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Meeting of West Berkshire District Council

Thursday 1 March 2018

Summons and Agenda

West Berkshire Council

To: All Members of the Council

You are requested to attend a meeting of

West Berkshire Council

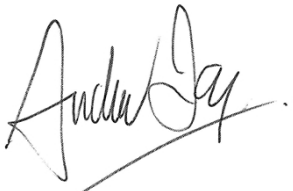
to be held in the

Council Offices Market Street Newbury

on

Thursday 1 March 2018

at **6.30pm**



Andy Day
Head of Strategic Support
West Berkshire District Council

Note: The Council broadcasts some of its meetings on the internet, known as webcasting. If this meeting is webcast, please note that any speakers addressing this meeting could be filmed. If you are speaking at a meeting and do not wish to be filmed, please notify the Chairman before the meeting takes place. Please note however that you will be audio-recorded.

Date of despatch of Agenda: Wednesday 21 February 2018

AGENDA

1. **APOLOGIES FOR ABSENCE**

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

2. **CHAIRMAN'S REMARKS**

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

3. **MINUTES**

   The Chairman to sign as a correct record the Minutes of the Council meeting held on 7 December 2017. **(Pages 7 - 14)**

4. **DECLARATIONS OF INTEREST**

To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' Code of Conduct.

5. **PETITIONS**

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

6. **PUBLIC QUESTIONS**

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

(a) **Question to be answered by the Leader of the Council submitted by Mr Peter Norman:**

"In light of the recent Local Government Boundary Commission's recommendations to create a number of super boroughs with 3 councillors, can the Council confirm its commitment to the democratic principles of "one person, one vote" for local elections and not create a distorted local democracy where some constituents get three votes whilst others get one depending on where they live?"

(b) **Question to be answered by the Portfolio Holder for Culture and Environment submitted by Mr Simon Bowes:**

"Why can't we recycle plastic food tubs, flora tubs etc? In West Berkshire we can only recycle plastic bottles which is a fraction of household plastics?"

(c) **Question to be answered by the Portfolio Holder for Culture and Environment submitted by Ms Carolyne Culver:**

"Will the Portfolio Holder for Culture and the Environment provide figures to support the claim that a £50 per household annual charge for green waste bin collection may yield a net gain of up to £900,000 to West Berkshire Council?"

(d) **Question to be answered by the Portfolio Holder for Culture and Environment submitted by Ms Carolyne Culver:**

"Will the Portfolio Holder for Culture and the Environment explain how a £50 per household annual charge for green waste bin collection will contribute to West Berkshire Council and national government commitments to increase rates of recycling?"

(e) **Question to be answered by the Portfolio Holder for Planning, Housing and Leisure submitted by Mr David Marsh:**

"Newbury Community Football Group (NCFG) has lodged a planning application to enhance Newbury football ground in Faraday Road, without use of public funds. Will the council work with NCFG to bring forward this improvement in facilities that will enable hundreds of local children and other players to continue

enjoying improved health and wellbeing from playing active sport?"

(f) **Question to be answered by the Portfolio Holder for Planning, Housing and Leisure submitted by Mr Stephen Masters:**

"With the increasing dependency on the voluntary organisations in respect to the care of the rough sleeping and homeless community what is the council doing to ensure the vulnerable are adequately protected? For example how does the council ensure all volunteers are appropriately DBS checked and trained in safeguarding procedures?"

(g) **Question to be answered by the Portfolio Holder for Planning, Housing and Leisure submitted by Mr Stephen Masters:**

"Does the council accept that West Berkshire has a rate of rough sleepers that is over 50% worse than the national average and this is something that is unacceptable in a prosperous and economically active area such as West Berkshire?"

7. MEMBERSHIP OF COMMITTEES

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

8. LICENSING COMMITTEE

The Council is asked to note that since the last meeting of the Council, the Licensing Committee met on 7 December 2017. Copies of the Minutes of this meeting can be obtained from Strategic Support or via the Council's website.

9. PERSONNEL COMMITTEE

The Council is asked to note that since the last meeting of the Council, the Personnel Committee met on 12 February 2018. Copies of the Minutes of this meeting can be obtained from Strategic Support or via the Council's website.

10. GOVERNANCE AND ETHICS COMMITTEE

The Council is asked to note that since the last meeting of Council, the Governance and Ethics Committee met on 7 December 2017, 31 January 2018 and 5 February 2018. Copies of the Minutes of these meetings can be obtained from Strategic Support or via the Council's website.

11. DISTRICT PLANNING COMMITTEE

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

12. OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

The Council is asked to note that since the last meeting of the Council, the Overview and Scrutiny Management Commission met on 9 January 2018. Copies of the Minutes

of this meeting can be obtained from Strategic Support or via the Council's website.

13. **JOINT PUBLIC PROTECTION COMMITTEE**

The Council is asked to note that since the last meeting of the Council, the Joint Public Protection Committee met on 12 December 2017. Copies of the Minutes of this meeting can be obtained from Strategic Support or via the Council's website.

14. **INVESTMENT AND BORROWING STRATEGY 2018/19 (C3274)**

In compliance with the Local Government Act 2003, this report summarises the Council's borrowing limits as set out by CIPFA's Prudential Code, and recommends the Annual Investment and Borrowing Strategy for 2018/19. **(Pages 15 - 30)**

15. **MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2020/21 (C3275)**

To agree the medium term financial planning and strategy for the organisation. **(Pages 31 - 54)**

16. **CAPITAL STRATEGY AND PROGRAMME 2018/19 TO 2022/23 (C3276)**

To outline the five year Capital Strategy for 2018 to 2023, including the Minimum Revenue Provision (MRP) Statement and the Asset Management Plans for Property and Highways, and to set out the funding framework for Council's five year Capital Programme for 2018/19 to 2022/23. **(Pages 55 - 232)**

17. **REVENUE BUDGET 2018/19 (C3277)**

To consider and recommend to Council the 2018/19 Revenue Budget, which proposes a Council Tax requirement of £94.84m requiring a Council Tax increase of 2.99% in 2018/19 with a 3% precept ring-fenced for Adult Social Care. The Council Tax increase will raise £2.7m and the precept will raise a further £2.7m ring-fenced for Adult Social Care.

This report also proposes the Fees and Charges for 2018/19 as set out in Appendix H and the Parish Special Expenses as set out in Appendix I, and recommends the level of General Reserves as set out in Appendix F and Appendix G. **(Pages 233 - 392)**

18. **STATUTORY PAY POLICY 2018 (C3278)**

To seek Council's approval of the Statutory Pay Policy Statement for publication from 1 April 2018. **(Pages 393 - 412)**

19. **WEST BERKSHIRE 2015-2019 COUNCIL STRATEGY: REFRESH 2018 (C3395)**

To present the refreshed Council Strategy 2015-2019 for consideration and approval by Council. The refreshed document articulates the progress that has been made and introduces new or updated projects to support the delivery of the Council's priorities for improvement. **(Pages 413 - 452)**

20. **RECOMMENDATIONS OF THE WEST BERKSHIRE COUNCIL INDEPENDENT REMUNERATION PANEL 2017 (C3408)**

To adopt the recommendations of the West Berkshire Council Independent Remuneration Panel 2017. **(Pages 453 – 482)**

21. **PROPERTY INVESTMENT STRATEGY (C3401)**

Planned periodic review of the Property Investment Strategy to ensure its compatibility with market conditions and the Council's investment objectives. **(Pages 483 - 506)**

22. **MARKET STREET LAND APPROPRIATION (C3373)**

To seek approval to appropriate the Council's land at Market Street in order to facilitate the development of the site by Grainger of its consented scheme. **(Pages 507 - 518)**

23. **CHALLENGING COMMUNICATION ISSUES - UPDATE TO THE OFFICERS CODE OF CONDUCT (C3434)**

This report seeks to advise of proposed amendments to the Code of Conduct relating to officers' use of social media. **(Pages 519 - 538)**

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

DRAFT

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

COUNCIL

MINUTES OF THE MEETING HELD ON

THURSDAY, 7 DECEMBER 2017

Councillors Present: Steve Ardagh-Walter, Peter Argyle, Howard Bairstow, Pamela Bale, Jeremy Bartlett, Jeff Beck, Dominic Boeck, Graham Bridgman, Paul Bryant, Keith Chopping, Jeanette Clifford, Hilary Cole, James Cole, Jason Collis, Richard Crumly, Lynne Doherty, Billy Drummond, Adrian Edwards, Sheila Ellison, James Fredrickson, Dave Goff, Carol Jackson-Doerge (Vice-Chairman), Marigold Jaques, Mike Johnston, Graham Jones, Rick Jones, Alan Law, Tony Linden, Mollie Lock, Alan Macro, Tim Metcalfe, Ian Morrin, Graham Pask, Anthony Pick, James Podger, Garth Simpson, Richard Somner, Anthony Stansfeld and Quentin Webb (Chairman)

Also Present: Nick Carter (Chief Executive), Rachael Wardell (Corporate Director - Communities), Sarah Clarke (Interim Head of Legal Services), Joanna Reeves (Principal Policy Officer), Shiraz Sheikh (Interim Legal Services Manager) and Jim Sweeting (Sports and Leisure Manager)

Apologies for inability to attend the meeting: John Ashworth, Councillor Dennis Benneyworth, Councillor Anthony Chadley, Councillor Lee Dillon, Councillor Marcus Franks, Councillor Manohar Gopal, Councillor Paul Hewer, Councillor Clive Hooker, Honorary Alderman Joe Mooney, Councillor Virginia von Celsing, Councillor Emma Webster and Councillor Laszlo Zverko

Councillors Absent: Councillor Rob Denton-Powell, Councillor Nick Goodes and Councillor Gordon Lundie

PART I

57. Chairman's Remarks

The Chairman reported that former Councillor and Honorary Alderman Geoff Findlay had passed away on 10 November 2017.

He was also saddened to report that Councillor Kathleen French passed away on the 17 November 2017.

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

Councillor Graham Jones reported that Honorary Alderman Geoff Findlay OBE was known to approximately half the members in the Chamber, having been elected to the Council in 2003 when Councillor Jones was Leader of the Opposition. Geoff was quickly appointed to the Shadow Executive and later the Executive.

Councillor Jones reported that Geoff embodied dedication: he was the master of his brief and a master of detail. Geoff's service was also admirable: he worked 80-90 hours per week. Finally, Geoff was a conscientious man who lived to work despite the health issues he suffered in later life. Councillor Jones stated that Geoff was the most dedicated Councillor he had ever worked with.

Councillor Garth Simpson reported that he had first met Geoff Findlay while working on Richard Benyon's election campaign and had got to know him better through Cold Ash Conservatives. He was a hard worker, holding four portfolio jobs including a role on Cold Ash Parish Council to which he had made a significant contribution. Tributes at Geoff's

funeral had also revealed his commitment to education, his work ethic and that he was a keen sportsman. In recent years he had become frail however had still been committed to public service and served as the Chairman to Cold Ash Parish Council. Geoff had been married to his wife Jill for 62 years and was part of a strong loving family.

Councillor Hilary Cole reported that Geoff excelled in everything he did, including as an off-piste skier. She particularly remembered the hard work he put into the Council's waste contract and stated that the recycling centre at Padworth would be his legacy. Officers had also valued his input.

Councillor Cole also recognised the commitment of her predecessor, Kathleen French. She noted her thanks and remembrance.

Councillor Adrian Edwards stated that he knew Geoff during their time in the armed forces and that he was renowned for his skills as a cricketer.

Councillor Edwards also remembered Kathy French from their time together on Newbury District Council. She had been a good Councillor and put the residents that she represented first. She had been well known in her village and Councillor Edwards recalled her parties that he would cycle to.

Councillor Tony Linden stated that Geoff Findlay was dedicated and admired.

The Chairman reported that he, the Vice-Chairman and former Chairmen had attended 67 events since the last Council meeting.

In particular he highlighted the Lord-Lieutenant's Awards Ceremony, the ghost train ride at the Michaelmas Fair with former vice-chairman Councillor Jeanette Clifford, the Queen's Awards for Voluntary Service Ceremony, the Road Death Memorial Service, the opening of the new autism unit for Fir Tree Primary School and the wheelchair basketball match between the Queen's Award team Thames Valley Kings and the Gloucestershire Blazers.

58. Presentations of the West Berkshire Community Champion Awards (C3225)

The Chairman announced that the West Berkshire Council Community Champion Awards were launched in September 2014. In addition to the pre-existing Junior Citizen Award, three new awards were created: the Community Group of the Year; Volunteer of the Year; and the Lifetime Achievement Award. An excellent response had been received in three categories in 2017 and the standard of the nominations was very high.

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

The Chairman announced that there would be two winners of the Pat Eastop Junior Citizen of the Year award due to the high standard of nominations.

The first winner was Riley Collier. Riley was nominated by Joe Sutton for the selfless way that he cared for his mother, Claire, and the mature manner with which he coped with adult responsibilities around the home.

The judges were particularly taken with Riley's self motivation in all that he did and acknowledged the extent of his commitment.

Unfortunately Riley was unable to stay for the evening so the Chairman had met him earlier in the day to present the award.

The second joint winner for the Pat Eastop Junior Citizen Award was Bradley Ruffey. Bradley was nominated by Sonia Harris.

