are set centrally by the DCLG. There was a significant increase in the scale of planning fees in 2009/10, so no further increase is currently expected in 2010/11.

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. An overall increase of 1.5% in Building Control income has been built into the base budget for 2010/11. However, individual fees are still to be reviewed, taking into account

the expected level of different types of business, with a view to ensuring that the service is self financing.

2.3.4 Trading Standards

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

Description		2009/10 Fee	Proposed 2010/11 Fee	Notes
Countryside and Environment				
Henwick Worthy Sports Ground:				
Cricket – 1st Hand Wicket (per match)	Adult	£69.50	£70.50	
	Junior	£34.70	£35.20	
Cricket – 2nd Hand Wicket (used grass)	Adult	£52.00	£52.80	
	Junior	£25.70	£26.00	
Cricket – Artificial Wicket	Adult	£47.50	£48.20	
	Junior	£24.20	£24.60	
Cricket – 2nd (Reserve) Artificial Wicket	Adult	£23.60	£24.00	
	Junior	£23.60	£24.00	
Football – Grass (per game)	Adult	£54.00	£54.80	
	Junior	£26.40	£26.80	
Football - Mini Pitch	Adult	£30.60	£31.00	
	Junior	£15.30	£15.50	
Rugby – Grass (per game)	Adult	£54.00	£54.80	
	Junior	£26.40	£26.80	
Full Pitch Artificial Grass - peak	30 Mins	£30.00	£30.50	
	1hr Only	£60.20	£61.00	
	1hr 30mins (11 a side)	£89.00	£91.50	
Half Pitch Artificial Grass - peak	30 Mins	£17.80	£17.10	
	1hr Only (5 a side)	£33.70	£34.20	
	1hr 30mins	£50.50	£51.30	
Full Pitch Artificial Grass – off-peak	30 Mins	£14.30	£13.90	
	1hr Only	£27.40	£27.80	
	1hr 30mins (11 a side)	£39.30	£41.70	
Half Pitch Artificial Grass – off-peak	30 Mins	£7.60	£7.25	
	1hr Only (5 a side)	£14.30	£14.50	
	1hr 30mins	£21.00	£21.75	
Hardcourt Activities:			£0.00	
Netball (per court per hr)	Adult	£15.80	£16.00	
	Junior	£8.10	£8.20	
Tennis (per court per hr)	Adult	£5.20	£5.11	
	Junior	£2.60	£2.55	
Basketball	Adult	FREE	FREE	
	Junior	FREE	FREE	
Bike Scrambling (Grassy Mounds)	Adult	FREE	FREE	
	Junior	FREE	FREE	
Holybrook Park:				
Football – Grass (per game)	Adult	£44.40	£45.00	
	Junior	£22.00	£22.30	
Northcroft Recreation Ground:				
Football - Grass (per game)	Adult	£44.40	£45.00	
	Junior	£22.00	£22.30	
Michaelmas Fair		£3,285.00	£3,334.00	
Public Rights of Way				

Description		2009/10 Fee	Proposed 2010/11 Fee	Notes
Search fees		£15.00	£60.00	This uplift was subject to benchmarking with other authorities in the South East
Waste Services:				
Special Collection Charges (Bulky Household Collection)				
Normal (within 7 days)		£25.00	£25.40	
Within 48hrs outside property		£85.00	£86.30	
Within 7 days by appointment outside property		£42.00	£42.60	
Within 7 days by appointment inside property		£53.50	£54.30	
Within 48hrs inside property		£131.50	£133.50	
Asbestos		£25.00	£25.40	
Nature Discovery Centre:				
Charges for non-profit organisations:				
Meetings, exhibitions, talks per half day		£60.00	£65.00	
Meetings, exhibitions, talks evening per hire		£60.00	£65.00	
Meetings, exhibitions, talks full day hire		£100.00	£105.00	
Charges for commercial lettings:				
Meetings, exhibitions, talks mornings or afternoons per day		£100.00	£105.00	
Meetings, exhibitions, talks evening per hire		£120.00	£125.00	
Meetings, exhibitions, talks full day hire		£175.00	£180.00	
Conference Hire Full use of Discovery Centre			£350.00	
Food Hygiene Training:				
CIEH Level 1		£31.25	£31.70	*New qualification
CIEH Level 2		£62.50	£63.40	
CIEH Level 3		£270.00	£274.00	
Anti-Social Behaviour Act:				
High Hedges Fee (Class A – Fee Discretionary, approx 2% increase)		£656.00	£666.00	
Licences, Registrations and Similar Consents:				
Licensing Act 2003:				
Premises Licence – "one off" fees set by statute based upon rateable value (RV) of premises (Class B – Statutory Fee)				
Band A – RV up to 4300		£100.00	£100.00	Statutory -no increase.
Band B – RV 4300 to 33000		£190.00	£190.00	Statutory -no increase.
Band C – RV 33001 to 87000		£315.00	£315.00	Statutory -no increase.
Band D – RV 87001 to 125000		£450.00	£450.00	Statutory -no increase.
Band E – RV 125001 and above		£635.00	£635.00	Statutory -no increase.

Description		2009/10 Fee	Proposed 2010/11 Fee	Notes
Premises Licence – Annual Fee (Class B – Statutory Fee)				
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.
				Statutory -no increase.
Personal Licence - (Class B – Statutory Fee)		£37.00	£37.00	Statutory -no increase.
Temporary Event Notices (TEN's) - (Class B – Statutory Fee)		£21.00	£21.00	Statutory -no increase.
Gambling Licenses				
Casinos (small)	New Application	£7,500.00	£7,500.00	Statutory -no increase.
	Annual Fee	£3,750.00	£3,750.00	Statutory -no increase.
Bingo Clubs	New Application	£2,625.00	£2,625.00	Statutory -no increase.
	Annual Fee	£750.00	£750.00	Statutory -no increase.
Betting Premises	New Application	£2,250.00	£2,250.00	Statutory -no increase.
	Annual Fee	£450.00	£450.00	Statutory -no increase.
Tracks	New Application	£1,875.00	£1,875.00	Statutory -no increase.
	Annual Fee	£750.00	£750.00	Statutory -no increase.
Family Entertainement Centres	New Application	£1,500.00	£1,500.00	Statutory -no increase.
	Annual Fee	£562.00	£562.00	Statutory -no increase.
Adult Gaming Centres	New Application	£1,500.00	£1,500.00	Statutory -no increase.
	Annual Fee	£750.00	£750.00	Statutory -no increase.
Lotteries and Amusements	New Application	£35.00	£35.00	Statutory -no increase.
	Annual Fee	£17.50	£17.50	Statutory -no increase.
Sex Establishments – (Class A – Fee Discretionary, approx 2% increase)		£5,040.00	£5,116.00	No Licensed premises in the district
Street Trading Consents – (Class A – Fee Discretionary)		£2,120	£2,152.00	No increase in 2009
Street Trading Consents – (Class A – Fee Discretionary)(seasonal consent)			£1,077.00	New fee to facilitate seasonal trading such as Ice Cream vendors
Skin Piercing Registrations (one off registration) – (Class A – Fee Discretionary, approx 2% increase)				
Individual		£113.00	£115.00	
Premises		£228.00	£231.00	
Joint Application		£311.00	£316.00	
Animal Licences – (Class A – Fee Discretionary, approx 2% increase)				
Dog Breeding Establishments		£149.00	£151.00	
Animal Boarding Establishments		£391.00	£397.00	
Pet Shops		£228.00	£231.00	
Dangerous Animal Consent		£532.00	£540.00	
Zoo Licenses		£1,680.00	£1,705.00	
Riding Establishments (1 to 5 horses)		£259.00	£263.00	
Each additional 10 horses or part		£88.00	£89.00	

Description		2009/10 Fee	Proposed 2010/11 Fee	Notes
Private Water Supplies				
Sampling Charges - (Class B – Statutory Fee)		Various		Statutory - no increase
Environmental Protection Act 1991b		Various		Statutory - no increase
Scheduled Processes - (Class B – Statutory Fee)				Statutory - no increase
Inspection of Housing Premises for Immigration purposes (Class A – Fee Discretionary, approx 2% increase)		£259.00	£263.00	
Fees for Information – per hour rate, minimum two hour charge (Class A – Fee Discretionary, approx 2% increase)				
Environmental Info Individual, Non Commercial		£35.00	£35.50	
Commercial and Government		£64.00	£65.00	
Civil Actions (Class A – Fee Discretionary, approx 2% increase)		£64.00	£65.00	
Taxi Licenses – (Class A – Fee Discretionary, approx 2% increase)				
Vehicle – New		£188.00	£191.00	
Vehicle – Renewal of Licence		£188.00	£191.00	
Replacement Plate		£34.00	£34.50	
Transfer of Ownership		£95.50	£97.00	
Test & Seal Meter		£46.50	£47.20	
Driver – 3 year Licence		£229.50	£233.00	
Replacement Badge		£34.00	£34.50	
Replacement Licence		£34.00	£34.50	
HC Knowledge Test (per test)		£63.00	£64.00	
Criminal Records Disclosure		£51.00	£51.00	Includes £15 administration fee. £36.00 paid by Council directly to Criminal Records Bureau.
Medical (PH & HC)		£90.00	£90.00	Paid by Council directly to NHS
Change of Address (PH & HC)		£10.50	£10.50	Not previously listed
Private Hire Vehicles – (Class A – Fee Discretionary, approx 2% increase)				
Operator – New and renewal 1-4 vehicles		£49.50	£163.00	Large % increase due to the need for cost recovery
Operator – New and renewal 5-9 vehicles			£261.00	New fees due to the need for cost recovery
Operator - New and renewal 9+ vehicles			£407.00	New fees due to the need for cost recovery
Vehicle – New		£178.50	£181.00	
Vehicle – Renewal		£178.50	£181.00	
Replacement Plate		£34.00	£34.50	
Transfer of Ownership		£95.50	£97.00	
Driver – 3 year Licence		£229.50	£233.00	
Replacement Badge		£34.00	£34.50	
Replacement Licence		£34.00	£34.50	
PH Knowledge Test (per test)		£63.00	£64.00	

Description		2009/10 Fee	Proposed 2010/11 Fee	Notes
Dog Warden Services:				
Stray Dogs Administration Charge (seizure fee)		£53.50	£54.30	
Out of hours seizure Fee		£95.00	£96.40	
Kennels per Day (Class A – Fee Discretionary, approx 2% increase)		£11.20	£11.40	

Appendix 2d

Chief Executive's Fees & Charges Proposals – 2010/11

1. Introduction

1.1 The main report highlights the fact that in building the base budget the starting point is that fees and charges should increase by a minimum of 1.5%. In reality, however, officers seek to look at 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 Chief Executive's Directorate the main services and functions to which fees and charges apply are detailed in the specific proposals section below.