Bradley was a care leaver and although initially reserved about his own wishes, Bradley was supported, through the Action for Children advocate scheme, to speak at review meetings. He gradually grew in confidence and he found his voice and went on to support other children in a similar position; becoming a volunteer and now an ambassador for the charity.

The judges were impressed with the extent of Bradley's commitment to help others in a similar challenging situation and felt that he was a shining role model for other children in care.

The winner of the Volunteer of the Year Award was Bob Lyon of Frilsham Village. Bob was nominated by Frilsham Parish Council with additional testimonials from Marcus Allum, Jules de Jongh, Sandra Wilkinson and Allison Gillespie.

Since moving to Frilsham 18 years before, Bob had been at the centre, and in many cases, the initiator of a wide range of community events and organisations in the village.

The judges described Bob as 'superhuman' and noted his long and exceptional impact on the lives of so many within the village.

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

The Highly Commended Award for Community Group of the Year went to the Carnarvon Place Gardening Group, nominated by Sandra Atkinson who explained that the group was resident-led and worked hard to enhance the environment, through gardening, for the benefit of all residents in the over 55 supported housing scheme.

The judges were particularly impressed by the enthusiasm and inclusive nature of the group, including the fundraising and sharing of produce amongst residents.

The winner of the Community Group of the Year was Heartstart Thatcham, nominated by Ann Allen. Ann explained that Heartstart Thatcham brought the Heartstart scheme, which was a British Heart Foundation initiative, to Thatcham and surrounding areas. The scheme provided free Emergency Life Support (ELS) training in the community and had also raised sufficient funds to place many external defibrillators around the West Berkshire area.

The judges noted the passion of the volunteers to promote and expand the initiative and believed them to be very worthy winners of the Community Group of the Year award.

Finally, the Chairman announced the Lifetime Achievement Award. Once again, the judging panel was very impressed by the nominations and decided to also award Joint Winners in this category.

The first Joint Winner of the Lifetime Achievement Award was Lady Eliza Mays-Smith, nominated by Richard Griffiths-Jones, with a further testimonial from The Reverend Mary Harwood.

Lady Eliza had been a governor of St. Andrew's School, Chaddleworth and latterly of Chaddleworth St. Andrew's and Shefford Church of England Federated Primary Schools for over 30 years, 25 of which, she had been Chair of Governors. She had also chaired, for many years, the Saunders Wynn and Coventry Educational Foundation, a small

charitable foundation whose objective was to assist with the educational development of the young people of Chaddleworth.

Lady Eliza was described as constantly supportive and ever present, having worked tirelessly, through times good and times more difficult, in her various village roles. Over very many years, her wise counsel and sensible approach was greatly appreciated in the local community, and had resulted in her being regarded with great affection and in the highest esteem. As an unsung hero, she had always been and remained much loved and respected by all those who knew her in her local community.

The judges remarked upon Lady Eliza's proactive but quiet positive impact on the village for over thirty years.

The other Joint Winner of the Lifetime Achievement Award was Paul Cooke of Thames Valley Amateur Boxing Club who was nominated by Chloe Cooke. Paul was nominated for Volunteer of the Year but was moved to Lifetime Achievement by the judges.

Paul ran the Thames Valley Amateur Boxing Club in Newbury three to four times per week. With current membership of over 200, the club offered boxing activities and fitness for children as young as 10 years old and was open for males and females. It was a well established and highly respected boxing club which gave the youth of West Berkshire the chance to learn self discipline, whilst building their self confidence under the strict guidance of qualified coaching staff and within the rules of the Amateur Boxing Association of England. Paul had been involved with the club for forty years and coach for thirty of those; he was the heart and soul of this local boxing club. He spent most evenings at the gym and travelled with his boxers to amateur boxing matches most Fridays and Saturdays. He ran an annual dinner show at Newbury Racecourse and arranged a summer camp for his boxers.

The panel was impressed with the longevity of Paul's commitment to the club and the extent of his input throughout the week.

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

59. Minutes

The minutes of the meeting held on 14 September 2017 were approved as a true and correct record and signed by the Chairman.

The minutes of the extraordinary meeting held on 31 October 2017 were approved as a true and correct record and signed by the Chairman.

60. Declarations of Interest

There were no declarations of interest received.

61. Membership of Committees

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

Executive

Councillor Graham Jones announced that with immediate effect Councillor Graham Bridgman would be replacing Councillor Keith Chopping on the Executive.

Councillor Jones advised that he and Councillor Chopping had worked together off and on since 2003 had had formed a firm friendship. He thanked Councillor Chopping for his support.

Councillor Jones reported that Councillor Bridgman was a master of detail and challenge who would bring humour to the Executive.

Councillor Chopping advised that it had been a privilege and pleasure to work with Councillor Jones and stated he could think of no better Leader.

Governance and Ethics Committee

Councillor Graham Jones proposed that Councillor Keith Chopping replace Councillor Graham Bridgman on the Governance and Ethics Committee. The proposal was seconded by Councillor Hilary Cole.

62. Petitions

No petitions were presented to the Council.

63. Public Questions

There were no public questions received.

64. Licensing Committee

The Council noted that, since the last meeting, the Licensing Committee had met on 28 September 2017.

65. Personnel Committee

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

66. Governance and Ethics Committee

The Council noted that, since the last meeting, the Governance and Ethics Committee had met on 27 November 2017.

67. District Planning Committee

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

68. Overview and Scrutiny Management Commission

The Council noted that, since the last meeting, the Overview and Scrutiny Management Committee had met on 17 October 2017.

69. Joint Public Protection Committee

The Council noted that, since the last meeting, the Joint Public Protection Committee had met on 19 September 2017.

70. Adjournment of the Meeting

RESOLVED that the meeting of Council be adjourned to enable the Licensing and Governance and Ethics Committees to meet to determine their Vice-Chairmen.

The meeting was adjourned at 7.46pm.

71. Recommencement of the Meeting

The meeting was reconvened at 7.49pm.

72. Leisure Centre Fees and Charges 2018 (C3223)

The Council considered a report (Agenda Item 17) concerning the contractual requirement for an annual price review for 2018 for the leisure contractor to come into effect from 1st January 2018.

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

That the Council:

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

Councillor Hilary Cole in introducing the report noted that it was a contractual requirement for an annual price review for 2018 for the leisure contractor to come into effect from 1st January 2018.

Once discounts, as set out in paragraph 5.2, were applied it would result in an average increase of 3.1% in the charges applied to West Berkshire Card holders in line with the Retail Price Index at the end of the Contract year (3.5% - June 2017) when rounded to the nearest 5p.

Councillor Mollie Lock expressed concern that junior rates were applied to children aged 16 and under. In light of the fact that young people were required to be in education or training until they were 18, she asked that this be considered in the future.

Councillor Cole advised that she would pass on Councillor Lock's comments to the contractor.

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

73. Amendments to the Scheme of Delegation (C3093)

The Council considered a report (Agenda Item 18) concerning amendments to the Scheme of Delegation.

MOTION: Proposed by Councillor Graham Bridgman and seconded by Councillor Alan Macro.

That the Council:

"Resolves to approve the amendments to Scheme of Delegation, Part 3 of the Constitution and adopts the version contained in Appendix A."

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

Councillor Bridgman noted that the Scheme of Delegation had been updated in order to comply with legislative changes. He noted that a general delegation had been proposed to allow Heads of Service to execute customer facing functions. It was deemed that this general delegation would offer greater flexibility subject to appropriate controls. Changes had been proposed by the Governance and Ethics Committee which had been included but some formatting corrections were required and could be made by the Monitoring Officer under her delegated powers.

Councillor James Cole reported that, as the outgoing Chairman of the Governance and Ethics Committee, he knew of the major exercise that had been undertaken by Sarah Clark and Shiraz Sheikh to update the document. He thanked Councillor Bridgman also for his input and announced that he would be missed by the Governance and Ethics Committee.

Councillor Chopping reported that the update had been a necessary housekeeping exercise and thanked officer in Legal Services for their work.

Councillor Macro thanked the officers for their work which required attention to detail.

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

74. Proposed Member Development Programme 2018/19 (C3221)

The Council considered a report (Agenda Item 19) concerning the proposed Member Development Programme for 2018/19.

MOTION: Proposed by Councillor Graham Bridgman and seconded by Councillor Keith Chopping:

That the Council:

"agrees the proposed Member Development Programme for 2018/19."

Councillor Graham Bridgman encouraged Members to attend the session which had been put into the 2017/18 programme on the General Data Protection Regulations.

Councillor James Fredrickson stated that he understood that it was sometimes difficult for Members to attend sessions if they worked outside of the District and he welcomed the proposal to webcast the sessions.

Councillor Paul Bryant stated that a useful joint session on Licensing had been held with Wokingham Borough Councillors and he hoped that more joint sessions would be held in the future. He also hoped that sessions could be aligned to those held by the Fire Authority to avoid duplication.

Councillor Macro echoed Councillor Fredrickson's comments in welcoming webcasting and noted that the technical issues highlighted in the report would need to be addressed.

Councillor Bridgman agreed that collaboration with other Councils was a good idea and he supported the use of webcasting.

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

75. 2018/19 West Berkshire Council Timetable of Public Meetings (C3224)

The Council considered a report (Agenda Item 20) concerning the proposed timetable of public meetings for the 2018/19 Municipal Year.

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

That the Council:

"agrees the proposed timetable of Public Meetings for 2018/19 Municipal Year."

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

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

76. Members' Questions

A full transcription of the Member question and answer session is available from the following link: (link to pdf on website)

(a) A question standing in the name of Councillor Alan Macro on the subject of fly tipping on private land was answered by the Executive Member for Culture and Environment.

(b) A question standing in the name of Councillor Alan Macro on the subject of penalties for fly tipping was answered by the Executive Member for Culture and Environment.

(c) A question standing in the name of Councillor Alan Macro on the subject of potential use of CPO powers for the land at Sandleford was answered by the Executive Member for Planning, Housing and Leisure.

(d) A question standing in the name of Councillor Lee Dillon on the subject of project management for Highwood Copse School was answered by the Executive Member for Culture and Environment.

(e) A question standing in the name of Councillor Lee Dillon on the subject of penalties for fly tipping was answered by the Executive Member for Planning, Housing and Leisure.

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

(The meeting commenced at 7.00pm and closed at 8.15pm)

CHAIRMAN …….

Date of Signature …….

Investment and Borrowing Strategy 2018/19

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	25 January 2018
Report Author:	Gabrielle Esplin
Forward Plan Ref:	C3274

1. Purpose of the Report

1.1 In compliance with The Local Government Act 2003, this report summarises the Council's borrowing limits as set out by CIPFA's Prudential Code, and recommends the Annual Investment and Borrowing Strategy for 2018/19.

2. Recommendation

2.1 To adopt the 2018/19 Investment and Borrowing Strategy.

3. Implications

3.1	**Financial:**	Investment Income and Debt Charges form part of the Council's Medium Term Financial Strategy (MTFS). The Council's borrowing limits are proposed to be increased by £17 million in total over the next three years to allow for additional borrowing to fund proposed capital investment in line with the Capital Strategy and Programme, also on this agenda.
3.2	**Policy:**	The Investment and Borrowing Strategy is closely related to the Capital Strategy, as it governs the criteria for borrowing to fund capital spending. This strategy is also closely linked to the Council's Property Investment Strategy. The Property Investment Strategy which operates different criteria for investment from those proposed in this report, which relate only to cash investments. However the borrowing strategy set out in this report also applies to borrowing which may be undertaken to fund investment in property.
3.3	**Personnel:**	None
3.4	**Legal:**	The Investment and Borrowing Strategy for the new financial year is in accordance with the Local Government Act 2003 and CIPFA's Prudential Code and Code of Practice for Treasury Management.
3.5	**Risk Management:**	The policy is intended to ensure that all borrowing and investment is undertaken with a view to minimising risk and exposure to financial loss.

3.6 **Property:** None

3.7 **Other:** None

4. Other options considered

4.1 Not applicable

5. Executive Summary

5.1 Introduction

This report sets out the framework within which the Treasury Management Team will conduct the council's investments and borrowing for the forthcoming financial year. It recommends prudential limits for investments in 2018/19 and borrowing limits for the next three years. It also provides a forecast of the Council's long term borrowing requirements.

5.2 Proposals

The report recommends prudential limits for exposure to borrowing at fixed and variable rates of interest, the maturity structure of borrowing and the types and minimum credit ratings for institutions with which the Council will invest its funds. Two changes are proposed to these parameters for 2018/19:

(i) To allow the Council to enter into a loan agreements with an NHS Trust (subject to further approval by Executive of any specific agreements);

(ii) To allow the Council to invest up to £3 million with the CCLA Local Authorities Property Fund, subject to a further due diligence review to be approved by the Treasury Management Group.

It is also proposed to increase the Council's maximum borrowing limits by £7 million (to £233 million) in 2018/19, by £6 million (to £239 million) in 2018/19 and by £4 million (to £243 million) in 2020/21. The increase in 2018/19 allows for £12 million new borrowing to fund the 2018/19 capital programme less £5 million repayments of existing loans, which are planned to be made in 2018/19. The increases in 2019/20 and 2020/21 are to allow for the planned level of borrowing to fund the proposed capital programme, less the planned level of debt repayment for those years.