2. Specific Proposals

Registration Services

2.1 Registration fees are largely controlled by statute. A benchmarking exercise has been undertaken of fees charged by seven neighbouring authorities. The results of this indicated that West Berkshire should increase their fees as shown in the table overleaf in order to offer best value for money.

Electoral Services

2.2 These charges are statutory, set by Government and the Council has no discretion to vary.

Land Charges

2.3 There has been increasing private sector competition in the area of Land Charges in recent years. As a result of this competition (the private sector is able to charge less for searches than the local authority) the Council has progressively lost market share and income. 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. For 2010/11 the fee structure has been reviewed to continue compliance with the cost recovery model. This requires an uplift of 1.5%.

Legal Fees

2.4 It is proposed to increase the Council's Legal charges for third party work to bring the charges in line with other Berkshire Authorities.

Description	Current Fee 2009/10	Proposed Fee 2010/11	Notes
Registration			
Ceremonies at approved premises (Mon-Fri)	£240	£280	All increases rounded to the nearest £5 pounds.
Ceremonies at approved premises (Sat)	£270	£330	
Ceremonies at approved premises (Sun and Bank Holidays)	£340	£380	
Approved Premises Licence (more than one room)	£1750	£1775	
Approved Premises (one room)	£1580	£1605	
Approved Premises (addition of additional room to existing licence)	£300	£305	
Celebratory Services –Baby Naming/Affirmation of vows -Shaw House Mon to Fri Sat	£115 £155	£150 £180	New Services
Celebratory Services – Baby Naming/Affirmation of vows-At Approved Premises Mon to Fri Sat Sun	£165 £190 £255	£180 £205 £260	New Services
Elections			
All fees are statutory			No change. All fees are statutory.
Local Land Charges			
LLC1	£53	£54	Fees uplifted to comply with cost
Con29 PT1	£32	£32	

Description	Current Fee 2009/10	Proposed Fee 2010/11	Notes
Con29 PT11	£16	£16	recovery principles
Additional Questions	£32	£32	
Con29 additional parcel	£22	£22	
LLC1 additional parcel	£37	£38	
Personal search	£11	£11/£22	Statutory fee – increasing to £22 from 1.1.10
Personal search additional parcel	£1	£1	Statutory fee
Legal			
Hourly charging costs:			
Managers Team Leader Solicitor Legal Executive / Senior Legal Assistant This covers salary, employers' costs and other support charges – rent, office space, photocopying, postage, etc.	£88 £84 £82 £72	£113 £108 £105 £92	

Appendix 3

Contractual Inflation provision 2010-11

The following appendix sets out the cost of inflationary pressures on the Council above the 1.5% inflation assumed for contractual non-pay items. The percentage increases shown are for the whole contract.

Directorate	**£'000**	**£'000**
CYP		
Home To School Travel Inflation @3.1%	71	
In house Fostering costs	15	
Software contract increases	28	
Total CYP		114
Community Services		
Catering contract	15	
Total Comm. Services		15
Environment		
Local bus Service @3.1%	18	
Waste contract @3%	221	
Total Environment		239
Chief Executive		
Software contract increases	18	
Total Chief Executive		18
Total Super-inflation requirement		**386**

Appendix 4

Service Investments 2010-11

Children and Young People's directorate

Activity	Cost (£'000s)	Council Plan Theme
Additional Education Welfare Officer	31	Protecting Vulnerable People
Speech and Language therapy	80	Protecting Vulnerable People
Childcare Lawyers	48	Protecting Vulnerable People
Child Protection Services	100	Protecting Vulnerable People
Total CYP	**259**	

Community Services directorate

Activity	Cost (£'000s)	Council Plan Theme
Lost income due to closure of Taceham House	30	Affordable Housing
Finance support for the Adult Social Care Transformation savings programme	35	Value for Money
Total Community services	**65**	

Appendix 4

Environment directorate

Activity	Cost (£'000s)	Council Plan Theme
LDF and Minerals and waste	150	High Quality Planning
Planning income; sale of information	15	High Quality Planning
Consultancy budget for planning appeals/statutory planning	75	High Quality Planning
LTP3 delivery	20	Better Roads and Transport
Joint arrangements	146	Cleaner and Greener
Transport grant	35	Better Roads and Transport
Property – no increase in rent following Rent Reviews due to current economic climate. Anticipated income from rent will be no higher than last year	17.5	n/a
Total Environment	**458.5**	

Chief Executive's directorate

Activity	Cost (£000)	Council Plan Theme
Pressure on roundabout sponsorship. Due to the economic climate the budget of £62k income is unlikely to be met.	20	n/a

Appendix 4

Pressure from risk management in ICT	9	n/a
Standards Committee	5	Excellent Performance Management
Members' allowances	1.5	n/a
Land charges	66	n/a
Modern records	28	n/a
Domestic abuse reduction co-ordinator	35	Safer and Stronger Communities
Total Chief Executive	**164.5**	

Appendix 5

Adult Social Care: Demographic growth and service Investments 2010-11

Activity	Cost (£'000s)	Council Plan Theme
PCT and continuing care pressure	850	Promoting Independence
Trafalgar Court	324	Protecting Vulnerable People
Echoes contract	26	Protecting Vulnerable People
Home Care – lease cars	63	n/a
Home care – income deficits	80	n/a
LD – clients with older parents	50	Protecting Vulnerable People
Funding of 2 x 0.5 OT's from DFG previously	40	Promoting Independence
Equipment pressure from the joint cross Berkshire joint arrangement	45	Promoting Independence
OP / PD commissioning budget pressures	764	Promoting Independence
Increase in appointeeship cases	25	Protecting Vulnerable People
Total	**2267**	

Appendix 6

Savings Proposals 2010-11

The savings proposals for 2010-11 have been split into separate corporate themes in the revenue budget. This reflects the themes identified in the MTFS (Medium Term Financial Strategy) for achieving savings over the medium term. The savings proposals total £3.3m for 2010-11 and are part of a three year programme of savings proposals to ensure that the Council is able to deliver services within the financial resources available.

The savings proposals are split across the following themes:

Summary of total savings *by MTFS theme*	**2010-11**	**FTE reduction**
	£k	
Value for Money	320	
Corporate Service Transformation	940	
Income Generation	108	
Shared Services	30	
Efficiency	877.5	5.5-6.5
Disinvestment	1020.9	16+
Savings sub-total	**3,296.4**	**21.5-22.5+**

Further analysis and commentary on these savings is provided below. Each of the themes includes proposals from the different directorates.

Value for Money

Value for Money	**Impact**	**2010-11**	**Directorate**	**FTE reduction**
		£k		
SEN and placement reviews	Amalgamation and VfM review	120	CYP	
VfM service review		200	All	
Total		**320**		

The Council offers good Value for Money to taxpayers. Our external auditors, KPMG, have assessed the Council at a level 3 (out for 4) as part of the new Use of Resources assessment in 2009. One of the Council Plan outcomes is Value for Money, and the Council has set out a Value for Money strategy (appendix H to Medium Term Financial Strategy) detailing how the Council compares to other authorities on the Value for Money it offers.

Corporate Service Transformation

One of the biggest issues facing the Council is the continued increase in the cost of adult social care fuelled almost entirely by an ageing population and growing numbers of people with a disability that require Council support. This is a national issue and one which is of such significance that many local authorities are now questioning their ability to continue to provide social care in the way that many have been used to for several generations. Given other pressures it is difficult to see how the current system of care can be afforded over the coming decade without a significant financial investment, and the latest paper on personal home care will only further increase the financial pressure on local government.

The Council has embarked on a major transformational service programme to help deliver services within the financial resources available. More information can be found in our Putting People First webpages on http://www.westberks.gov.uk/index.aspx?articleid=15247.

Corporate service Transformation	Impact	2010-11	Directorate	FTE reduction
Preparing for the future – phase 2	Savings to be achieved through service redesign (learning disability services)	200	CS	
Re-ablement	Savings to be achieved through service redesign (home care)	365	CS	
Extra Care Housing	Alternative to traditional residential care. Savings dependent on build timescales being met. Currently being reviewed in light of increased demographic demand above original	350	CS	

Appendix 6

	forecasts			
Personal Budgets	Estimated savings based on pilot studies	25	CS	
Total Savings		**940**		

Income Generation

Income Generation	**Impact**	**2010-11**	**Directorate**	**FTE reduction**
		£k		
Increased income in respect of revenues and benefits	Range of proposals to increase income in respect of Revenues and benefits including court costs etc	25	CEX	
Footcare service	Income generation through redesigned service	15	CS	
Review of Fees and Charges; Legal Services		29	CEX	
Fair funding		18	CEX	
Review of Charges		21	CEX	
Total		**108**		

As part of the Council's directorates input to the savings programme, an in-depth review of fees and charges was undertaken in 2008. This identified further increase to fees and charges for the 2010-11 financial year, but these are significantly less than those identified in the previous financial year. The economic downturn in late 2008 and the majority of 2009 has further constrained the Council's ability to generate further revenues from changes to fees and charges.

Increase to fees and charges are highlighted in the fees and charges appendices (2a to 2d) to the Council revenue budget paper.

Appendix 6

Shared Services

For the 2010-11 financial year, the Council is entering into a shared service for Trading Standards with Wokingham District Council.