5.3 Equalities Impact Assessment Outcomes

This item is not directly relevant to equality.

6. Conclusion

6.1 The strategy sets the underlying principles by which the Council's annual investment and borrowing activity will be managed for the 2018/19 financial year. The implementation of this strategy will be reviewed during the coming financial year by the cross party Treasury Management Group.

6.2 A report on the actual performance of the Treasury Team in managing the Council's loans and investments for the whole of 2017/18 will be brought to Executive after the end of the financial year.

7. Appendices

7.1 Appendix A - Detailed Investment and Borrowing Strategy 2018/19

7.2 Appendix B – Equalities Impact Assessment

7.3 Appendix C – Forecast Level of Borrowing and Debt Repayments 2017/18 to 2040/41

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Appendix A

Investment and Borrowing Strategy 2018-19 Supporting Information

1. Introduction

1.1 This report proposes the Annual Investment and Borrowing Strategy for 2018/19, as required by the Local Government Act 2003. The strategy must be approved by full Council and made available to the public before the start of the financial year to which is relates. The strategy can be varied at any time, but any variations must be approved by the Council and made available to the public.

1.2 West Berkshire Council's treasury management activities consist of the management of the organisation's cash flow, banking, money market transactions, loans and investments. The main aim of the Treasury Management function is to maximise the return on the Council's investments while ensuring sufficient liquidity and minimising the risks to the Council's resources. All investment and borrowing decisions are therefore governed by the following principles (in order of priority as shown):

(1) Security (minimising risk)

(2) Liquidity (availability of sufficient funds a day to day basis to support the Council's business)

(3) Yield (return on investment).

1.3 Effective treasury management supports the achievement of all the Council's service objectives. The performance of the treasury management function is, therefore, monitored through regular reports to the cross party Treasury Management Group of members and officers. An annual report on treasury management performance for the current financial year will also be presented to the Executive shortly after the end of the financial year.

1.4 The Council has also adopted a strategy for investment in Commercial Property. A revised version of this strategy is due to be approved by the Council on the 1st March 2018. The criteria for investment contained in the Property Investment Strategy are different from those for cash based investments, which are set out in this report. However the strategy for borrowing covered by this report also applies to borrowing which may be undertaken to fund investment in property.

2. Proposed Prudential Indicators for 2017/18

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

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

(a) Authorised limit for total external debt - the maximum amount the Council may borrow

(b) Operational boundary for its total external debt - the most money the Council would normally borrow at any time during the year.

(c) Exposure to borrowing at variable rates of interest.

(d) Exposure to borrowing at fixed rates of interest.

(e) Maturity structure of borrowing.

(f) Levels of External Debt:

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

2.4 The recommended limits for external debt for 2018/19 and the following two financial years are shown below in comparison with the agreed level for 2017/18.

New Recommended Limits for External Debt		
	Authorised Limit £ million	Operational Boundary £ million
2017/18 Approved	226	216
2018/19 Proposed	233	223
2019/20 Proposed	239	229
2019/20 Proposed	243	233

2.5 The operational boundaries proposed above allow for the overall level of long term debt to fund capital expenditure (which is expected to be £157 million at the end of March 2018, plus the level of debt embedded in the PFI contract, which currently stands at £14 million, plus up to £15 million for temporary borrowing (for less than 364 days) for cashflow purposes during the course of the year. The authorised limit is set £10 million higher than the operational boundary to allow for any unforeseen borrowing needs.

2.6 The operational boundary and authorised limit were increased by an additional £50m in 2017/18 to allow for additional borrowing for investment in commercial property, in line with the property investment strategy which was approved by the Executive in May 2017. Only £19m of this sum is expected to have been borrowed by 31st March 2018 and an additional sum up to £31m is expected to be borrowed during the course of 2018/19.

2.7 The proposed increase in the borrowing limits of £7 million in 2018/19 allows for £12m which planned to be borrowed in 2018/19 to fund the proposed 2018/19 capital programme less £5m repayments of existing loans planned to be made in 2018/19. In addition, the borrowing limits are proposed to be increased by £6 million in 2019/20 and £4 million in 2020/21 to reflect the new borrowing which is expected to be required in those years to fund the proposed capital programme, less loan repayments planned to be made in those years. More details of the Council's borrowing strategy are given in Section 4 (below).

2.8 The recommended limits for exposure to borrowing at variable and fixed rates of interest are as follows (unchanged from 2017/18):

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

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

2.9 In practice, almost all Council borrowing is undertaken on fixed rates of interest. This includes all long term borrowing undertaken from the Public Works and Loans Board.

2.10 The recommended limits for the maturity structure of borrowing are as follows (unchanged from 2017/18):

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

3. Annual Investment Strategy for 2018/19

3.1 The purpose of the Annual Investment Strategy is to set out the policies to ensure the security and liquidity of the Council's investments. The strategy deals with the credit ratings defined for each category of specified investments, the prudential use of non specified investments, and the liquidity of investments.

3.2 Specified Investments are defined as those satisfying each of the following conditions:

(a) Denominated in sterling.

(b) To be repaid or redeemed within 12 months of the date on which the investment was made

(c) Do not involve the acquisition of share capital or loan capital in any body corporate.

(d) Are made with the UK Government, local authorities, parish councils, community councils, or with a deposit taker which has been awarded a high credit rating by a credit rating agency and is authorised by a regulatory body (normally the Financial Services Authority - FSA).

3.3 Any investments that do not meet the criteria defined in paragraph 3.2 above are classified as 'Non-specified Investments'.

3.4 The credit ratings and limits proposed for the categories of investments intended for use by the Council in 2018/19 are as follows:

Debt Management Office (UK Govt)	Unlimited
UK Local Authorities (including Police and Fire Authorities and similar public bodies)	Not more than £5,000,000 per authority
UK Building Societies	
Ranked 1 to 11	Not more than £5,000,000 per institution
Ranked 12 to 21	Not more than £4,000,000 per institution
Ranked 22 to 25	Not more than £3,000,000 per institution
UK Banks & Other Financial Institutions rated at least Prime 1 by Moody's	Not more than £5,000,000 per institution
UK Banks & Other Financial Institutions rated at least Prime 2 by Moody's	Not more than £4,000,000 per institution
UK Banks & Other Financial Institutions rated at least Prime 3 by Moody's	Not more than £3,000,000 per institution
UK based Money Market Funds (AAA rated by Moody's)	Not more than £5,000,000 per fund
UK NHS Trusts	Not more than £15,000,000 per trust (subject to individual lending agreement to be approved by Executive)
CCLA Local Authorities Property Fund	Not more than £3,000,000 (subject to further due diligence review to be approved by Treasury Management Group)

3.5 Two changes are proposed to these investment criteria for 2018/19. The first of these is to allow the Council to invest up to £15 million with NHS trusts. However, specific loan agreements will need be drawn up to cover any such arrangements, which will be subject to Executive approval.

3.6 The second proposed change is to add the CCLA Local Authorities Property fund to the list of institutions which the Council can invest. This approach would represent a slightly higher risk and less liquid investment than the Council's current portfolio of cash investments. However, based on the experience of other local authorities who have invested in this fund, it has the potential to offer a yield of around 4% per year, provided we invest for at least 2 years. In order to mitigate the risk of this investment, an initial limit for investment in the fund of £3,000,000 is proposed. (This represents 15% of the average investment fund balance to date in 2018/19). Before committing to investing in the fund also we intend to commission an independent treasury advisor to assess the risk of this investment in more detail. Subject to review and approval of this assessment by Treasury Management Group we may then decide to invest in the fund if and when sufficient funds are available.

3.7 The period for which funds are invested is determined by the cash flow needs of the Council. Funds are invested for as long as possible, in order to maximise the rate of return, while still ensuring that sufficient funds are available to meet the Council's outgoings. The normal maximum period for which funds may prudently be committed is 12 months.

3.8 If sufficient funds become available, and market conditions are favourable enough to permit secure longer term investment, funds may, from time to time be invested for longer periods such as 24 months which will offer a better rate of return. However in order to minimise risk and ensure liquidity, no more than 40% of the Council's funds will be held at any one time in investments longer than 12 months.

3.9 The proposed investment limits summarised above represent the maximum amounts to be invested with individual organisations. The Treasury Management Group may temporarily reduce these amounts and/or shorten the time-period of investments in order to spread the exposure to loss from institutions failing.

4. Proposed Borrowing Strategy for 2018/19

4.1 All the Council's long term borrowing (with the exception of the debt contained within the waste PFI contract) is at a fixed rate from the Public Works and Loans Board (PWLB). The PWLB currently offers the most competitive and secure rates of interest to local authorities. For example, the 40 year fixed annuity rate currently stood at 2.81% on the 7th February 2018. (This includes the 0.20% "certainty" discount which is currently offered by the PWLB to those local authorities, including West Berkshire, which have made available to HM Treasury their medium term borrowing plans).

4.2 At the start of the current financial year the balance of the Council's loans from the PWLB was £132.6 million. This sum includes £20.5 million which is still outstanding from the debt inherited from the former Berkshire County Council (BCC). The former BCC loans were taken out on a maturity basis and it is therefore necessary to make an annual provision in the revenue budget to repay these loans at the end of their term, currently planned to be £308k per year on average over the next six years. All loans taken out by West Berkshire Council between 2006 and September 2017 have been on an annuity basis, which means a proportion of the principal debt is repaid every year. This provides greater certainty over the future level of loan repayments and avoids the future liability for repayment of the principal.

4.3 This strategy proposes to continue to borrow on an annuity basis for the purposes of funding capital investment on operational assets. However, the Property Investment Strategy which was approved by the Executive in May 2017 is based on the principle of taking maturity (interest only) loans to fund investment property with the intention that when the loan is due to be repaid, the asset will either be sold or refinanced on the strength of additional future income.

4.4 By March 2018, the PWLB loans balance is expected to have increased by £24.2 million to £156.8 million. This increase is to fund £9.7 million proposed capital spending on operational assets and £19.3m expenditure for purchase of investment property 2017/18. The new borrowing will be offset by approximately £4.8 million repayments against existing loans which will have been made by the end of the financial year.

4.5 The forecast balance of total long term debt at the end of March 2018, including that related to the PFI contract, is approximately £171.1 million.

4.6 The Council's total long term debt to fund is currently expected to peak at around £217.6 million by 2021 (including up to £30 million expected to be borrowed in 2018/19 to fund investment in commercial property). Appendix C to this report contains three charts showing the long term forecast for new borrowing and principal repayments, long term levels of overall debt and the total revenue cost of principal and interest repayments. However it should be noted that these forecast figures will need to be revised if the Council's capital spending and financing plans change in future years.

Subject to Call-In:
Yes: ☐ No: ☒

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

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

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

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

Officer details:

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

Appendix B

Equality Impact Assessment - Stage One

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

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

Name of policy, strategy or function:	Investment and Borrowing Strategy
Version and release date of item (if applicable):	Version 1 19 January 2018
Owner of item being assessed:	Gabrielle Esplin
Name of assessor:	Gabrielle Esplin
Date of assessment:	24 January 2018

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

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	To set policies and parameters for investment and borrowing carried out by the council
Objectives:	To maximise returns on investments while minimising risk and ensuring availability of sufficient funds a day to day basis to support the Council's business; to ensure that borrowing undertaken by the Council is affordable, controlled and for appropriate purposes.
Outcomes:	Income earned to support the Council's revenue budget; Council cash balances protected; sufficient funds are available for the Council's day to day activities and for investment in capital assets.
Benefits:	Effective treasury management supports the achievement of all the Council's service objectives

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or

negatively and what sources of information have been used to determine this. (Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	**What might be the effect?**	**Information to support this**
	No service users are directly affected by this strategy	
Further Comments relating to the item:		

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

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

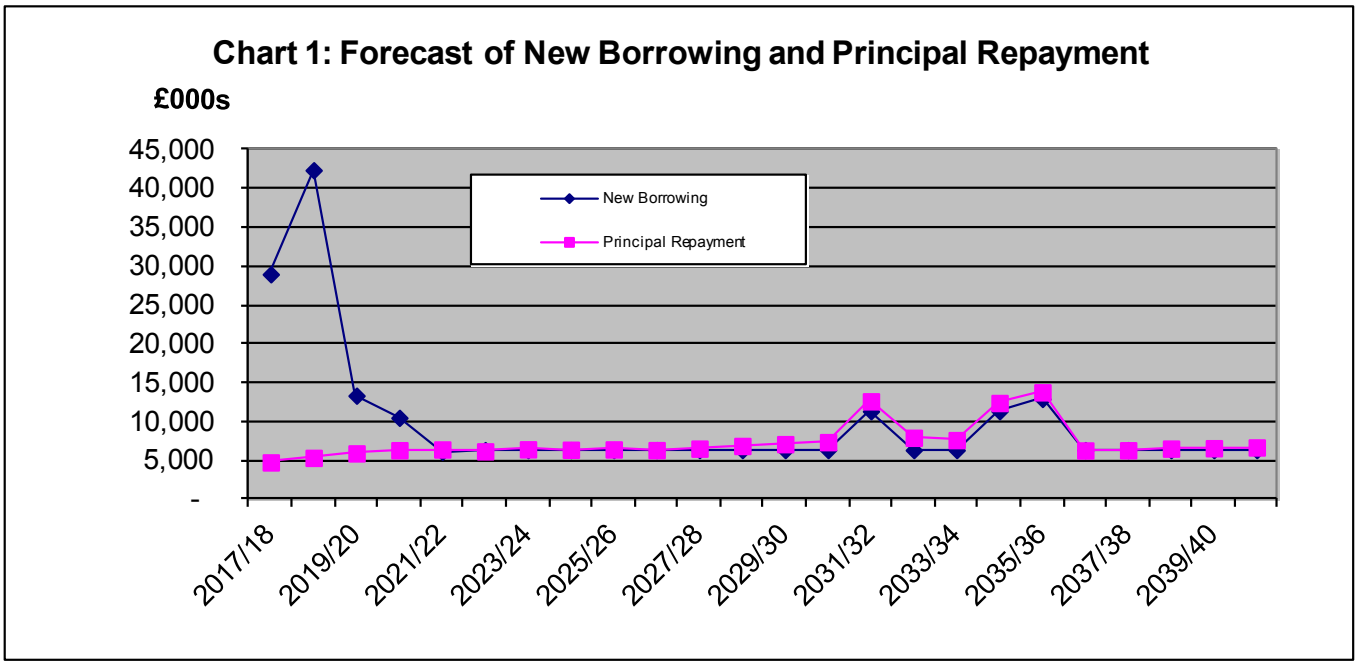
If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

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

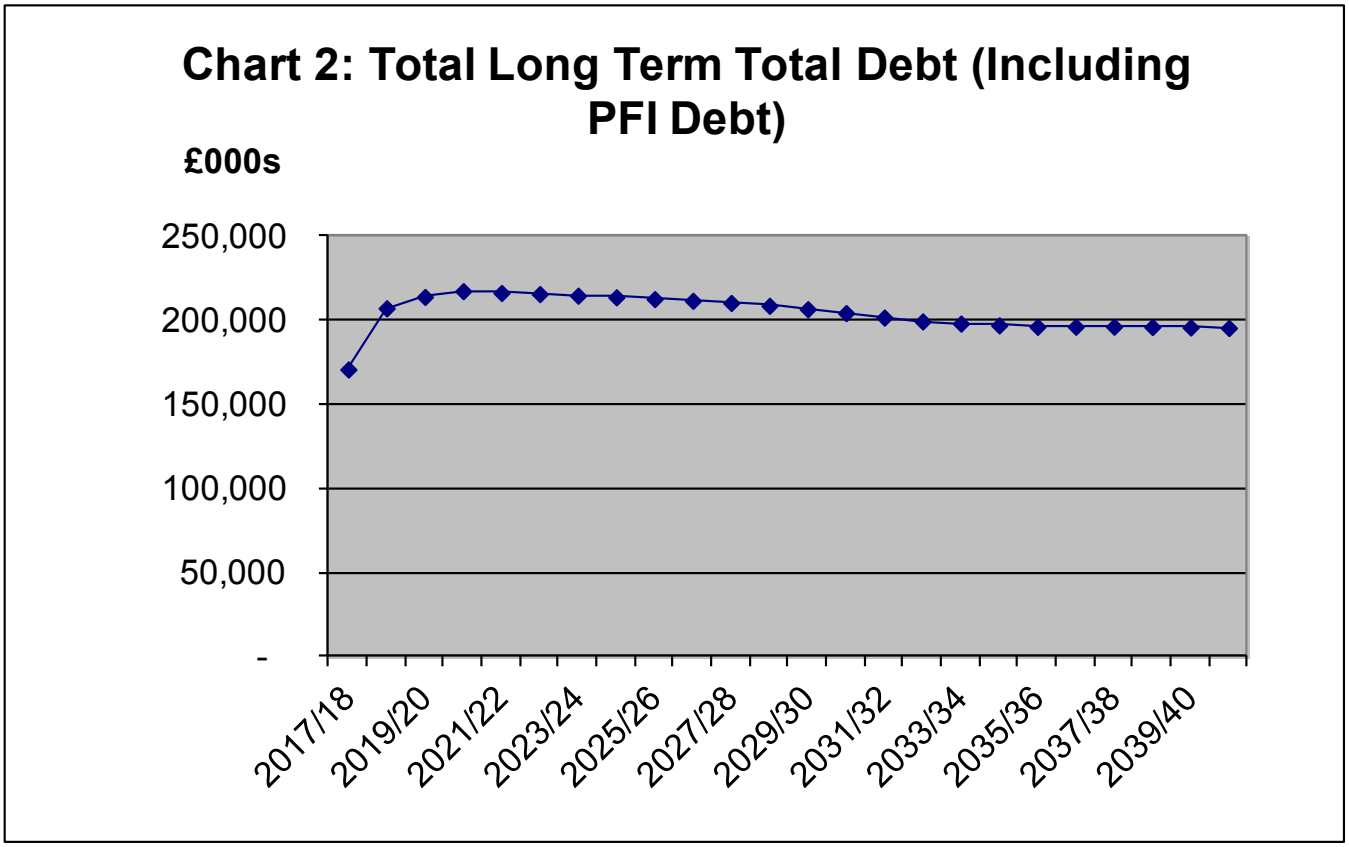
Name: Gabrielle Esplin **Date: 19 January 2018**

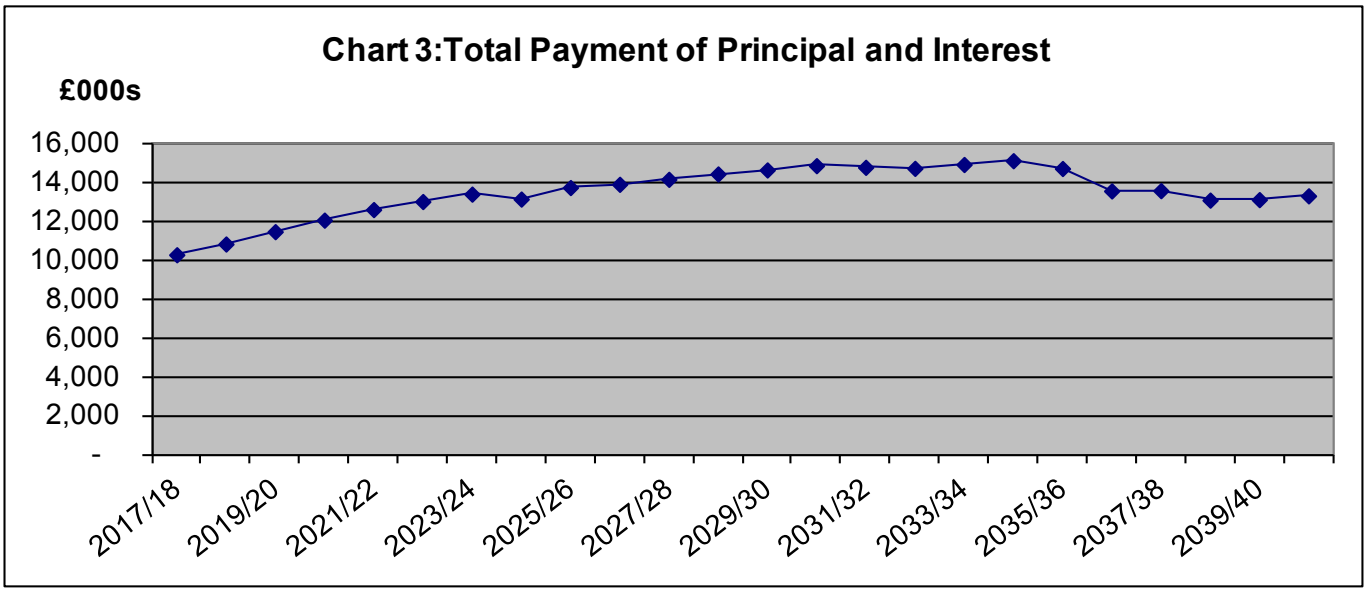
Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.

Appendix C



N.B The spikes in 2018 relates to additional borrowing for investment in property and those in 2031, 2034 and 2035 relate to the future repayment of maturity loans.




Chart 3:Total Payment of Principal and Interest
£000s
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
-
2017/18
2019/20
2021/22
2023/24
2025/26
2027/28
2029/30
2031/32
2033/34
2035/36
2037/38
2039/40

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Medium Term Financial Strategy 2018/19 to 2020/21

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	19 February 2018
Report Author:	Andy Walker
Forward Plan Ref:	C3275

1. Purpose of the Report

1.1 The Medium Term Financial Strategy (MTFS) is a rolling three year strategy which is built to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy. The MTFS should be read in conjunction with the Revenue Budget 2018/19, Capital Strategy and Investment and Borrowing Strategy reports.

1.2 The aim of the MTFS is to:

(1) Allocate our available resources focussing on those determined as most critical in supporting our priorities and statutory responsibilities

(2) Ensure that capital investment is affordable; and

(3) Ensure that the Council has sufficient levels of reserves.

2. Recommendation

2.1 That Council approves and adopts the Medium Term Financial Strategy 2018/19 to 2020/21.

3. Implications

3.1 **Financial:**
The MTFS allocates £380 million of Council revenue resources over the next three years and allocates £43.6 million of Council capital resources over the next five years.

The revenue funding gap is forecast to reach £23m by 2020/21 prior to any savings plans or increases in income or Council Tax.

3.2 **Policy:**
The MTFS is aligned directly to the Council Strategy and the Capital Strategy.

3.3 **Personnel:**
The Council's establishment is funded from the Revenue Budget and Capital Programme. Any reductions in budget could impact on personnel.

3.4 **Legal:**
None

3.5 **Risk Management:**
The MTFS is designed to minimise the financial risks to the delivery of the Council Strategy by providing a clear picture of the resources available and allowing the Council to focus on its priorities.

3.6 **Property:**
The proposed Capital Programme will provide for maintenance and improvements to a number of existing Council buildings. The level of funding available for the proposed programme is partly dependent on final decisions still to be made about the disposal of some Council land and buildings.

3.7 **Other:**
None

4. Other options considered

4.1 None

Executive Summary

5. Introduction / Background

5.1 Over the previous eight years, West Berkshire Council has had to find over £55m of revenue savings, which has been achieved through finding efficiencies, making staff reductions, transforming services and generating income.

5.2 The 2016/17 Local Government Settlement announced the move to the retention of 100% of business rates by 2020 (now revised to 75%) and the phasing out of the Revenue Support Grant (RSG). Local authorities have been given the opportunity to raise council tax above the existing threshold with funds ring-fenced to pay for adult social care. West Berkshire Council applied a 2% precept in 2016/17, and a 3% precept in 2017/18, raising additional funds to support Adult Social Care needs in the district.

5.3 In October 2016, West Berkshire Council accepted the Government's offer of a four year funding settlement from 2016/17 to 2019/20. The Government made a clear commitment to provide minimum allocations for each year of the Spending Review period. Whilst this settlement committed the Council to a continued reduction in the Revenue Support Grant (RSG), it provided some financial certainty on which the Council could plan ahead and build other sources of income.

6. The Provisional 2018/19 Local Government Finance Settlement

6.1 The provisional settlement figures were issued on 19 December 2017 with the final settlement announced on 6 February 2018. The Secretary of State for local government has approved a bid submitted collectively by the six unitary authorities in Berkshire for the creation of a business rates pilot across Berkshire in 2018/19. This pilot will help the Government develop its detailed proposals to devolve business rate income to local authorities, replacing the current grant funding arrangements.

6.2 During the pilot year, it is estimated that an additional £35m of business rates income collected in Berkshire will be retained within the county, rather than being returned to Whitehall as at present. The Berkshire authorities have committed to set aside 70% of the additional funding to make improvements to transport infrastructure in the Reading – Wokingham and Slough – Heathrow corridors, to be taken forward by the Thames Valley Berkshire Local Enterprise Partnership (LEP). The remaining 30% of additional funding will be distributed to the individual local authorities in Berkshire, in proportion to their respective contribution to the overall growth. The pilot has been agreed for one year only.

7. Funding Gap

7.1 The Council's costs grow each year as a result of inflation, salary increases, changes to National Insurance and pension contributions, and service pressures arising from increased demand and new responsibilities, particularly in adult social care. The forecast levels of funding over the period of the MTFS, together with provision for budgetary increases, means that West Berkshire Council would be facing a funding gap of £23m by 2020/21, before considering Council Tax increases or savings plans.

7.2 In order to close the 2018/19 gap of £10.6m, it is proposed that Council Tax will be increased by 2.99% raising £2.7m, with a 3% precept ring-fenced for adult social care raising a further £2.7m, savings and income generation will raise £5.2m.

7.3 For 2019/20 and 2020/21, the assumption in the Medium Term Financial Strategy is that Council Tax increases will be at 2% per year, leading to savings and income requirements of £5.2m and £3.1m respectively. For 2019/20, £2.8m has already been identified and in 2020/21, £240k has been identified.