Shared Services	Impact	2010-11	Directorate	FTE reduction
		£k		
Trading Standards	Savings can be achieved in WBC budget if project proceeds, but there is a risk that the project may be delayed if Wokingham's savings expectations prove to be unrealistic	30	ENV	
Total		**30**		

Efficiency

Efficiency	Impact	2010-11	Directorate	FTE reduction
		£k		
General Efficiency	In depth review of non-staffing budgets	150	CYP	
Staff related costs and efficiencies	Range of staff related cost savings across a number of Service Units and smaller efficiency savings	144.5	CEX	1.5 potentially
Work force strategy review	Review of working practices in Customer Services	30	CYP	
Waste Efficiencies	Saving can be achieved from lower than expected expenditure on bulky waste	68	ENV	

Appendix 6

	collections			
Transfers to DSG	Spend transferred to DSG	20	CYP	
Grant realignment	Off-set Council spend against incoming grants	30	CYP	
Housing and Cultural services	Efficiency savings to be achieved through contracts and restructure	100	CS	
Concessionary fares	Saving expected to be one-off only	100	ENV	
ICT maintenance	Reduce ICT maintenance budget.	50	CEX	
Contract efficiency – Highways maintenance	Efficiencies in the contract with Volker Highways.	22	ENV	
Newbury Bus Station	Ongoing savings from changes to Bus Station management	28	ENV	
CCTV	Efficiency saving through sharing CCTV Control Room provision with RBWM. Will ensure 24/7 cover, greater resilience and significant cost avoidance in terms of future capital investment.	135	CEX	4-5
Total		**877.5**		**5.5-6.5**

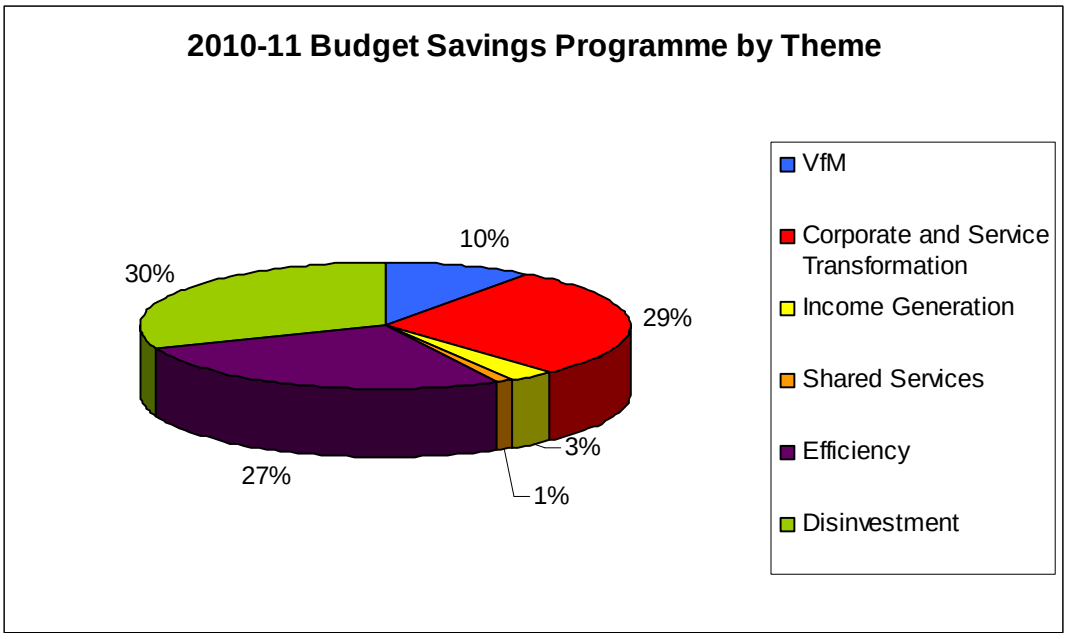
The council has reviewed its staffing budgets and contracts and identified further areas for efficiency savings in the financial year 2010-11. Improving efficiency is a key area of the Council's savings programme and delivers just under £0.9m (or 27%) of the total savings figure.

Appendix 6

Service Disinvestment

To ensure that the Council achieves its savings programme, the organisation is required to review its current service provision and reduce this in some areas and decrease staffing levels and overheads in future years.

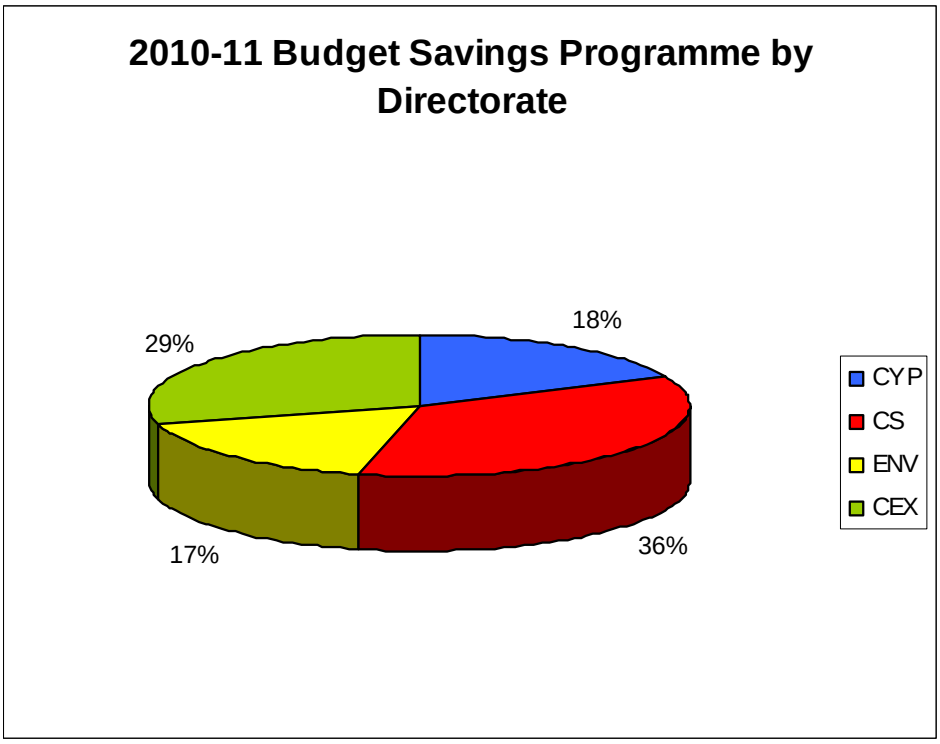
Disinvestment	Impact	2010-11	Directorate	FTE reduction
		£k		
Senior Management Review		720.9	ALL	12
Staff reductions	Savings through the work of the budget monitoring panel	100	ALL	tbc
Reduce early intervention		100	CS / CYP	
Disinvestment in youth Services	Reduction in staffing within Youth Services	100	CYP	4
Total		**1020.9**		**16+**



Appendix 6

Savings programme by directorate

Total savings programme by directorate	2010-11
	£k
Children & Young People (CYP)	592.8
Community Services (CS)	1173.7
Environment (ENV)	572.4
Chief Executive (CEx)	957.5
Total	3296.4



Appendix 7a

Budget Consultation with Business Representatives

11th February 2010

In Attendance: Andrew Hooper (Newbury College, Employer Engagement Manager), Andrew Jupp (AWE Representative), Ganesh Selvarajah (Business Link) and Peter Atkinson (Chamber of Commerce)

Councillors: Councillors Jones, Bale and Chopping.

Also present: Bill Blackett, Andy Walker and Tess Reeves.

1. Councillor Jones welcomed everyone to the meeting.

2. Bill Blackett presented the main NNDR changes for 2010/11.

Key points raised:

- Rate in the £ multipliers had been confirmed today.
- Transitional relief calculation clarified after question from Peter Atkinson.
- WBC encouraged to promote small business relief particularly with the successor when business changes hands. **Action**
- Write off arrangements were clarified and a provision for non payment is charged into the Pool calculations.

3. Councillor Jones delivered a presentation on the budget, noting that particularly difficult circumstances had made this year's budget extremely challenging. The presentation covered the key revenue and capital budget highlights culminating in a proposed 1.9% increase in Council Tax for 2010/11.

Key points raised:

- Peter Atkinson raised concerns over the level of savings particularly in relation to LSP support but appreciated the need for the Council to prioritise its limited resources whilst protecting key services.
- The use of Area Based Grant (ABG) was raised and Cllr Chopping confirmed that this un-ringfenced grant will be reviewed in detail by the Executive over the coming few months to ensure it is being utilised in the best way possible for West Berkshire's residents.
- Shared service savings were discussed in more detail and Cllr Jones used the CCTV and Trading Standards as good examples where joining up services produced savings with better quality outcomes.
- School funding was discussed and in particular the issue of a significant number of pupils from Reading Borough using West Berkshire schools in the east of our District. Although these pupils attracted revenue funding from DCSF it put a great strain on the Council's capital resources as no additional subsidy was provided by Government for this.
- Ganesh Selvarajah raised concerns over the perceived lack of resources that the Council has invested into economic development and put forward an idea to set up quarterly SME briefings to share information and encourage joint activity and engagement with the business sector. Andrew Hooper offered to look into the possibility of Newbury College hosting such an event. Cllrs Jones and Chopping to consider options for a way forward. **Action**

- The Council's investment into the flexible working project Timelord was welcomed although some concern was raised by Peter Atkinson over the availability of some staff when working from home. Cllr Jones said he would pick issue up with Nick Carter. **Action**
- All representatives were keen to see that Partner joint working and shared use of asset opportunities were identified to help maximise use of resources. Cllr Jones said he will raise the shared use of assets issue with the Council's Property service. **Action**

4. Andy Walker confirmed that presentation slides and a NNDR explanatory note handout would be emailed to all attendees. **Action**
5. Meeting closed at 7.25pm.

Appendix 8

WBC Reserves and Balances (one off) Funds

Notes		As at 2008/09 £000	Forecast 2009/10 £000	Forecast 2010/11 £000
	General Fund Reserves			
1	Opening balance 1st April		6,591	5,591
2	Budgeted contribution to balances			
3	Additional Expenditure Budgets (AEBs) / Invest to Save (ITS) approved in year from the general reserve			
4	Expected forecast overspend		-600	
	Closing Balance 31st March	**6,591**	**5,991**	**5,591**
	Risk Fund			
5	Opening balance 1st April	600	250	600
6	Transfer to (-) / from annual budget		350	
7	Budget risk Items	-350		
	Closing Balance 31st March	**250**	**600**	**600**
	Total General Reserve	**6,841**	**6,591**	**6,591**
	Selected Earmarked Reserves			
	Opening balance 1st April b/f		9,380	9,056
9	Schools Balances	4,839		
10	Self insurance fund	1,409		
11	Collection Fund	-683	303	
12	Supporting People provision	1,520	-300	
13	Berkshire Joint Arrangements provision	327	-327	
14	Waste Management Strategy	1,968		
	Closing Balance 31st March	**9,380**	**9,056**	**9,056**

Notes

1	Balance actual as at 31.3.09 and estimated carry forward in future years
2	Any budget contributions to the general fund
3	Any budget taken from general fund
5	Opening balance of risk fund; actual for 31.3.09
6	Amount included in the 2009-10 budget to top up the risk fund
7	Risk fund utilised for 2008-09 financial year
9	Held by WBC on behalf of schools in West Berkshire
10	Fund used to ensure cost to WBC in relation to claims can be met whilst reducing the impact of higher premiums
11	Fund shows the transactions of WBC in relation to deficit (-) or surplus carried forward from Council Tax collection
12	Used to meet future reductions in SP grant from central government
13	Working balance for in year cashflow changes from joint arrangements with other Berkshire Councils
14	Helps meets the capital and revenue costs associated with the PFI agreement

Appendix 9

Adequacy of Reserves and robustness of budget estimates

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 4th March 2010.

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 level or nature of balances required to be held by an individual Council (except under section 26 where this has been imposed by minsters). West Berkshire Council policy has consistently kept a prudent minimum level of balances of 5% of net revenue expenditure (NRE); this represents 5.4m for the 2009-10 budget requirement. An amount of £1m should be added to the 5% of NRE for the additional risks in the budget and due to the size and complexity of the organisation. The general fund balance currently stands at just over £7m.