8. Reserves

8.1 The level of usable reserves the Council holds is reviewed as part of the medium term financial planning. Consideration is given to the financial standing of the Council, the medium term funding outlook and the risks we are facing. The s151 officer (Head of Finance & Property) recommends that the General Reserve totals, as a minimum, 5% of the Council's net revenue expenditure, which for 2018/19 would be £6.3m. The use of reserves is a one off solution and must be used prudently to ensure it does not undermine longer term budget sustainability. Usable reserves are shown in the following table:

	1.4.2017	1.4.2018	1.4.2019
	Actual	Estimate	Estimate
Usable Reserves	**£m**	**£m**	**£m**
General Funds:			
General Fund	5.32	5.32	5.32
Risk Fund	1.03	1.03	1.03
Total General Reserves	**6.35**	**6.35**	**6.35**
Earmarked Reserves	12.85	10.18	9.03
Total Usable Reserves	**19.20**	**16.53**	**15.38**

8.2 During 2017/18, earmarked reserves are expected to reduce by £2.67m to fund the forecast revenue over spend, exit costs arising from savings plans, transformation projects and release earmarked reserves. During 2018/19, estimates have been made for funding exit costs, use of transformation fund and other use of reserves.

9. Medium Term Financial Strategy

9.1 The key financial strategy to close the funding gap over the medium term will focus on innovation around service transformation, strategic transformation and commercialisation. The Corporate Programme is driving this change and contains a number of projects that aim to support the Council's financial strategy through identifying opportunities to transform services and through implementing changes that will deliver new income streams. The areas of focus that will contribute to closing the funding gap include:

(1) Digitisation, identifying solutions to address council services such as bookings, training courses and payments and to assist with the Waste Services project.

(2) Continuing to improve our systems and processes by undertaking Financial Challenge Reviews and New Ways of Working reviews, and benchmarking to compare our cost levels and find new income opportunities.

(3) Demand management, reviewing where the demand on our services actually comes from, who the key users are, what their requirements are and how might we better manage demand or anticipate needs

(4) Commercialisation, investing in residential and commercial property, adopting a more commercial approach to procurement and trading further with schools and other organisations.

(5) Reducing the amount we pay for collecting and disposing of household waste.

(6) Sharing services with other local authorities and the One Public Estate programme to make the best use of Berkshire wide collective buildings.

(7) Working with partners and communities to deliver services differently and devolution to Parish and Town Councils.

9.2 The strategy is aimed at closing the funding gap and bringing financial stability for the future. The three year Medium Term Financial Model is shown below:

2017/18	Line ref	Medium Term Financial Model	2018/19	2019/20	2020/21
£m			£m	£m	£m
4.99%		**Council Tax/ASC Precept Increase**	**5.99%**	**2.00%**	**2.00%**
88.37	1	Council Tax income	94.84	98.19	101.65
3.70	2a	Revenue Support Grant	0.00	-1.79	-2.12
1.37	2b	Transitional Grant Funding	0.00	0.00	0.00
5.08	3a	Adult Social Care BCF ringfenced funding	5.43	5.43	5.43
0.70	3b	Adult Social Care iBCF ringfenced funding	0.58	0.28	0.00
0.50	3c	Adult Social Care Support Grant	0.31	0.00	0.00
0.06	4	Other Non-Ringfenced Grants	0.08	0.07	0.05
85.41	5a	*Business Rates Collected*	*86.38*	*88.37*	*90.40*
-66.03	5b	*Business Rates sent to Central Government*	*-64.15*	*-67.01*	*-68.63*
19.38	5c	Retained Business Rates	22.23	21.36	21.77
0.51	6	Education Services Grant (ESG)	0.00	0.00	0.00
3.63	7	New Homes Bonus	2.69	2.29	1.81
-0.11	8	Council Tax Collection Fund deficit (-)/ surplus	-0.73	0.00	0.00
0.00	9	Use of Capital Receipt	0.00	0.00	0.00
123.19	10	**Funds Available**	**125.44**	**125.84**	**128.59**
113.77	11a	Opening budget	114.55	118.83	119.72
-0.95	11b	Opening budget adjustments	0.21	-0.71	0.00
1.45	12	Budget growth	2.55	2.31	1.74
0.79	13	Contract inflation	1.76	1.58	1.62
3.71	14	Service Pressures	4.49	2.43	2.33
0.50	15	Increase in capital financing cost	0.50	0.50	0.50
-4.72	16	Savings or income requirement	-5.23	-5.22	-3.10
114.55	17	Annual Budget Requirement	118.83	119.72	122.81
0.51	18	One off provision for other risks	0.60	0.40	0.35
1.37	19	One off transitional grant funding	0.00	0.00	0.00
116.43	20	Net Budget Requirement for Management Accounting	119.43	120.12	123.16
5.08	21a	One off Adult Social Care BCF ringfenced funding	5.43	5.43	5.43
0.70	21b	One off Adult Social Care iBCF ringfenced funding	0.58	0.28	0.00
0.98	22a	Increase in reserves	1.24	0.00	0.00
0.00	22b	Use of reserves	-1.24	0.00	0.00
123.19	23	**Budget Requirement**	**125.44**	**125.84**	**128.59**
		£10k roundings may apply			

10. Proposal

10.1 To approve the MTFS, subject to final changes.

11. Conclusion

11.1 The forecast levels of funding available over the medium term, together with provision for budgetary increases and growing pressures, mean that over the next three years we need to address a funding gap of £23m. In 2018/19, a 2.99% Council Tax increase will raise £2.7m, a 3% adult social care precept will raise a further £2.7m and our savings and income generation plans will save £5.2m. For the following two years, the gap will be closed from Council Tax increases and savings and income generation. The key financial strategy to close the funding gap over the medium term will focus on innovation around service transformation, strategic transformation in order to bring financial stability for the future. Capital investment will continue to ensure that core assets are maintained and protected. Reserves have been reviewed to ensure they are for the Council to deliver services

and take appropriate risks in amending service delivery models without impacting on the financial viability of the organisation.

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

12. Appendices

12.1 Appendix A – Equalities Impact Assessment

12.2 Appendix B – Supporting Information

12.3 Appendix C – Medium Term Financial Plan – Assumptions

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- ***(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- ***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
  - ***(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
  - ***(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- ***(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***

(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(3) Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

What is the proposed decision that you are asking the Executive to make:	Approval of MTFS 2018/19 to 2020/21
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Andy Walker
Date of assessment:	11.1.18

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

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

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

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

Group Affected	What might be the effect?	Information to support this
Age		
Disability		
Gender Reassignment		

Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Further Comments relating to the item:		

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

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

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

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Andy Walker **Date: 11.1.2018**

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

Appendix B

Medium Term Financial Strategy 2018/19 to 2020/21 – Supporting Information

1. Introduction/Background

1.1 The Medium Term Financial Strategy (MTFS) is a rolling three year strategy which is built to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy. The MTFS should be read in conjunction with the Revenue Budget 2018/19, Capital Strategy and Investment and Borrowing Strategy reports.

1.2 The aim of the MTFS is to:

(1) Allocate our available resources focussing on those determined as most critical in supporting our priorities and statutory responsibilities;

(2) Ensure that capital investment is affordable; and

(3) Ensure that the Council has sufficient levels of reserves.

1.3 Over the previous eight years, West Berkshire Council has had to find over £55m of revenue savings, which has been achieved through finding efficiencies, making staff reductions, transforming services and generating income.

1.4 The 2016/17 Local Government Settlement included proposals for major transformation of local government funding, announcing the move to the retention of 100% of business rates by 2020 (now revised to 75%) and the phasing out of the Revenue Support Grant (RSG). In return, additional responsibilities would be devolved to local authorities.

1.5 Local authorities have been given the opportunity to raise Council Tax above the existing threshold with funds ring-fenced to pay for adult social care. West Berkshire Council applied a 2% precept in 2016/17, and a 3% precept in 2017/18, raising additional funds to support adult social care needs in the district.

1.6 In October 2016, West Berkshire Council accepted the Government's offer of a four year funding settlement from 2016/17 to 2019/20. The Government made a clear commitment to provide minimum allocations for each year of the Spending Review period. Whilst this settlement commits the Council to a continued reduction in the Revenue Support Grant (RSG), it provides some financial certainty on which the Council can plan ahead and build other sources of income.

2. The Provisional 2018/19 Local Government Finance Settlement

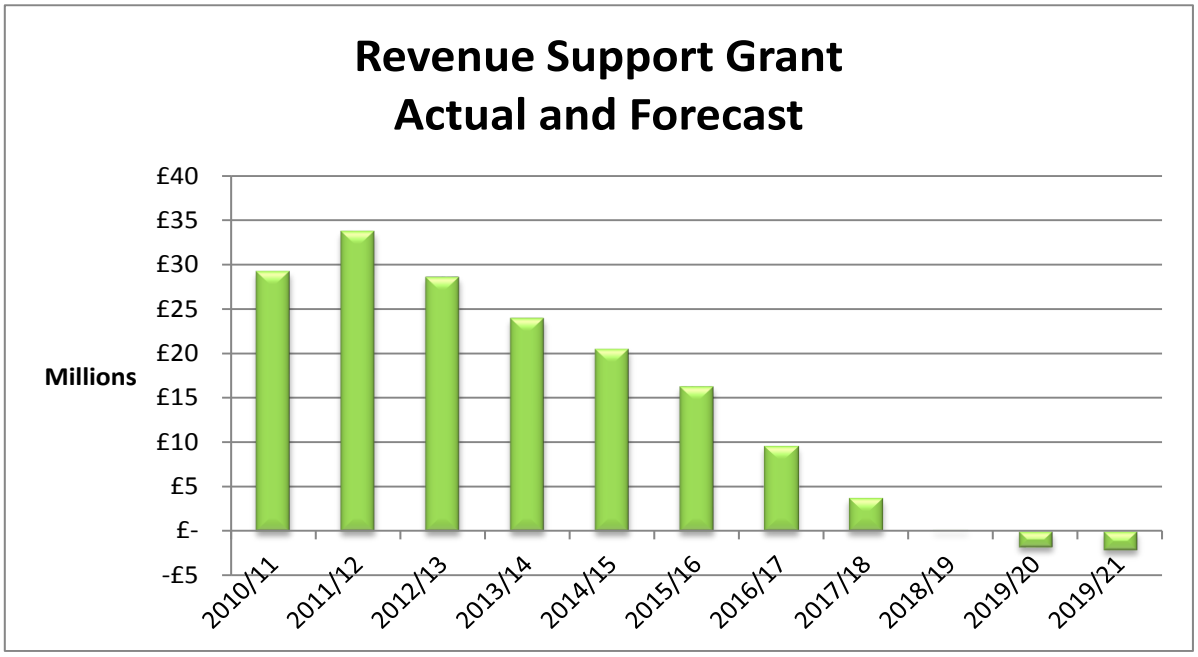
2.1 The provisional settlement figures were issued on 19 December 2017 with the final settlement announced on 6 February 2018. The Secretary of State for local government has approved a bid submitted collectively by the six unitary authorities in Berkshire to inform the development of a new funding system for local government. Along with nine other proposals from groups of authorities across

England, the creation of a business rates pilot across Berkshire in 2018/19 will help the Government develop its detailed proposals to devolve business rate income to local authorities, replacing the current grant funding arrangements.

2.2 During the pilot year, it is estimated that an additional £35m of business rates income collected in Berkshire will be retained within the county, rather than being returned to Whitehall as at present. This sum represents growth in the overall level of business rates income achieved since the current system of funding was introduced in 2013 and is an incentive designed to encourage local councils to invest in their local economies. Respecting this, the Berkshire authorities have committed to set aside 70% of the additional funding to make improvements to transport infrastructure in the Reading – Wokingham and Slough – Heathrow corridors. The works will be taken forward by the Thames Valley Berkshire Local Enterprise Partnership (LEP), an organisation with both private and public sector representation that has helped inform the Berkshire proposal.

2.3 The remaining 30% of additional funding will be distributed to the individual local authorities in Berkshire, in proportion to their respective contribution to the overall growth. Detailed arrangements for all of the approved pilot areas will be agreed with the Department for Local Government and Communities over the coming months to ensure the business rates pools are established in time for the new financial year in April. For West Berkshire, of the £86m we expect to raise locally in 2018/19, we expect to retain £22m (26%). In 2017/18 we collected £85m and retained £19m (22%). The pilot has been agreed for one year only.

2.4 As part of the pilot, the Revenue Support Grant (RSG) will become part of our baseline funding. For West Berkshire the RSG for 2018/19 is £120k which is 97% less than in 2017/18, equating to a loss of £3.6m. The grant allocations are shown in the following chart.



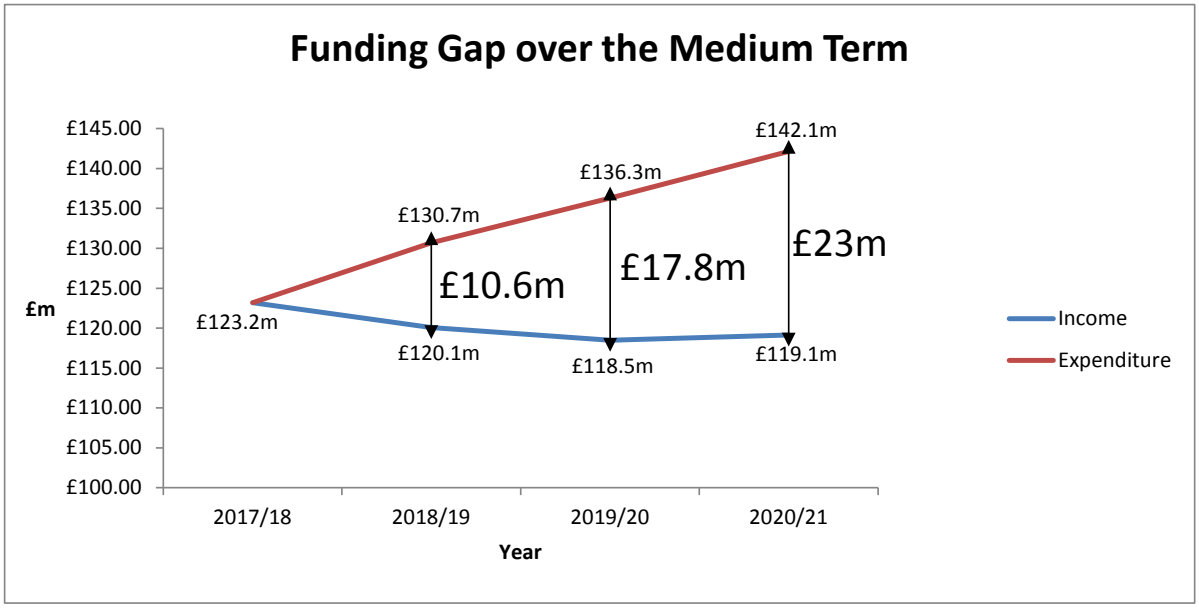
Note: RSG commenced in 2013/14, prior to this it was Formula Grant

2.5 From 2019/20 we will be charged an additional tariff on our business as a 'negative RSG'. The additional tariff amounts to £3.5m in 2019/20, which under the 50%

retention scheme would be an impact of £1.75m for West Berkshire. Government is expected to address negative RSG, but it is not yet clear if it will be removed.

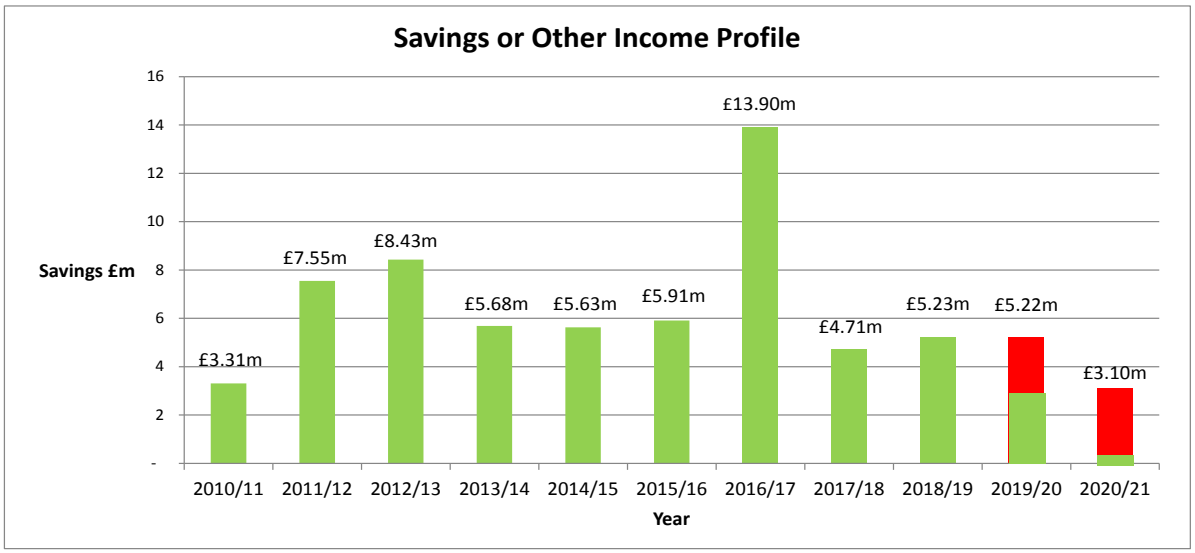
3. Funding Gap

3.1 The forecast levels of funding over the period of the MTFS, together with provision for budgetary increases, means that West Berkshire Council would be facing a funding gap of £23m by 2020/21, before considering Council Tax increases or savings plans. The following chart shows how the funding gap would grow if savings or other income were not identified to bring the budget back in balance.



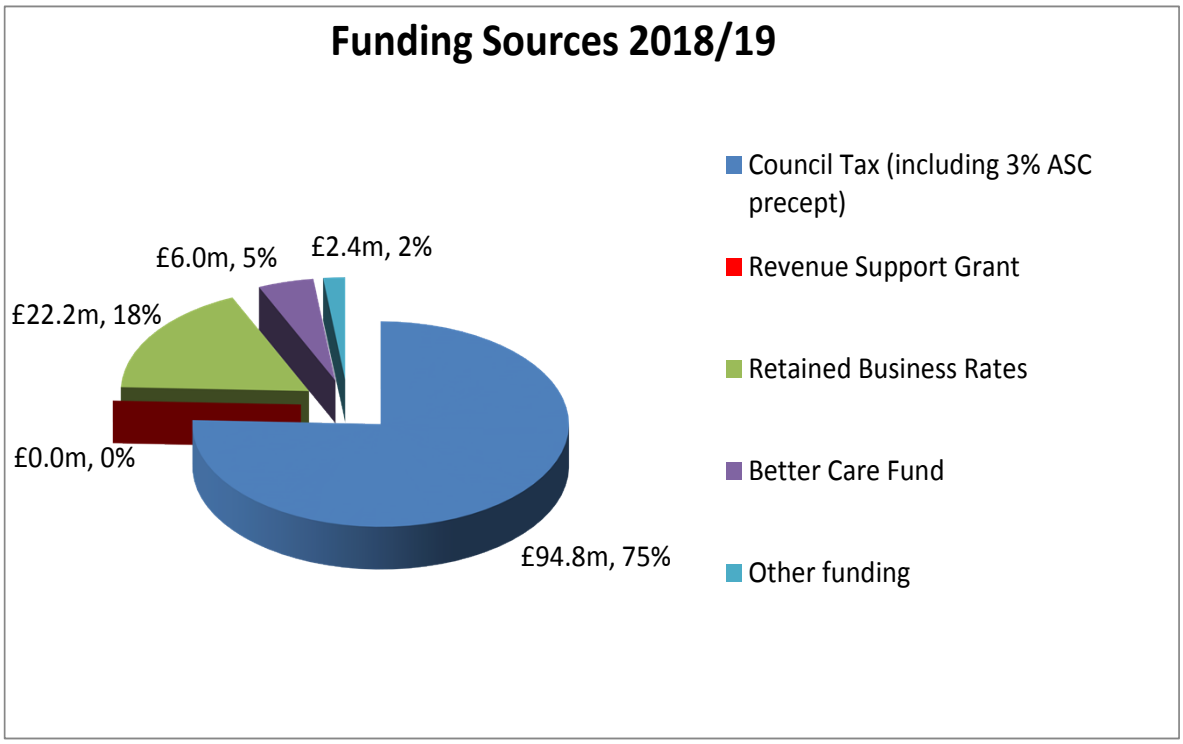
3.2 In order to close the 2018/19 gap of £10.6m, it is proposed that Council Tax will be increased by 2.99% raising £2.7m, with a 3% precept ring-fenced for adult social care raising a further £2.7m. Savings or income generation will generate £5.2m.

3.3 For 2019/20 and 2020/21, the assumption in the Medium Term Financial Strategy is that Council Tax increases will be at 2% per year, which leads to savings requirements as shown in the following chart. For 2019/20, £2.8m has already been identified and in 2020/21, £240k has been identified.



4. Revenue Funding

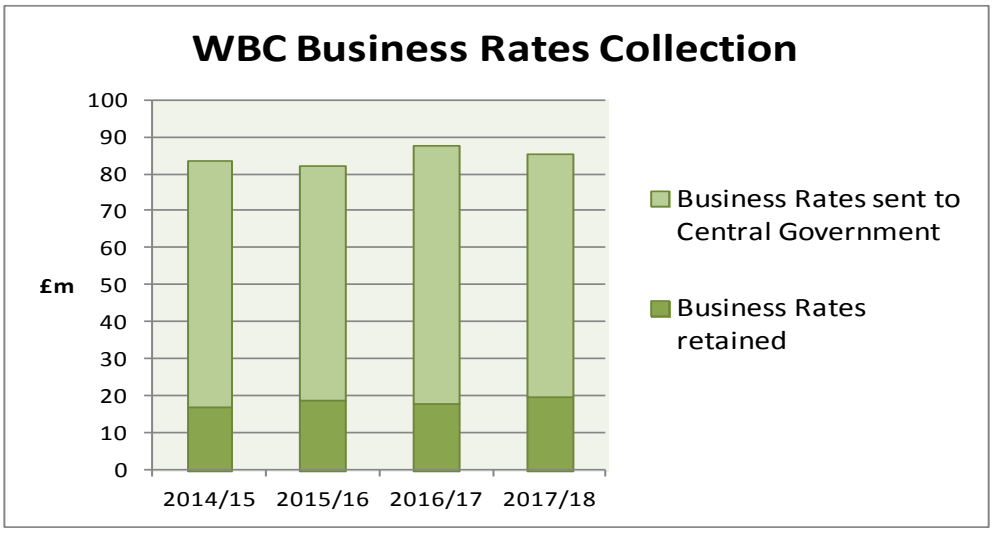
4.1 The 2018/19 revenue budget is funded from a number of sources as shown in the following chart:



4.2 In addition to any Council Tax increases, income from Council Tax is expected to increase over the period as a result of growth in the tax base, or the number of properties paying Council Tax. This increase is forecast to be 1.26% in 2018/19 and then an estimated 1.5% each year. This is based on a collection rate of 99.4%.

4.3 Revenue Support Grant reduced to £120k in 2018/19 and from 2019/20 we will be charged an additional tariff on our business as a 'negative RSG'. The additional tariff amounts to £3.5m, which under the 50% retention scheme would be an impact of £1.75m for West Berkshire. Government is expected to address negative RSG, but it is not yet clear if it will be removed.

4.4 Retained Business Rates represents our share of the actual business rate collected in West Berkshire. For 2018/19, West Berkshire will be part of the Berkshire business rates pilot and of the £86m we raise locally, we expect to retain £22m (26%).



4.5 The MTFS assumption is that the pilot will be for one year only. If the pilot were extended there could be a positive impact on our funds available in the region of £2m.

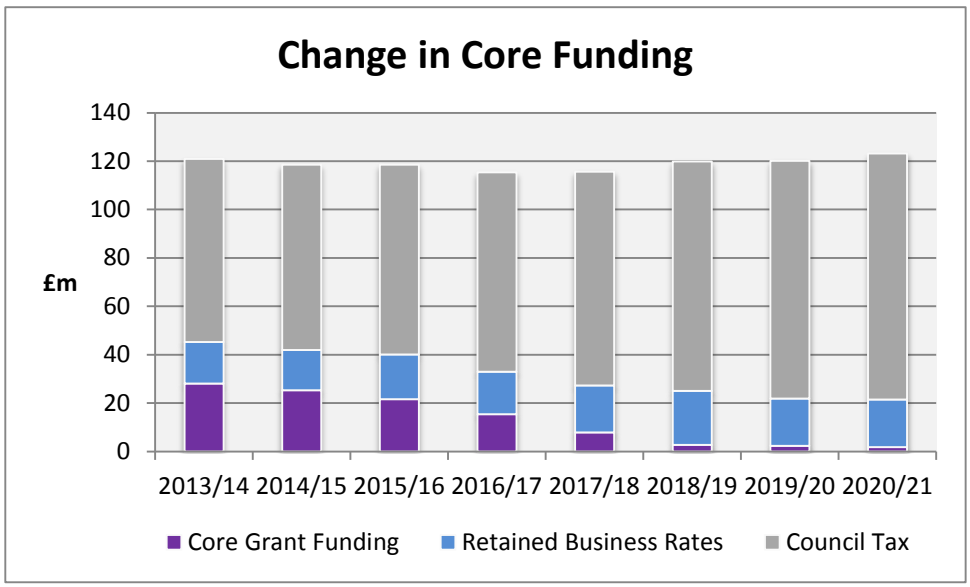
4.6 Department of Health funding via the Better Care Fund is to be spent locally on health and care with the aim of achieving closer integration and improve outcomes for patients and service users and carers. The fund is allocated to local areas where it is put into pooled budgets under Section 75 joint governance arrangements between CCGs and councils. A condition of accessing the money is that the CCGs and councils must jointly agree plans for how the money will be spent, and these plans must meet certain requirements.

4.7 Other funding consists of New Homes Bonus grant, Adult Social Care Support Grant and non ring-fenced other grants. The Council also receives ring-fenced funding which must be spent on specific areas. The largest of these are detailed below.

(1) The Dedicated Schools Grant (DSG) does not form part of the Revenue budget as it is received by government and then passed straight out to schools. For 2018/19 the grant is expected to be £128m.

(2) Public Health grant amounting to £5.853m in 2018/19.

4.1 The following chart shows the changes in the Council's core sources of funding between 2013/14 and our expected funding in 2020/21. Core funding is Council Tax, Retained Business Rates and non ring-fenced grants such as New Homes Bonus.