2.4 When setting the minimum level of reserves, the section 151 officer has taken into account strategic, operational and financial risks when recommending the minimum level of unallocated General Fund reserves. These include:

- Economy measures and service reductions always contain some degree of uncertainty as to whether their full effects will be achieved.
- The effect of the macro-economy on West Berkshire Council, and subsequent loss of income from Council Tax, from fees and charges, and a decline in house building and the corresponding impact on new house building.
- Unforeseen events such as the flooding during July 2007
- Risks in relation to litigation.
- Risk of changes from specific grants to the Revenue Support Grant and Area Based Grant.
- Risks of grants being introduced mid year requiring authority contributions.
- Unplanned volume increases in major demand led budgets
- 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 client's property decreasing in value

As a consequence, it is recommended that general fund and the risk fund balances be set at a minimum of 5% of net revenue expenditure plus £1 million, which allows for these additional risk items.

3 Robustness of Estimates

3.1 <u>The treatment of inflation and interest rates</u>

Appendix 9

The 2010-11 pay award for staff has been estimated at 0%. The Medium Term forecast also contains projections of 1% or less for other awards in the period of the plan. Non pay related budgets have been inflated at either 1.5% or the contractually committed rate of inflation where services can demonstrate a requirement to do so to maintain service delivery levels. Interest rates for 2009/10 have been assumed at 4% for new borrowing.

3.2 Efficiency saving and productivity gains

The budget contains proposals to deliver £3.3m 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 Plan outcomes. The savings programme will also help to ensure that Council Tax increases are kept to as low levels as possible and deliver the Government's efficiency savings programme. The proposals set a similar level of required savings than in past years and there are inherent risks to the delivery of a balanced budget at the end of the 2010-11 financial year.

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

- 2005/06 £ 279k underspend 0.17% of budget
- 2006/07 £ 246k underspend 0.15% of budget
- 2007/08 £ 196k underspend 0.22% of budget excluding DSG
- 2008/09 £ 351k overspend 0.34% 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 Management 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 Scrutiny detail both budgetary and performance indicators. A traffic light system of indicators is used to focus attention.

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. The revenue budget includes some £2.27m for adult social care demography, and the council has embarked on an adult social care system transformation programme to help prepare the authority for increasing demand due to demographic changes in the district's population.

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 expects to commence borrowing on its own account to support its own capital programme during 2009/10. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 99.3% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £700,000 and any surplus or deficit on the collection fund is

Appendix 9

apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Thames Valley Police Authority.

4 Maintaining balances

4.1 To help ensure that the Council maintain its level of reserves, there is a separate risk fund. The risk fund includes items of significant revenue risk to the Council and is a available to support the revenue budget. If the Council is not at its target level for reserves (i.e. an over-spend looks likely in the given financial year) then the risk fund is available to cushion the Council and help maintain and protect the Council's general fund balances. 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 of 5% of net revenue budget, then the Council will take appropriate measures to raise general fund reserves to the 5% level in as soon a timeframe as possible without undermining service provision.

Andy Walker
Head of Finance
January 2010

APPENDIX 10a

SAINT MARYS CHURCHYARD KINTBURY
FUNDING REQUIREMENT FOR 2010/2011

2009/2010	£
Balance B/fwd 1/4/1009	4,358.82
Original Expenditure 2009/10	-390.00
Special expenses	-1,830.00
Council Tax	930.00
Balance 31/3/10	3,068.82

2010/2011	
Balance B/fwd 1/4/10	3,068.82
Original expenditure 2010/11	-390.00
Special expenses	-7,000.00
Council Tax	4,320.00
Balance 31/3/11	-1.18

2010/2011 Band D Equivalent Tax	3.82
2010/2011 Tax Base Equivalent Band D properties	1,130.04

NOTES

1. 2009/2010 Band D Equivalent Tax	0.84
2. 2009/2010 Tax Base Equivalent Band D properties	1,105.39

APPENDIX 10a

SAINT MARYS CHURCHYARD SHAW CUM DONNINGTON
FUNDING REQUIREMENT FOR 2010/2011

2009/2010	**£**
Balance B/fwd 1/4/09	**-21.86**
Original Expenditure 2009/10	**-1,030.00**
Council Tax	**1,140.00**
Balance 31/3/10	**88.14**

2010/2011	
Balance B/fwd 1/4/10	**88.14**
Original expenditure 2010/11	**-970.00**
Council Tax	**890.00**
Balance 31/3/11	**8.14**

2010/2011 Band D Equivalent Tax	**1.28**
2010/2011 Tax Base Equivalent Band D properties	**697.58**

NOTES

1. 2009/2010 Band D Equivalent Tax	**1.65**
2. 2009/2010 Tax Base Equivalent Band D properties	**690.97**

APPENDIX 10a

HOLY TRINITY, THEALE
FUNDING REQUIREMENT FOR 2010/2011

2009/2010	**£**
Balance B/fwd 1/4/09	**337.91**
Original Expenditure 2009/10	**-1,120.00**
Council Tax	**990.00**
Balance 31/3/10	**207.91**

2010/2011	
Balance B/fwd 1/4/10	**207.91**
Original expenditure 2010/11	**-1,280.00**
Council Tax	**1,080.00**
Balance 31/3/11	**7.91**

2010/2011 Band D Equivalent Tax	**0.97**
2010/2011 Tax Base Equivalent Band D properties	**1,111.02**

NOTES

1. 2009/2010 Band D Equivalent Tax	**0.90**
2. 2009/2010 Tax Base Equivalent Band D properties	**1,101.32**

APPENDIX 10a

HUNGERFORD FOOTWAY LIGHTING FUNDING REQUIREMENT FOR 2010/11

2009/2010	**£**
Balance B/fwd 1/4/09	**4,147.42**
Original expenditure 2009/2010	**-6,095.00**
Council Tax	**4,170.00**
Balance 31/3/10	**2,222.42**

2010/2011	
Balance B/fwd 1/4/10	**2,222.42**
Original expenditure 2010/11	**-6,500.00**
Council Tax	**4,280.00**
Balance 31/3/11	**2.42**

2010/2011 Band D Equivalent Tax	**1.75**
2010/2011 Tax Base Equivalent Band D properties	**2,440.37**

NOTES

1. 2009/2010 Band D Equivalent Tax	**1.74**
2. 2009/2010 Tax Base Equivalent Band D properties	**2,400.76**

Appendix 10b

	2008/9 Band D equivalent tax	2009/10 Band D equivalent tax	2010/11 Band D equivalent tax recommended figure
Hungerford	**2,402.13**	**2,403.18**	**2440.37**
Kintbury	**1,098.78**	**1,105.39**	**1130.04**
Shaw	**681.77**	**691.66**	**697.58**
Theale	**1,083.13**	**1,102.43**	**1111.02**

APPENDIX 11a

COUNCIL TAX RESOLUTION 2010/11

1. It be noted that at its meeting on 14th January 2010 the Executive calculated the following amounts for the year 2010/11 in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992:

a) **63,402.89** being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax Base for the year;

b)

Parish / Ward Name	Tax Base
Aldermaston	438.91
Aldworth	131.54
Ashampstead	183.95
Basildon	917.59
Beech Hill	145.55
Beedon	201.30
Beenham	508.81
Boxford	238.44
Bradfield	809.49
Brightwalton	166.53
Brimpton	297.87
Bucklebury	1,058.98
Burghfield	2,502.78
Catmore	15.00
Chaddleworth	199.59
Chieveley	1,137.43
Cold Ash	1,537.63
Combe	25.97
Compton	610.51
East Garston	276.13
East Ilsley	248.41
Enborne	361.42
Englefield	126.35
Farnborough	46.44
Fawley	72.69
Frilsham	167.83
Great Shefford	422.24
Greenham	1,511.70
Hamstead Norreys	345.81
Hampstead Marshall	145.11
Hermitage	830.29
Holybrook	2,621.08

Hungerford	2,440.37
Inkpen	422.99
Kintbury	1,130.04
Lambourn	1,823.93
Leckhampstead	167.17
Midgham	168.28
Newbury	12,567.69
Padworth	348.35
Pangbourne	1,455.62
Peasemore	148.76
Purley on Thames	1,979.37
Shaw-cum-Donnington	697.58
Speen	1,117.74
Stanford Dingley	109.88
Stratfield Mortimer	1,696.03
Streatley	551.97
Sulhampstead	574.69
Thatcham	9,233.51
Theale	1,111.02
Tidmarsh	291.01
Tilehurst	5,658.57
Ufton Nervet	137.95
Wasing	24.76
Welford	229.52
West Ilsley	152.59
West Woodhay	57.11
Winterbourne	93.95
Wokefield	132.59
Woolhampton	402.11
Yattendon	174.37
Total for West Berkshire District Council	**63,402.89**

being the amounts calculated by the Council, in accordance with Regulation 6 of the said Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate;

2. The following amounts be now calculated by the Council for the year 2010/11 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:

a) **£325,494,008** being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the Act;
b) **£214,790,003** being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act;
c) **£110,704,005** being the amount by which the aggregate at (2)(a) above exceeds the aggregate at (2)(b) above calculated by the Council in accordance with Section 32(4) of the Act as its budget requirement for the year;

d) **£28,858,751** being the aggregate of the sums which the Council estimates will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant, and increased by the amount of the sums which the Council estimates will be transferred in the year from its collection fund to its general fund in accordance with Section 97(3) of the Local Government Act 1988 (Council Tax Surplus).

e) **£1,290.88** being the amount at (2)(c) above less the amount at (2)(d) above, all divided by the amount at (1)(a) above calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year;

f) **£3,291,818** being the aggregate amount of all special items referred to in Section 34(1) of the Act;

g) **£1,238.79**being the amount at (2)(e) above, less the result given by dividing the amount at (2)(f) above by the amount at (1)(a) above, calculated by the Council in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates;

h) the amounts shown in column 5 of Schedule 1 to this report, being the amounts given by adding the amount at (2)(g) above, the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at (1)(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate;

i) the amounts shown in Schedule 2 to this report, being the amounts given by multiplying the amounts at (2)(g) and (2)(h) above by the number which, in the proportions set out in Section 5(1) of the Act, is applicable to dwellings listed in valuable band D, calculated by the Council, in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

3. It be noted that for the year 2010/11 the Berkshire Fire and Rescue Authority have stated the following amounts in precepts issued to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown below:

Precepting Authority	Valuation Bands (£)			
Berkshire Fire and Rescue Authority	A	B	C	D
	37.11	**43.29**	**49.48**	**55.66**
	E	F	G	H
	68.03	**80.40**	**92.77**	**111.32**

4. It be noted that for the year 2010/11 the Thames Valley Police Authority have stated the following amounts in precepts issued to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown below:

Precepting Authority	Valuation Bands (£)			
	A	B	C	D
Thames Valley	**102.87**	**120.01**	**137.16**	**154.30**
Police Authority	E	F	G	H
	188.59	**222.88**	**257.17**	**308.60**

5. Having calculated the aggregate in each case of the amounts at 2(i) and 3 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts shown as "Bill Amount" in Schedule 3 to this report as the amounts of Council Tax for the year 2010/11 for each of the categories of dwellings shown in the said Appendix.