5. Revenue Expenditure

5.1 The Revenue funding outlined above, funds the following year on year changes to our budget.

5.2 **Budget Growth:** This is the annual budget increase required for the Council to perform exactly the same functions year on year. As part of the budget setting process, the Council provides for general inflationary pressures such as salary increases (2% assumption) based on the established number of posts, together with salary increments and increases to National Insurance and pension contributions.

5.3 **Contract Inflation:** Budgets are inflated where a contract is in place and is subject to annual inflationary increases. The main amount of contract inflation the Council faces is from the waste PFI contract. This contract increase is based on the RPIx measure in January of each year.

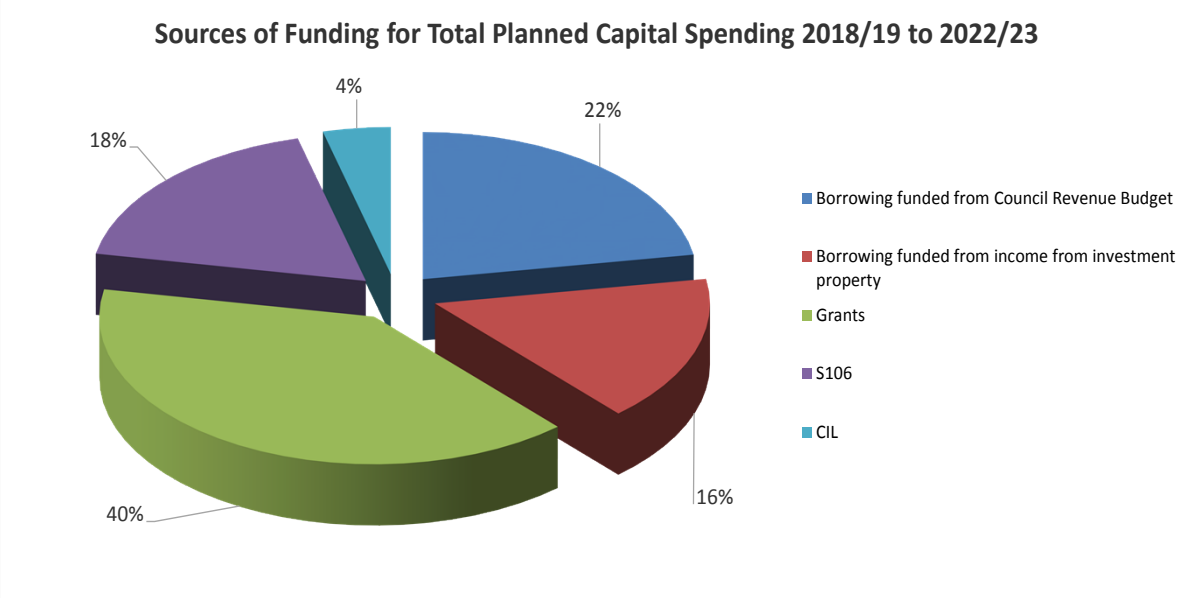
5.4 **Service Pressures:** Each year new pressures arise from demand or new service provision. These need to be built into the MTFS. The 2017/18 budget is forecasting an over spend of £860k at Quarter Three and any ongoing pressures arising from this need to be built into future budgets. The pressures have largely arisen in adult social care and include provision for the transition of learning disability clients from children to adult placements together with increased demand, staffing shortages and cost increases related to the introduction of the National Living Wage and paying for sleep-in carers. Children and Education services are facing pressures in the placements budgets.

5.5 **Provision for Other Risks:** The Council is facing a number of risk items that will arise but cannot yet be quantified. These include increase in demand for services over and above budget assumptions, inflationary pressures and income from business rates at risk. There is a risk to delivering some savings plans in full, and this risk increases in line with the size of the savings programme. We have allocated some funding in the MTFS to help fund these items.

6. Capital Programme

6.1 Capital funding is covered in detail in the Capital Strategy 2018 to 2023. The size of the Capital Programme is determined by the amount which the Council can afford to

borrow together with other sources of capital funding including capital receipts, government grants and developers' contributions. A breakdown of the expected sources of funding for the Capital Programme 2018/19 to 2022/23 is shown in the following chart:



6.2 Annual increases of £500k have been built into the Council's revenue budget to accommodate borrowing to fund the Capital Programme. The estimated cost of borrowing is based on the assumption that the Bank of England base rate will increase by 0.5% each year from 2018/19 to a peak of 2.5% in 2022/23.

6.3 The Council funded programme for 2018/19 is £42.7m. This figure includes £30m planned to be spent on investment property which will be funded from income to be earned from that property. From 2019/20 onwards the ongoing level of new Council funded capital is expected to continue at approximately £7.7m per year.

7. Reserves

7.1 Reserves are categorised into unusable and usable reserves. Unusable reserves includes those reserves which are kept to manage the accounting processes for non-current assets, retirement and employee benefits. These do not represent usable resources for the council. Usable Reserves consist of the General Reserve and Earmarked Reserves. The General Reserve is comprised of the 'General Fund' and the 'Risk Fund' and exists to cover a number of non-specific items and risks. Earmarked Reserves are held for specific future projects or service risks and include schools balances, schools in financial difficulty, self insurance, waste management and service specific risk funds. The service specific risk funds were created to meet known risks within Adult Social Care, Children and Family Services and Legal Services, and these may be called upon to support the 2017/18 over spend, subject to Executive approval.

7.2 The level of usable reserves the Council holds is reviewed as part of the medium term financial planning. Consideration is given to the current financial standing of the Council, the funding outlook into the medium term and the financial risk environment we are operating in. The s151 officer (Head of Finance & Property) recommends that the General Reserve totals, as a minimum, 5% of the Council's net revenue expenditure, which for 2018/19 would be £6.3m. The use of reserves is

a one off solution and must be used prudently to ensure it does not undermine longer term budget sustainability.

7.3 Usable reserves are shown in the following table:

	1.4.2017	1.4.2018	1.4.2019
	Actual	Estimate	Estimate
Usable Reserves	**£m**	**£m**	**£m**
General Funds:			
General Fund	5.32	5.32	5.32
Risk Fund	1.03	1.03	1.03
Total General Reserves	**6.35**	**6.35**	**6.35**
Earmarked Reserves	12.85	10.18	9.03
Total Usable Reserves	**19.20**	**16.53**	**15.38**

7.4 During 2017/18, earmarked reserves are expected to reduce by £2.67m to fund the forecast revenue over spend, fund exit costs arising from savings plans, fund transformation projects and release earmarked reserves. During 2018/19, estimates have been made for funding exit costs, use of transformation fund and other use of earmarked reserves.

8. Medium Term Financial Strategy

8.1 Over the past few years, the Council's savings programmes have focussed largely on becoming more efficient at what we do and reducing the Council's administrative functions. Over the last eight years these efficiencies have contributed almost half of the £55m savings taken out of our budgets so far.

8.2 Whilst the Council will continue to maximise efficiencies from across its service areas, the key financial strategy to close the funding gap over the medium term will focus on innovation around service transformation, strategic transformation and commercialisation. The Corporate Programme is driving this change and contains a number of projects that aim to support the Council's financial strategy through identifying opportunities to transform services and through implementing changes that will deliver new income streams. These areas of activity are being progressed using the council's project management methodology and therefore have their own time lines and governance structures. Resources and staffing have been allocated to the Corporate Programme in order to move this forward, and £1m was put into a Transformation Reserve, in order to facilitate the delivery of the financial strategy.

8.3 The areas of focus that will contribute to closing the funding gap include the following:

(1) Investing in digitisation to both improve services and reduce costs

This agenda is driven through the Customer First Programme Board and there are a number of digitisation projects underway. Digitisation solutions have been identified to address council services such as bookings, training courses and payments and to assist with the Waste Services project.

(2) Continuing to improve our systems and processes

One of the most successful processes undertaken in 2017 was the Financial Challenge Reviews where each service within the council was reviewed in detail from their budget sheets through to the activity undertaken and their staffing structures. This review has so far identified £1.9m that might be generated from savings or income generation over the next three years, over and above that already identified as part of other processes. This is a significant contribution towards the funding gap. The process continues into 2018, at a less molecular level, with the Panel having responsibility for identifying contributions towards the remaining funding gap for 2019/20 and 2020/21.

Linked to this piece of work and with a view to enabling the council to be able to keep pace with the constant demand on budgets, is the New Ways of Working project which is designed to review how and why we deliver the services and looking at how we might deliver them in a more effective and efficient way. We will be reviewing statutory and non-statutory elements and most importantly, the structure of the organisation. If the council is to withstand the financial challenge, we must adapt and this can only ultimately be achieved through a completely new structure and method of delivering our services. This large project has a target of three years to deliver changes.

As part of these projects, we are reviewing our services where benchmarking against other councils suggest they may be above average cost. As part of our benchmarking work, we are reviewing income generating sources and fees and charges, comparing ourselves nationally and with similar authorities.

(3) Demand Management

One of the key projects underway is to review where the demand on our services actually comes from, who the key users are, what their requirements are and how might we better manage demand or anticipate needs. This will naturally feed into the New Ways of Working piece of work as it will inform the direction of travel the council needs to take, in order to meet continuing demand on its services.

(4) Commercialisation

The Council is investing in residential and commercial property with the aim of meeting our statutory housing duties in a more cost effective way and generating a new income stream. A Property Investment Board has been established to drive this.

The Commissioning Service has been established in order to bring a more commercial approach to the way in which goods and services are procured. There is a large piece of work looking at where we can trade further with schools and other organisations to increase our income opportunities and compete in what has previously been, a limited market.

(5) Reducing the amount we pay for collecting and disposing of household waste

One of the largest projects underway at present centres on the savings to be generated from amending our current street cleansing schedules and the potential to start charging residents for garden waste collection. Both of these topics have been subject to public consultation.

(6) Sharing Services

We are continuing to join our services with those of other local authorities where it makes sense to do so. One of the most successful examples of this occurring has been in Public Protection and Culture where we have a shared service now with Bracknell Forest and Wokingham councils. There are other projects underway looking at where we may replicate this.

The One Public Estate programme is a Berkshire wide programme of activity looking at how to make the best use of our collective buildings estate. This is already working well via joint working with the Thames Valley Police who now share the Market Street ground floor premises with West Berkshire Council.

(7) Working with partners and communities to deliver services differently and devolution to Parish and Town Councils.

We have been working with Town and Parish Councils to identify opportunities for devolving services to them. The launch of the Parish Portal and the devolution agenda has proven successful and positive feedback has been received from parishes. Many of the more proactive parish councils are contacting us to request assistance with many of the services we have had to cut with a view to taking them on and running either with or for the communities. Communities themselves are taking positive action to request assistance around volunteering for library services and other services where the council has withdrawn its funding.

8.4 This strategy is aimed at closing the funding gap and bringing financial stability for the future.

9. Supporting Information

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

2017/18	Line ref	Medium Term Financial Model	2018/19	2019/20	2020/21
£m			£m	£m	£m
4.99%		**Council Tax/ASC Precept Increase**	**5.99%**	**2.00%**	**2.00%**
88.37	1	Council Tax income	94.84	98.19	101.65
3.70	2a	Revenue Support Grant	0.00	-1.79	-2.12
1.37	2b	Transitional Grant Funding	0.00	0.00	0.00
5.08	3a	Adult Social Care BCF ringfenced funding	5.43	5.43	5.43
0.70	3b	Adult Social Care iBCF ringfenced funding	0.58	0.28	0.00
0.50	3c	Adult Social Care Support Grant	0.31	0.00	0.00
0.06	4	Other Non-Ringfenced Grants	0.08	0.07	0.05
85.41	5a	*Business Rates Collected*	*86.38*	*88.37*	*90.40*
-66.03	5b	*Business Rates sent to Central Government*	*-64.15*	*-67.01*	*-68.63*
19.38	5c	Retained Business Rates	22.23	21.36	21.77
0.51	6	Education Services Grant (ESG)	0.00	0.00	0.00
3.63	7	New Homes Bonus	2.69	2.29	1.81
-0.11	8	Council Tax Collection Fund deficit (-)/ surplus	-0.73	0.00	0.00
0.00	9	Use of Capital Receipt	0.00	0.00	0.00
123.19	10	**Funds Available**	**125.44**	**125.84**	**128.59**
113.77	11a	Opening budget	114.55	118.83	119.72
-0.95	11b	Opening budget adjustments	0.21	-0.71	0.00
1.45	12	Budget growth	2.55	2.31	1.74
0.79	13	Contract inflation	1.76	1.58	1.62
3.71	14	Service Pressures	4.49	2.43	2.33
0.50	15	Increase in capital financing cost	0.50	0.50	0.50
-4.72	16	Savings or income requirement	-5.23	-5.22	-3.10
114.55	17	Annual Budget Requirement	118.83	119.72	122.81
0.51	18	One off provision for other risks	0.60	0.40	0.35
1.37	19	One off transitional grant funding	0.00	0.00	0.00
116.43	20	Net Budget Requirement for Management Accounting	119.43	120.12	123.16
5.08	21a	One off Adult Social Care BCF ringfenced funding	5.43	5.43	5.43
0.70	21b	One off Adult Social Care iBCF ringfenced funding	0.58	0.28	0.00
0.98	22a	Increase in reserves	1.24	0.00	0.00
0.00	22b	Use of reserves	-1.24	0.00	0.00
123.19	23	**Budget Requirement**	**125.44**	**125.84**	**128.59**
		£10k roundings may apply			

10. Proposals

10.1 To approve the MTFS, subject to final changes.

11. Conclusion

11.1 The forecast levels of funding available over the medium term, together with provision for budgetary increases and growing pressures, mean that over the next three years we need to address a funding gap of £23m. In 2018/19, a 2.99% Council Tax increase will raise £2.7m, a 3% adult social care precept will raise a further £2.7m, our savings and income generation plans will save £5.2m. For the following two years, the gap will be closed from Council Tax increases and savings and income generation. The key financial strategy to close the funding gap over the medium term will focus on innovation around service transformation, strategic transformation in order to bring financial stability for the future. Capital investment will continue to ensure that core assets are maintained and protected. Reserves have been reviewed to ensure they are for the Council to deliver services and take

appropriate risks in amending service delivery models without impacting on the financial viability of the organisation.