BUDGET RESOLUTION 2010/11 Appendix 11b

SERVICE GROUPING	GROSS EXP	GROSS INC	NET EXP
	£	£	£
CHILDREN & YOUNG PEOPLE	**158,065,510**	**-133,969,610**	**24,095,900**
COMMUNITY SERVICES	**61,584,200**	**-15,453,530**	**46,130,670**
ENVIRONMENT	**41,838,320**	**-10,775,070**	**31,063,250**
CHIEF EXECUTIVES DIRECTORATE	**55,018,720**	**-42,242,270**	**12,776,450**
LEVIES, INTEREST AND USE OF BALANCES	**5,684,870**	**-524,620**	**5,160,250**
Less Area Based Grant		*-11,742,577*	*-11,742,577*
Less use of earmarked reserves		*-82,326*	*-82,326*
TOTALS FOR WEST BERKSHIRE COUNCIL (SUB TOTAL A)	**322,191,620**	**-214,790,003**	**107,401,617**

FUNDED BY:

RSG/CONTRIBUTION FROM NNDR POOL			29,233,751
COUNCIL TAX			78,542,866
COLLECTION FUND			-375,000
TOTAL FUNDING FOR WEST BERKSHIRE COUNCIL	**0**		**107,401,617**

SPECIAL EXPENSES	10,570	0	10,570
PARISHES	3,291,818	0	3,291,818
TOTALS FOR PARISHES AND SPECIAL EXPENSES (SUB TOTAL B)	**3,302,388**	**0**	**3,302,388**

TOTALS FOR DISTRICT, PARISH & SPECIAL EXPENSES (A+B)	**325,494,008**	**-214,790,003**	**110,704,005**

BASIC AMOUNT OF COUNCIL TAX FOR DWELLINGS IN THOSE PARTS OF WEST BERKSHIRE DISTRICT TO WHICH ONE OR MORE SPECIAL ITEMS RELATE

Schedule 1

(Calculation under Section 34(3) of the Local Government Finance Act 1992)

	Column 1	Column 2	Column 3	Column 4	Column 5
Parishes				Basic Tax	Basic Tax
				Without	With
Area Name	Expenditure	Tax Base	(Band D)	Special Items	Special Items
	£		£	£	£
Aldermaston	11,500.00	438.91	26.20	1,238.79	1,264.99
Aldworth	4,750.00	131.54	36.11	1,238.79	1,274.90
Ashampstead	6,800.00	183.95	36.97	1,238.79	1,275.76
Basildon	22,000.00	917.59	23.98	1,238.79	1,262.77
Beech Hill	4,500.00	145.55	30.92	1,238.79	1,269.71
Beedon	5,250.00	201.30	26.08	1,238.79	1,264.87
Beenham	15,000.00	508.81	29.48	1,238.79	1,268.27
Boxford	6,144.00	238.44	25.77	1,238.79	1,264.56
Bradfield	15,150.00	809.49	18.72	1,238.79	1,257.51
Brightwalton	5,500.00	166.53	33.03	1,238.79	1,271.82
Brimpton	7,600.00	297.87	25.51	1,238.79	1,264.30
Bucklebury	24,000.00	1058.98	22.66	1,238.79	1,261.45
Burghfield	240,000.00	2502.78	95.89	1,238.79	1,334.68
Catmore	0.00	15.00	0.00	1,238.79	1,238.79
Chaddleworth	7,500.00	199.59	37.58	1,238.79	1,276.37
Chieveley	25,500.00	1,137.43	22.42	1,238.79	1,261.21
Cold Ash	45,500.00	1,537.63	29.59	1,238.79	1,268.38
Combe	0.00	25.97	0.00	1,238.79	1,238.79
Compton	25,135.00	610.51	41.17	1,238.79	1,279.96
East Garston	9,000.00	276.13	32.59	1,238.79	1,271.38
East Ilsley	12,300.00	248.41	49.51	1,238.79	1,288.30
Enborne	3,800.00	361.42	10.51	1,238.79	1,249.30
Englefield	2,500.00	126.35	19.79	1,238.79	1,258.58
Farnborough	0.00	46.44	0.00	1,238.79	1,238.79
Fawley	0.00	72.69	0.00	1,238.79	1,238.79
Frilsham	4,000.00	167.83	23.83	1,238.79	1,262.62
Great Shefford	10,711.00	422.24	25.37	1,238.79	1,264.16
Greenham	54,000.00	1,511.70	35.72	1,238.79	1,274.51
Hampstead Norreys	6,000.00	345.81	17.35	1,238.79	1,256.14
Hamstead Marshall	2,750.00	145.11	18.95	1,238.79	1,257.74
Hermitage	26,000.00	830.29	31.31	1,238.79	1,270.10
Holybrook	101,390.00	2,621.08	38.68	1,238.79	1,277.47
Inkpen	10,000.00	422.99	23.64	1,238.79	1,262.43
Lambourn	103,600.00	1,823.93	56.80	1,238.79	1,295.59
Leckhampstead	6,500.00	167.17	38.88	1,238.79	1,277.67
Midgham	2,000.00	168.28	11.88	1,238.79	1,250.67
Newbury	904,523.00	12,567.69	71.97	1,238.79	1,310.76
Padworth	12,000.00	348.35	34.45	1,238.79	1,273.24
Pangbourne	69,400.00	1,455.62	47.68	1,238.79	1,286.47
Peasemore	3,200.00	148.76	21.51	1,238.79	1,260.30
Purley on Thames	81,600.00	1,979.37	41.23	1,238.79	1,280.02
Speen	21,500.00	1,117.74	19.24	1,238.79	1,258.03
Stanford Dingley	3,000.00	109.88	27.30	1,238.79	1,266.09
Stratfield Mortimer	88,000.00	1,696.03	51.89	1,238.79	1,290.68
Streatley	16,000.00	551.97	28.99	1,238.79	1,267.78
Sulhamstead	11,300.00	574.69	19.66	1,238.79	1,258.45
Thatcham	653,502.00	9,233.51	70.78	1,238.79	1,309.57
Tidmarsh with Sulham	7,000.00	291.01	24.05	1,238.79	1,262.84
Tilehurst	238,362.00	5,658.57	42.12	1,238.79	1,280.91
Ufton Nervet	2,200.00	137.95	15.95	1,238.79	1,254.74
Wasing	0.00	24.76	0.00	1,238.79	1,238.79
Welford	4,000.00	229.52	17.43	1,238.79	1,256.22
West Ilsley	2,515.00	152.59	16.48	1,238.79	1,255.27
West Woodhay	0.00	57.11	0.00	1,238.79	1,238.79
Winterbourne	5,000.00	93.95	53.22	1,238.79	1,292.01
Wokefield	1,200.00	132.59	9.05	1,238.79	1,247.84
Woolhampton	15,500.00	402.11	38.55	1,238.79	1,277.34
Yattendon	6,000.00	174.37	34.41	1,238.79	1,273.20

BASIC AMOUNT OF COUNCIL TAX FOR DWELLINGS IN THOSE PARTS OF WEST BERKSHIRE DISTRICT TO WHICH ONE OR MORE SPECIAL ITEMS RELATE

Schedule 1

(Calculation under Section 34(3) of the Local Government Finance Act 1992)

	Column 1	Column 2	Column 3	Column 4	Column 5
Parishes				Basic Tax	Basic Tax
				Without	With
Area Name	Expenditure	Tax Base	(Band D)	Special Items	Special Items
	£		£	£	£
	2,972,182.00	58,023.88	1,682.85		
Special Expense Area 1 - Hungerford					
Hungerford	186,036.00	2,440.37	76.23		
Hungerford Special Expense	4,280.00	2,440.37	1.75		
	190,316.00		77.98	1,238.79	1,316.77
Special Expense Area 2 - Kintbury					
Kintbury	38,000.00	1,130.04	33.63		
Kintbury Special Expense	4,320.00	1,130.04	3.82		
	42,320.00		37.45	1,238.79	1,276.24
Special Expense Area 3 - Shaw-cum-Donnington					
Shaw-Cum-Donnington	20,000.00	697.58	28.67		
Shaw-cum-Donnington special expense	890.00	697.58	1.28		
	20,890.00		29.95	1,238.79	1,268.74
Special Expense Area 4 - Theale					
Theale	75,600.00	1,111.02	68.05		
Theale Special Expense	1,080.00	1,111.02	0.97		
	76,680.00		69.02	1,238.79	1,307.81
total	3,302,388.00	63,402.89	1,889.43		

CALCULATION UNDER SECTION 36(1) LOCAL GOVERNMENT FINANCE ACT 1992							Schedule 2	
Parishes	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
Area Name	£	£	£	£	£	£	£	£
Aldermaston	843.33	983.88	1,124.44	1,264.99	1,546.10	1,827.20	2,108.32	2,529.98
Aldworth	849.93	991.59	1,133.25	1,274.90	1,558.21	1,841.52	2,124.83	2,549.80
Ashampstead	850.51	992.25	1,134.01	1,275.76	1,559.27	1,842.76	2,126.27	2,551.52
Basildon	841.85	982.15	1,122.47	1,262.77	1,543.39	1,824.00	2,104.62	2,525.54
Beech Hill	846.47	987.55	1,128.63	1,269.71	1,551.87	1,834.02	2,116.18	2,539.42
Beedon	843.25	983.78	1,124.33	1,264.87	1,545.96	1,827.03	2,108.12	2,529.74
Beenham	845.51	986.43	1,127.35	1,268.27	1,550.11	1,831.94	2,113.78	2,536.54
Boxford	843.04	983.54	1,124.06	1,264.56	1,545.58	1,826.58	2,107.60	2,529.12
Bradfield	838.34	978.06	1,117.79	1,257.51	1,536.96	1,816.40	2,095.85	2,515.02
Brightwalton	847.88	989.19	1,130.51	1,271.82	1,554.45	1,837.07	2,119.70	2,543.64
Brimpton	842.87	983.34	1,123.83	1,264.30	1,545.26	1,826.21	2,107.17	2,528.60
Bucklebury	840.97	981.12	1,121.29	1,261.45	1,541.78	1,822.09	2,102.42	2,522.90
Burghfield	889.79	1,038.08	1,186.39	1,334.68	1,631.28	1,927.87	2,224.47	2,669.36
Catmore	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Chaddleworth	850.91	992.73	1,134.55	1,276.37	1,560.01	1,843.64	2,127.28	2,552.74
Chieveley	840.81	980.94	1,121.08	1,261.21	1,541.48	1,821.74	2,102.02	2,522.42
Cold Ash	845.59	986.51	1,127.45	1,268.38	1,550.25	1,832.10	2,113.97	2,536.76
Combe	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Compton	853.31	995.52	1,137.75	1,279.96	1,564.40	1,848.83	2,133.27	2,559.92
East Garston	847.59	988.85	1,130.12	1,271.38	1,553.91	1,836.43	2,118.97	2,542.76
East Ilsley	858.87	1,002.01	1,145.16	1,288.30	1,574.59	1,860.87	2,147.17	2,576.60
Enborne	832.87	971.67	1,110.49	1,249.30	1,526.93	1,804.54	2,082.17	2,498.60
Englefield	839.05	978.89	1,118.74	1,258.58	1,538.27	1,817.95	2,097.63	2,517.16
Farnborough	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Fawley	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Frilsham	841.75	982.03	1,122.33	1,262.62	1,543.21	1,823.78	2,104.37	2,525.24
Great Shefford	842.77	983.23	1,123.70	1,264.16	1,545.09	1,826.01	2,106.93	2,528.32
Greenham	849.67	991.28	1,132.90	1,274.51	1,557.74	1,840.96	2,124.18	2,549.02
Hampstead Norreys	837.43	976.99	1,116.57	1,256.14	1,535.29	1,814.42	2,093.57	2,512.28
Hamstead Marshall	838.49	978.24	1,117.99	1,257.74	1,537.24	1,816.73	2,096.23	2,515.48
Hermitage	846.73	987.85	1,128.98	1,270.10	1,552.35	1,834.59	2,116.83	2,540.20
Holybrook	851.65	993.58	1,135.53	1,277.47	1,561.36	1,845.23	2,129.12	2,554.94
Inkpen	841.62	981.89	1,122.16	1,262.43	1,542.97	1,823.51	2,104.05	2,524.86
Lambourn	863.73	1,007.68	1,151.64	1,295.59	1,583.50	1,871.40	2,159.32	2,591.18
Leckhampstead	851.78	993.74	1,135.71	1,277.67	1,561.60	1,845.52	2,129.45	2,555.34
Midgham	833.78	972.74	1,111.71	1,250.67	1,528.60	1,806.52	2,084.45	2,501.34
Newbury	873.84	1,019.48	1,165.12	1,310.76	1,602.04	1,893.32	2,184.60	2,621.52
Padworth	848.83	990.29	1,131.77	1,273.24	1,556.19	1,839.12	2,122.07	2,546.48
Pangbourne	857.65	1,000.58	1,143.53	1,286.47	1,572.36	1,858.23	2,144.12	2,572.94
Peasemore	840.20	980.23	1,120.27	1,260.30	1,540.37	1,820.43	2,100.50	2,520.60
Purley on Thames	853.35	995.57	1,137.80	1,280.02	1,564.47	1,848.91	2,133.37	2,560.04
Speen	838.69	978.46	1,118.25	1,258.03	1,537.60	1,817.15	2,096.72	2,516.06
Stanford Dingley	844.06	984.73	1,125.42	1,266.09	1,547.45	1,828.79	2,110.15	2,532.18
Stratfield Mortimer	860.45	1,003.86	1,147.27	1,290.68	1,577.50	1,864.31	2,151.13	2,581.36
Streatley	845.19	986.05	1,126.92	1,267.78	1,549.51	1,831.23	2,112.97	2,535.56
Sulhamstead	838.97	978.79	1,118.63	1,258.45	1,538.11	1,817.76	2,097.42	2,516.90
Thatcham	873.05	1,018.55	1,164.07	1,309.57	1,600.59	1,891.60	2,182.62	2,619.14
Tidmarsh with Sulham	841.89	982.21	1,122.53	1,262.84	1,543.47	1,824.10	2,104.73	2,525.68
Tilehurst	853.94	996.26	1,138.59	1,280.91	1,565.56	1,850.20	2,134.85	2,561.82
Ufton Nervet	836.49	975.91	1,115.33	1,254.74	1,533.57	1,812.40	2,091.23	2,509.48
Wasing	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Welford	837.48	977.06	1,116.64	1,256.22	1,535.38	1,814.54	2,093.70	2,512.44
West Ilsley	836.85	976.32	1,115.80	1,255.27	1,534.22	1,813.16	2,092.12	2,510.54
West Woodhay	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Winterbourne	861.34	1,004.89	1,148.46	1,292.01	1,579.13	1,866.23	2,153.35	2,584.02
Wokefield	831.89	970.54	1,109.19	1,247.84	1,525.14	1,802.43	2,079.73	2,495.68
Woolhampton	851.56	993.48	1,135.42	1,277.34	1,561.20	1,845.04	2,128.90	2,554.68
Yattendon	848.80	990.26	1,131.74	1,273.20	1,556.14	1,839.06	2,122.00	2,546.40

CALCULATION UNDER SECTION 36(1) LOCAL GOVERNMENT FINANCE ACT 1992							**Schedule 2**	
Parishes	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
Area Name	£	£	£	£	£	£	£	£
Special Expense Area 1 - Hungerford								
Hungerford	50.82	59.29	67.76	76.23	93.17	110.11	127.05	152.46
Hungerford Special Expense	1.17	1.36	1.56	1.75	2.14	2.53	2.92	3.50
West Berkshire District	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
	877.85	1,024.15	1,170.47	1,316.77	1,609.39	1,902.00	2,194.62	2,633.54
Special Expense Area 2 - Kintbury								
Kintbury	22.42	26.16	29.89	33.63	41.10	48.58	56.05	67.26
Kintbury Special Expense	2.55	2.97	3.40	3.82	4.67	5.52	6.37	7.64
West Berkshire District	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
	850.83	992.63	1,134.44	1,276.24	1,559.85	1,843.46	2,127.07	2,552.48
Special Expenses Area 3 -Shaw-cum-Donnington								
Shaw-Cum-Donnington	19.11	22.30	25.48	28.67	35.04	41.41	47.78	57.34
Shaw-Cum-Donnington special expense	0.85	1.00	1.14	1.28	1.56	1.85	2.13	2.56
West Berkshire District	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
	845.82	986.80	1,127.77	1,268.74	1,550.68	1,832.62	2,114.56	2,537.48
Special Expenses Area 4 -Theale								
Theale	45.37	52.93	60.49	68.05	83.17	98.29	113.42	136.10
Theale special expense	0.65	0.75	0.86	0.97	1.19	1.40	1.62	1.94
West Berkshire District	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
	871.88	1,017.18	1,162.50	1,307.81	1,598.44	1,889.05	2,179.69	2,615.62

AMOUNTS OF COUNCIL TAX FOR 2010/2011 - BILL AMOUNT							**Schedule 3**	
Parishes	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
Area Name	£	£	£	£	£	£	£	£
Aldermaston	843.33	983.88	1,124.44	1,264.99	1,546.10	1,827.20	2,108.32	2,529.98
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	983.31	1,147.18	1,311.08	1,474.95	1,802.72	2,130.48	2,458.26	2,949.90
Aldworth	849.93	991.59	1,133.25	1,274.90	1,558.21	1,841.52	2,124.83	2,549.80
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	989.91	1,154.89	1,319.89	1,484.86	1,814.83	2,144.80	2,474.77	2,969.72
Ashampstead	850.51	992.25	1,134.01	1,275.76	1,559.27	1,842.76	2,126.27	2,551.52
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	990.49	1,155.55	1,320.65	1,485.72	1,815.89	2,146.04	2,476.21	2,971.44
Basildon	841.85	982.15	1,122.47	1,262.77	1,543.39	1,824.00	2,104.62	2,525.54
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	981.83	1,145.45	1,309.11	1,472.73	1,800.01	2,127.28	2,454.56	2,945.46
Beech Hill	846.47	987.55	1,128.63	1,269.71	1,551.87	1,834.02	2,116.18	2,539.42
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	986.45	1,150.85	1,315.27	1,479.67	1,808.49	2,137.30	2,466.12	2,959.34
Beedon	843.25	983.78	1,124.33	1,264.87	1,545.96	1,827.03	2,108.12	2,529.74
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	983.23	1,147.08	1,310.97	1,474.83	1,802.58	2,130.31	2,458.06	2,949.66
Beenham	845.51	986.43	1,127.35	1,268.27	1,550.11	1,831.94	2,113.78	2,536.54
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	985.49	1,149.73	1,313.99	1,478.23	1,806.73	2,135.22	2,463.72	2,956.46
Boxford	843.04	983.54	1,124.06	1,264.56	1,545.58	1,826.58	2,107.60	2,529.12
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	983.02	1,146.84	1,310.70	1,474.52	1,802.20	2,129.86	2,457.54	2,949.04
Bradfield	838.34	978.06	1,117.79	1,257.51	1,536.96	1,816.40	2,095.85	2,515.02
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	978.32	1,141.36	1,304.43	1,467.47	1,793.58	2,119.68	2,445.79	2,934.94
Brightwalton	847.88	989.19	1,130.51	1,271.82	1,554.45	1,837.07	2,119.70	2,543.64
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	987.86	1,152.49	1,317.15	1,481.78	1,811.07	2,140.35	2,469.64	2,963.56
Brimpton	842.87	983.34	1,123.83	1,264.30	1,545.26	1,826.21	2,107.17	2,528.60
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	982.85	1,146.64	1,310.47	1,474.26	1,801.88	2,129.49	2,457.11	2,948.52
Bucklebury	840.97	981.12	1,121.29	1,261.45	1,541.78	1,822.09	2,102.42	2,522.90
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	980.95	1,144.42	1,307.93	1,471.41	1,798.40	2,125.37	2,452.36	2,942.82
Burghfield	889.79	1,038.08	1,186.39	1,334.68	1,631.28	1,927.87	2,224.47	2,669.36
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,029.77	1,201.38	1,373.03	1,544.64	1,887.90	2,231.15	2,574.41	3,089.28
Catmore	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	965.84	1,126.80	1,287.79	1,448.75	1,770.70	2,092.64	2,414.59	2,897.50
Chaddleworth	850.91	992.73	1,134.55	1,276.37	1,560.01	1,843.64	2,127.28	2,552.74
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	990.89	1,156.03	1,321.19	1,486.33	1,816.63	2,146.92	2,477.22	2,972.66
Chieveley	840.81	980.94	1,121.08	1,261.21	1,541.48	1,821.74	2,102.02	2,522.42
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	980.79	1,144.24	1,307.72	1,471.17	1,798.10	2,125.02	2,451.96	2,942.34
Cold Ash	845.59	986.51	1,127.45	1,268.38	1,550.25	1,832.10	2,113.97	2,536.76

AMOUNTS OF COUNCIL TAX FOR 2010/2011 - BILL AMOUNT							**Schedule 3**	
Parishes	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
Area Name	£	£	£	£	£	£	£	£
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	985.57	1,149.81	1,314.09	1,478.34	1,806.87	2,135.38	2,463.91	2,956.68
Combe	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	965.84	1,126.80	1,287.79	1,448.75	1,770.70	2,092.64	2,414.59	2,897.50
Compton	853.31	995.52	1,137.75	1,279.96	1,564.40	1,848.83	2,133.27	2,559.92
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	993.29	1,158.82	1,324.39	1,489.92	1,821.02	2,152.11	2,483.21	2,979.84
East Garston	847.59	988.85	1,130.12	1,271.38	1,553.91	1,836.43	2,118.97	2,542.76
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	987.57	1,152.15	1,316.76	1,481.34	1,810.53	2,139.71	2,468.91	2,962.68
East Ilsley	858.87	1,002.01	1,145.16	1,288.30	1,574.59	1,860.87	2,147.17	2,576.60
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	998.85	1,165.31	1,331.80	1,498.26	1,831.21	2,164.15	2,497.11	2,996.52
Enborne	832.87	971.67	1,110.49	1,249.30	1,526.93	1,804.54	2,082.17	2,498.60
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	972.85	1,134.97	1,297.13	1,459.26	1,783.55	2,107.82	2,432.11	2,918.52
Englefield	839.05	978.89	1,118.74	1,258.58	1,538.27	1,817.95	2,097.63	2,517.16
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	979.03	1,142.19	1,305.38	1,468.54	1,794.89	2,121.23	2,447.57	2,937.08
Farnborough	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	965.84	1,126.80	1,287.79	1,448.75	1,770.70	2,092.64	2,414.59	2,897.50
Fawley	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	965.84	1,126.80	1,287.79	1,448.75	1,770.70	2,092.64	2,414.59	2,897.50
Frilsham	841.75	982.03	1,122.33	1,262.62	1,543.21	1,823.78	2,104.37	2,525.24
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	981.73	1,145.33	1,308.97	1,472.58	1,799.83	2,127.06	2,454.31	2,945.16
Great Shefford	842.77	983.23	1,123.70	1,264.16	1,545.09	1,826.01	2,106.93	2,528.32
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	982.75	1,146.53	1,310.34	1,474.12	1,801.71	2,129.29	2,456.87	2,948.24
Greenham	849.67	991.28	1,132.90	1,274.51	1,557.74	1,840.96	2,124.18	2,549.02
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	989.65	1,154.58	1,319.54	1,484.47	1,814.36	2,144.24	2,474.12	2,968.94
Hampstead Norreys	837.43	976.99	1,116.57	1,256.14	1,535.29	1,814.42	2,093.57	2,512.28
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	977.41	1,140.29	1,303.21	1,466.10	1,791.91	2,117.70	2,443.51	2,932.20
Hamstead Marshall	838.49	978.24	1,117.99	1,257.74	1,537.24	1,816.73	2,096.23	2,515.48
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	978.47	1,141.54	1,304.63	1,467.70	1,793.86	2,120.01	2,446.17	2,935.40
Hermitage	846.73	987.85	1,128.98	1,270.10	1,552.35	1,834.59	2,116.83	2,540.20
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	986.71	1,151.15	1,315.62	1,480.06	1,808.97	2,137.87	2,466.77	2,960.12
Holybrook	851.65	993.58	1,135.53	1,277.47	1,561.36	1,845.23	2,129.12	2,554.94
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	991.63	1,156.88	1,322.17	1,487.43	1,817.98	2,148.51	2,479.06	2,974.86
Inkpen	841.62	981.89	1,122.16	1,262.43	1,542.97	1,823.51	2,104.05	2,524.86
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60

AMOUNTS OF COUNCIL TAX FOR 2010/2011 - BILL AMOUNT							**Schedule 3**	
Parishes	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
Area Name	£	£	£	£	£	£	£	£
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	981.60	1,145.19	1,308.80	1,472.39	1,799.59	2,126.79	2,453.99	2,944.78
Lambourn	863.73	1,007.68	1,151.64	1,295.59	1,583.50	1,871.40	2,159.32	2,591.18
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,003.71	1,170.98	1,338.28	1,505.55	1,840.12	2,174.68	2,509.26	3,011.10
Leckhampstead	851.78	993.74	1,135.71	1,277.67	1,561.60	1,845.52	2,129.45	2,555.34
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	991.76	1,157.04	1,322.35	1,487.63	1,818.22	2,148.80	2,479.39	2,975.26
Midgham	833.78	972.74	1,111.71	1,250.67	1,528.60	1,806.52	2,084.45	2,501.34
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	973.76	1,136.04	1,298.35	1,460.63	1,785.22	2,109.80	2,434.39	2,921.26
Newbury	873.84	1,019.48	1,165.12	1,310.76	1,602.04	1,893.32	2,184.60	2,621.52
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,013.82	1,182.78	1,351.76	1,520.72	1,858.66	2,196.60	2,534.54	3,041.44
Padworth	848.83	990.29	1,131.77	1,273.24	1,556.19	1,839.12	2,122.07	2,546.48
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	988.81	1,153.59	1,318.41	1,483.20	1,812.81	2,142.40	2,472.01	2,966.40
Pangbourne	857.65	1,000.58	1,143.53	1,286.47	1,572.36	1,858.23	2,144.12	2,572.94
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	997.63	1,163.88	1,330.17	1,496.43	1,828.98	2,161.51	2,494.06	2,992.86
Peasemore	840.20	980.23	1,120.27	1,260.30	1,540.37	1,820.43	2,100.50	2,520.60
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	980.18	1,143.53	1,306.91	1,470.26	1,796.99	2,123.71	2,450.44	2,940.52
Purley on Thames	853.35	995.57	1,137.80	1,280.02	1,564.47	1,848.91	2,133.37	2,560.04
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	993.33	1,158.87	1,324.44	1,489.98	1,821.09	2,152.19	2,483.31	2,979.96
Speen	838.69	978.46	1,118.25	1,258.03	1,537.60	1,817.15	2,096.72	2,516.06
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	978.67	1,141.76	1,304.89	1,467.99	1,794.22	2,120.43	2,446.66	2,935.98
Stanford Dingley	844.06	984.73	1,125.42	1,266.09	1,547.45	1,828.79	2,110.15	2,532.18
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	984.04	1,148.03	1,312.06	1,476.05	1,804.07	2,132.07	2,460.09	2,952.10
Stratfield Mortimer	860.45	1,003.86	1,147.27	1,290.68	1,577.50	1,864.31	2,151.13	2,581.36
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,000.43	1,167.16	1,333.91	1,500.64	1,834.12	2,167.59	2,501.07	3,001.28
Streatley	845.19	986.05	1,126.92	1,267.78	1,549.51	1,831.23	2,112.97	2,535.56
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	985.17	1,149.35	1,313.56	1,477.74	1,806.13	2,134.51	2,462.91	2,955.48
Sulhamstead	838.97	978.79	1,118.63	1,258.45	1,538.11	1,817.76	2,097.42	2,516.90
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	978.95	1,142.09	1,305.27	1,468.41	1,794.73	2,121.04	2,447.36	2,936.82
Thatcham	873.05	1,018.55	1,164.07	1,309.57	1,600.59	1,891.60	2,182.62	2,619.14
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,013.03	1,181.85	1,350.71	1,519.53	1,857.21	2,194.88	2,532.56	3,039.06
Tidmarsh with Sulham	841.89	982.21	1,122.53	1,262.84	1,543.47	1,824.10	2,104.73	2,525.68
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	981.87	1,145.51	1,309.17	1,472.80	1,800.09	2,127.38	2,454.67	2,945.60
Tilehurst	853.94	996.26	1,138.59	1,280.91	1,565.56	1,850.20	2,134.85	2,561.82
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32

AMOUNTS OF COUNCIL TAX FOR 2010/2011 - BILL AMOUNT							**Schedule 3**	
Parishes	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
Area Name	£	£	£	£	£	£	£	£
	993.92	1,159.56	1,325.23	1,490.87	1,822.18	2,153.48	2,484.79	2,981.74
Ufton Nervet	836.49	975.91	1,115.33	1,254.74	1,533.57	1,812.40	2,091.23	2,509.48
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	976.47	1,139.21	1,301.97	1,464.70	1,790.19	2,115.68	2,441.17	2,929.40
Wasing	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	965.84	1,126.80	1,287.79	1,448.75	1,770.70	2,092.64	2,414.59	2,897.50
Welford	837.48	977.06	1,116.64	1,256.22	1,535.38	1,814.54	2,093.70	2,512.44
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	977.46	1,140.36	1,303.28	1,466.18	1,792.00	2,117.82	2,443.64	2,932.36
West Ilsley	836.85	976.32	1,115.80	1,255.27	1,534.22	1,813.16	2,092.12	2,510.54
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	976.83	1,139.62	1,302.44	1,465.23	1,790.84	2,116.44	2,442.06	2,930.46
West Woodhay	825.86	963.50	1,101.15	1,238.79	1,514.08	1,789.36	2,064.65	2,477.58
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	965.84	1,126.80	1,287.79	1,448.75	1,770.70	2,092.64	2,414.59	2,897.50
Winterbourne	861.34	1,004.89	1,148.46	1,292.01	1,579.13	1,866.23	2,153.35	2,584.02
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,001.32	1,168.19	1,335.10	1,501.97	1,835.75	2,169.51	2,503.29	3,003.94
Wokefield	831.89	970.54	1,109.19	1,247.84	1,525.14	1,802.43	2,079.73	2,495.68
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	971.87	1,133.84	1,295.83	1,457.80	1,781.76	2,105.71	2,429.67	2,915.60
Woolhampton	851.56	993.48	1,135.42	1,277.34	1,561.20	1,845.04	2,128.90	2,554.68
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	991.54	1,156.78	1,322.06	1,487.30	1,817.82	2,148.32	2,478.84	2,974.60
Yattendon	848.80	990.26	1,131.74	1,273.20	1,556.14	1,839.06	2,122.00	2,546.40
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	988.78	1,153.56	1,318.38	1,483.16	1,812.76	2,142.34	2,471.94	2,966.32
Special Expense Area 1 - Hungerford								
Hungerford	877.85	1,024.15	1,170.47	1,316.77	1,609.39	1,902.00	2,194.62	2,633.54
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,017.83	1,187.45	1,357.11	1,526.73	1,866.01	2,205.28	2,544.56	3,053.46
Special Expense Area 2 - Kintbury								
Kintbury	850.83	992.63	1,134.44	1,276.24	1,559.85	1,843.46	2,127.07	2,552.48
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	990.81	1,155.93	1,321.08	1,486.20	1,816.47	2,146.74	2,477.01	2,972.40
Special Expense Area 3 - Shaw-cum-Donnington								
Shaw-Cum-Donnington	845.82	986.80	1,127.77	1,268.74	1,550.68	1,832.62	2,114.56	2,537.48
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	985.80	1,150.10	1,314.41	1,478.70	1,807.30	2,135.90	2,464.50	2,957.40
Special Expense Area 4 - Theale								
Theale	871.88	1,017.18	1,162.50	1,307.81	1,598.44	1,889.05	2,179.69	2,615.62
Thames Valley Police Authority	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Fire Authority	37.11	43.29	49.48	55.66	68.03	80.40	92.77	111.32
	1,011.86	1,180.48	1,349.14	1,517.77	1,855.06	2,192.33	2,529.63	3,035.54

Appendix 12

Appendix 12	CYP	CS	Env	CEx	Directorate total	Levies & Interest	Base Budget Totals
	£ / m	£ / m	£ / m	£ / m	£ / m	£ / m	£ / m
Original 2009-10 budget	24.25	40.46	28.76	14.77	108.25	4.64	**112.89**
In year adjustments to 2009-10, including restrcturing	0.14	-0.15	0.99	-1.40		0.41	
Adjusted b/f budget from 2009-10	24.39	40.32	29.75	13.38	107.84	5.05	**112.89**
Non pay inflation	0.19	0.27	0.35	-0.03	0.78		**0.78**
Pay inflation	0.08	-0.03	0.00	-0.01	0.04		**0.04**
Incremental progression	0.25	0.21	0.13	0.13	0.72		**0.72**
Other adjustments	-0.59	4.19	-0.10	0.08	3.57	0.11	**3.68**
Base budget 2010-11	**24.32**	**44.96**	**30.13**	**13.54**	**112.94**	**5.16**	**118.10**
Other changes							
Contractual inflation	0.11	0.02	0.24	0.02	0.39		**0.39**
Additional investment in Council priorities	0.26	0.07	0.46	0.16	0.95		**0.95**
Adult social care demography		2.27			2.27		**2.27**
Waste strategy			0.82		0.82		**0.82**
Other / Transfer to / from (-) earmarked reserves		-0.01			-0.01	-0.07	**-0.09**
Savings proposals	-0.59	-1.17	-0.58	-0.95	-3.30		**-3.30**
Total budget requirement for financial monitoring	**24.10**	**46.12**	**31.06**	**12.78**	**114.05**	**5.09**	**119.14**
Less Area Based Grant							**11.74**
Budget requirement per statutory Council Tax setting purposes							**107.40**
Funds available							
Formula grant							**29.23**
Area Based Grant							**11.74**
Council Tax using a 1.9% increase for 2010-11							**78.54**
Collection fund							**-0.38**
total funds available for financial monitoring							**119.14**
Less Area Based Grant							**11.74**
Funds available per statutory Council Tax setting purposes							**107.40**

Title of Report:	**Implementing National Pay Awards**	**Item 18**
Report to be considered by:	Council	
Date of Meeting:	04 March 2010	
Forward Plan Ref:	C1990	

Purpose of Report:

To clarify procedure for agreeing to implement a national pay award each year for all WBC staff except those on teaching or Soulbury pay scales.

Recommended Action:

Council to agree to the proposed procedure.

Reason for decision to be taken:	To avoid confusion and possible legal challenge if a national pay award is not 'shadowed' by WBC.
Other options considered:	To leave the status quo intact. However this leaves the decision making responsibility ambiguous.
Key background documentation:	WBC Terms and Conditions 1999 (available from HR on request) National agreement on pay and conditions of service for local government services ("Green Book") (available from Local Government Employers)

The proposals will also help achieve the following Council Plan Themes:

☒ **CPT13 - Value for Money**
☒ **CPT14 - Effective People**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:
Ensuring that the Council is able to implement its pay awards to maintain an approporiately rewarded workforce in the context of both national awards and local priorities.

Portfolio Member Details	
Name & Telephone No.:	Councillor Anthony Stansfeld - Tel (01488) 658238
E-mail Address:	astansfeld@westberks.gov.uk
Date Portfolio Member agreed report:	02 February 2010

Contact Officer Details	
Name:	Robert O'Reily
Job Title:	Head of HR
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Implications

Policy:	there is no change to Council policy, but the procedure to implement the policy will be clarified
Financial:	no new financial implications
Personnel:	contained in report
Legal/Procurement:	tbc
Property:	none
Risk Management:	none
Equalities Impact Assessment:	no impact on equalities

Is this item subject to call-in?	Yes: ☐	No: ☒

If not subject to call-in please put a cross in the appropriate box:

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 Commission or associated Task Groups within preceding six months	☐
Item is Urgent Key Decision	☐

Executive Summary

1. Introduction

1.1 The provision to make a local pay award, rather than 'shadowing' the national NJC pay award for all staff (except those on teaching and Soulbury pay scales), is set out in the WBC terms and conditions from 1999. However, the procedural machinery to put this provision into effect, if necessary, has not been developed.

2. Proposals

2.1 That the Chief Executive, in consultation with the Leader of the Council and the Leader of the Opposition, makes a formal decision under delegated powers each year on whether to implement the national pay award.

2.2 In the unlikely event that the Chief Executive decides not to implement the national pay award, a procedure should be in place to implement a local pay decision.

3. Conclusion

3.1 This paper does not suggest that the Council is likely to depart from its usual practice of 'shadowing' the national pay award. However the paper recognises that it is possible for the Council to decide not to 'shadow' the national pay award (in accordance with existing terms and conditions for employees) and sets out procedural steps to be taken if this were to occur.

3.2 This report was unanimously supported at Governance and Audit Committee on the 22 February 2010.

Executive Report

1. Introduction

1.1 The Local Terms and Conditions of Service for West Berkshire Employees were devised in 1999. They were based closely on the National Joint Council (NJC) for Local Government Services' Agreement on Pay and Conditions (the 'Green Book'). The Local Terms and Conditions were not formally agreed with the trade unions in 1999 and therefore do not constitute a collective agreement. The Local Terms and Conditions apply to all WBC staff (including support staff in schools) except those covered by the School Teachers' Pay and Conditions Document and those employed under the Soulbury Agreement. This report does not apply to staff on Teachers' or Soulbury pay scales.

1.2 Prior to April 1999, all employees' terms and conditions were in accordance with the Green Book. The Local Terms and Conditions were implemented in the wake of the founding of the unitary authority bringing district and county staff together. The local terms and conditions in 1999 made some changes from the Green Book, such as on premium payment rates for overtime. However, most key terms and conditions for employees remain identical to those in the Green Book (e.g. sick pay, maternity pay). All new employees employed since 1999 have been placed on the Local Terms and Conditions and most existing employees in 1999 accepted the new terms and conditions (as part of the job evaluation and pay grading exercise at the time which successfully implemented the 'single status' agreement). A handful of employees are still on Newbury District Council or Berkshire County Council contracts and they will always be entitled to receive the national pay award.

1.3 Under the WBC 1999 Local Terms and Conditions the Council ***"reserves the right, with local consultation, to determine its own [pay] award should the national award be detrimental to the integrity and effectiveness of the Council's pay policy and structure".*** In practice, this has never happened since West Berkshire Council was founded and the Council has always 'shadowed' the national pay award which is effective from the 1st April each year (often backdated because of delays in negotiating an agreement at national level).

1.4 As a consequence of the Council always 'shadowing' the national pay award the Council has no structures set up to enable it to determine its own pay award in negotiation or consultation with the trade unions.

1.5 Thus, although technically the Council has had 'local pay', for the past ten years the Council has actually implemented the nationally negotiated pay award in full without any further negotiation or agreement with the trade unions. In the absence of a specified position by the Council on who is authorised to make the decision on whether to 'shadow' the national pay award (or to determine its own pay award instead) there will be an on-going expectation for all relevant employees in West Berkshire Council that the Council will increase their salaries in accordance with the NJC annual pay award.

1.6 This paper to the Governance and Audit Committee proposes specific decision-making authority for implementing the national pay award each year.

2. Proposals for implementing the annual pay decision

2.1 It is proposed that the Council formally delegates the authority to authorise local implementation of the national (NJC) pay award to the Chief Executive. The Chief Executive is not covered by the national 'Green Book' pay award so there is no conflict of interest. The Chief Executive will consult the Leader of the Council and the Leader of the Opposition before making such an authorisation.

2.2 The presumption will be that, unless exceptional circumstances prevail at the time, the Chief Executive will authorise the local implementation of the NJC national pay award each year within seven working days of notification of the national pay agreement from the NJC.

2.3 If the Chief Executive believes that authorising payment of the national pay award would be detrimental to the integrity and effectiveness of the Council's pay policy and structure (in light of exceptional circumstances) he will take the following steps:

(1) Inform all elected members, the trade unions and all staff as soon as possible that there will be a delay in implementing the annual pay award in light of his decision.

(2) Draft a report for the Executive setting out the reasons for his view and recommending an alternative level of pay increase (which may be higher or lower than the national pay award depending on the exceptional circumstances*).

(3) Consult the relevant trade unions on the contents of the draft report.

(4) Amend the draft report as appropriate in light of comments received from the trade unions during the consultation period

(5) Take the report to the Executive with three possible outcomes:

(a) The Executive accept the Chief Executive's recommended local pay award; or

(b) The Executive reject the Chief Executive's recommendation and implement the national pay award; or

(c) The Executive instruct the Chief Executive to consult on a different level of pay award and report to the next meeting.

2.4 Once agreed by Full Council, the new decision-making machinery will form an express term in the contract of employment of staff (based on the existing wording of the local terms and conditions).

2.5 *Any proposed alternative pay award would be put forward after consideration of local and national market factors and affordability to the Council.

2.6 It is necessary to formally agree a mechanism for dealing with pay awards for the role of Chief Executive. The most sensible way forward would be to formally match the national pay award for Chief Executives each year. Any other mechanism for dealing with this issue would be unduly time consuming and bureaucratic.

3. Recommendation

3.1 This paper recommends that the Council should continue with its usual practice of 'shadowing' the national pay award for employees. However, it is possible for the Council to decide not to 'shadow' the national pay award (in accordance with existing terms and conditions for employees) and, therefore, the paper recommends the procedural steps that should be formally adopted deal with exceptional circumstances where implementing the national award would be detrimental to the integrity and effectiveness of the Council's pay policy and structure.

3.2 The Governance and Audit Committee is therefore recommended to approve the proposed procedure for implementing the annual pay award for employees.

3.3 The Council formally agrees that the national pay award for Chief Executives is always applied to the Chief Executive at WBC.

Appendices

There are no Appendices to this report.

Consultees

Local Stakeholders: Not consulted

Officers Consulted: Corporate Board

Trade Union: TBA