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

12. Consultation and Engagement

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

Subject to Call-In:
Yes: ☐ No: ☒

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

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

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

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

Officer details:

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

Appendix C

Medium Term Financial Strategy - Assumptions

1) Council Tax. The MTFS assumes a Council Tax increase of 2.99% in 2018/19 with a ring-fenced 3% precept for adult social care. After this the working assumption is for Council Tax increases of 2% per year. Taxbase growth assumptions are 1.26% in 2018/19 and 1.5% per annum for the remaining years of the MTFS.

2a) Revenue Support Grant (RSG) allocations have been received up to 2019/20, although we receive no RSG after 2018/19 and may be charged an additional tariff on our business rates, or 'negative RSG'.

2b) Transitional grant funding was awarded in 2016/17 and 2017/18.

3) Adult Social Care BCF ring-fenced funding is assumed to continue at the same rate. iBCF ring-fenced funding figures have been announced. Adult Social Care Support Grant was a one off grant for 2017/18 funded by a reduction in the New Homes Bonus funding. A further one off grant has been awarded in 2018/19.

4) Other Non-Ringfenced Grants are expected to be received during the financial year and will be used to support the Council budget. It is assumed that these will continue to reduce each year.

5) Retained Business Rates. For 2018/19 onwards, any increases have been assumed to be in line with Consumer Price Index (CPI) estimates. It is assumed that the pilot is operational for one year only as per the confirmation letter received from Government.

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

7) New Homes Bonus. This is monies received from Central Government (equivalent to the Council Tax received on a band D property) for every net new additional property in the district. The Government created this scheme to incentivise planning authorities to help promote new properties being built. The payments were reduced in 2018/19 from six years to five and are reduced to a four year payment from 2018/19.

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

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

10) Funds Available are the total non-ringfenced funds available for setting the Council's budget.

11) Opening Budget is the opening budget before new costs are built in and savings taken out.

12) Budget Growth. This is the adjustments to the Council's core costs; primarily pay inflation 2% and incremental pay awards (approx £540k pa). Pension provision is assumed to increase by 1.7% per annum from 2018/19 in order to fund the actuarial valuation.

13) Contract Inflation represents all inflation on Council contracts that are inflation linked.

14) Service pressures are any additional investments required for new costs; for example due to additional demand in social care. Detailed modelling work has been done for adult social care and children and family services looking at demographic changes, inflationary increases and complexity of care.

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

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

17) Annual Budget Requirement is the base budget for the Directorates.

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

19) One Off Transitional grant funding. This was made available by Government as part of the Local Government Settlement. It was available for 2016/17 and 2017/18.

20) Net Budget Requirement for Management Accounting. The amount of budget available.

21) One off Adult Social Care BCF and iBCF funding is the expenditure budget to match the funding received.

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

23) Budget requirement is the total budget for the year.

Capital Strategy and Programme 2018/19 to 2022/23

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	23 January 2018
Report Author:	Gabrielle Esplin
Forward Plan Ref:	C3276

1. Purpose of the Report

1.1 To outline the five year Capital Strategy for 2018 to 2023, including the minimum revenue provision (MRP) statement and the asset management plans for property and highways, and to set out the funding framework for Council's five year capital programme for 2018/19 to 2022/23.

2. Recommendation

2.1 To approve the Capital Strategy and Programme 2018/19 to 2022/23.

3. Implications

3.1 **Financial:** The draft programme allocates £73.6 million of Council capital resources over the next five years. This level of investment is expected to require an annual increase in the revenue budget for capital financing of £500k per year from 2018/19 to 2022/23. These increases are reflected in the proposed Revenue Budget 2018/19 and the Medium Term Financial Strategy 2018/19 to 2020/21.

Some proposed capital spending will be financed from capital receipts government capital grants, S106 and CIL. Some of these funds, particularly those expected to be available from 2019/20 onwards, have still to be confirmed. The level of spend in future years may need to be reviewed depending on the actual level of capital receipts and government grants. The future level of CIL funding is particularly uncertain at this stage and will need to be kept under close review.

3.2 **Policy:** The Capital Strategy is closely aligned to the Council Strategy 2015-2019.

The policy implications arising from the Prudential Framework are set out within the report.

3.3 **Personnel:** A proportion of the Council's establishment is funded directly by the Capital Programme where it can be

		demonstrated that staff directly support and help to deliver the capital programme
3.4	**Legal:**	The Capital Strategy contains Prudential Indicators that are mandatory under the Capital Finance Act 2003. When the final programme has been approved by Council, the budget managers will have the authority to let contracts for the schemes included in the 2018/19 programme in accordance with the Council's Contract Rules of Procedure.
3.5	**Risk Management:**	Strategic risks relating to the Capital Programme are set out in the Council's Strategic Risk Register. Individual programmes/projects will have their own Risk Management Plans
3.6	**Property:**	The proposed Capital Programme will provide for maintenance and improvements to a number of existing Council buildings. The level of funding available for the proposed programme is partly dependant on final decisions still to be made about the disposal of some Council land and buildings.

4. Other options considered

4.1 Not applicable

5. Executive Summary

5.1 Introduction

This report sets out the draft Capital Strategy and Programme covering the five year period 2018/19 to 2022/23. Despite ongoing pressure on the revenue budget, the Council continues to make significant investment in the future of West Berkshire through its capital programme. The programme continues to be supported by an annual increase in the revenue budget for capital financing which has remained unchanged at £500k per year, with no allowance for inflation, since 2011.

5.2 Proposals

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

- ***Improving Educational Attainment and Closing the Educational Attainment Gap***: £69.8 million for new school places and improvements to school buildings.

- ***Key Infrastructure Improvements in Relation to Roads***: £55.5 million for maintenance and improvement of highways.

- ***Regeneration and The Digital Economy*****:** £4 million to facilitate the delivery of superfast broadband across West Berkshire.

- ***Safeguarding Children and Vulnerable Adults*****:** £15.7 million for occupational health equipment, home adaptations and supported living for vulnerable adults and looked after children and to improve the supply of temporary accommodation for people at risk of becoming homeless.

- ***Supporting Communities to do More to Help Themselves:*** £3.7 million for maintenance and improvement of parks, open spaces sporting and cultural facilities and £0.5m for grants to support community projects.

- **Becoming and Even More Effective Council - Living Within our Means:** £30m for investment in commercial property in order to generate revenue income to help meet the running costs of Council services.

5.3 Equalities Impact Assessment Outcomes

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

6. Conclusion

The proposed programme allows for all the most urgent capital investment priorities indentified by services to help implement the Council Strategy over the next five years. The proposed programme relies on some sources of external funding which have not yet been confirmed for the later years of the programme - the future level of CIL receipts is particularly uncertain at this stage. Programme priorities and the availability of funding will therefore need to be kept under review, and changes may need to be made to the programme in future years.

7. Appendices

7.1 Appendix A – Capital Strategy and Programme 2018/19 to 2022/23

7.2 Appendix B – Equalities Impact Assessment

7.3 Appendix C – Summary of Capital Programme 2018/19 to 2022/23

7.4 Appendix D – Detailed Breakdown of Capital Programme 2018/19 to 2022/23

7.5 Appendix E – Overview of Property Asset Management Strategy

7.6 Appendix F – Highways Asset Management Strategy

Appendix A

Capital Strategy and Programme 2018/19 to 2022/23 – Supporting Information

1. Introduction

1.1 The Capital Strategy sets out the financial and policy context within which the Council can plan for long term investment in its assets and in the future of West Berkshire. It defines the amount of planned investment over the next five years and shows how this is to be funded.

1.2 The aim of the Capital Strategy is to:

- Enable the Council's assets and systems to be maintained and improved, to enable the effective and efficient delivery of the Council's key priorities as set out in the Council Strategy 2015 to 2019;
- To ensure that capital investment is affordable within the terms of the MTFS;
- To target funding at Council priorities, within available resources, in particular to maintain and improve the highway network and schools and to improve the efficiency of Council services through investment in ICT;
- Where appropriate to invest in assets which will help generate revenue income for the Council.

Key Issues addressed in the Capital Programme 2018-2023

1.3 The capital programme takes into account the following issues:

i. The latest estimates of future school pupil numbers and the cost of providing additional school places to accommodate them;

ii. The need to maintain and improve the condition and suitability of school buildings;

iii. The outcome of the review of Pupil Referral Unit provision in West Berkshire;

iv. Priorities for maintenance of and improvements to highways and the availability of grants from the Department for Transport, the Local Enterprise Partnership and the Environment Agency;

v. The need for ongoing savings in the highways capital maintenance programme to fund investment in surface treatment of the A4 in 2014/15 (to be funded over the 10 years to 2024/25);

vi. The need to provide ICT solutions to support the transformation of other Council services in order to achieve further service improvements and efficiency savings;

vii. The Council's strategy for investment in commercial property with a view to generating additional revenue income for the Council;

viii. The Council's plans to maintain the supply of temporary accommodation for people at risk of becoming homeless, by acquiring new properties to replace units which are being lost though redevelopment;

ix. The need for major redevelopment of the strategically important Gypsy and Travellers' site at Four Houses Corner to ensure that the site remains fit for purpose and to enable the lease for the site to be extended;

x. The need to adapt and refurbish Council offices to ensure that front line and support services can continue to be delivered efficiently;

xi. The implementation of the Community Infrastructure Levy (CIL), which has now replaced much of the Section 106 framework and is expected to provide a lower level of funding.

1.4 The Capital Programme for 2018 to 2023 will help to deliver many of the Council's strategic priorities including:

- £160,000 million capital investment in operational assets over the next five years;
- Highways schemes to improve road surfaces and reduce congestion;
- Continued investment in flood prevention;
- Ongoing maintenance of public rights of way;
- Additional primary school places in Newbury, Theale and Compton;
- Additional secondary school places in Thatcham, Burghfield and Newbury

1.5 These outcomes are planned to be achieved:

- by making optimum use of government grants, contributions from developers and other partners;
- through contributions from existing revenue budgets and future revenue income (where appropriate);
- and by continuing to increase the revenue budget for financing the capital programme by £500k per year for the next five years.

A summary and detailed breakdown of the proposed capital for the financial years 2018/19 to 2022/23 is shown in appendices C & D to this report.

1.6 The remainder of this report is structured as follows:

Section 2:	The Draft Capital Strategy for 2018/19 to 2022/23 which explains how the programme helps to deliver the Council Strategy
Section 3:	An analysis of how the programme is funded
Section 4:	An overview of the proposed Capital Programme 2018/19 to 2022/23
Appendix C:	A Summary of the of the Capital Programme 2018/19 to 2022/23
Appendix D:	A detailed breakdown of the Capital Programme for 2018/19 to 2022/23

2. Capital Strategy

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

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

- Taking account of key asset issues highlighted in the Council's Highways Asset Management Plan.

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

2.3 Improving Educational Attainment and Closing the Educational Attainment Gap

2.3.1 The aim of the Council is to enable all children and young people to maximise their potential while intervening positively to ensure that the most vulnerable have an equal opportunity to succeed. The Education Asset Management Plan is the key document that supports this aim and drives capital investment in schools and Early Years settings, with the following key strategic outcomes: with the following key strategic outcomes:

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

2.4 Key Infrastructure Improvements in Relation to Roads

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

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

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

2.5 Enabling the Completion of More Affordable Housing

2.5.1 Housing impacts on many areas of life – health, education, community safety, social care and care for the environment. High quality social housing is key to building communities which are inclusive and where people have a sense of belonging.

2.5.2 Government policy is intended to support the delivery of affordable housing. There are opportunities to bid to Homes England (previously Homes and Communities Agency) for grant funding. However, opportunities are limited in the market place and there is a reliance on s106 sites to deliver affordable housing which can be challenging. West Berkshire Council is able to deliver some social rented housing in partnership with social landlords and developers, but some schemes offer only "affordable" rents which are not affordable in practice for many households. This is made more difficult by the Local Housing Allowances which remain very low although the lower quartile private rents in West Berkshire have increased by 20% since 2014.

2.5.3 The Government has also continued with the rollout of Universal Credit which presents more challenges and threats to housing security. The introduction of the Homelessness Reduction Act 2017 and implementation by 3 April 2018 involves the identification of more housing solutions to assist households threatened with homelessness as well as the continued purchase of temporary housing.

2.5.4 The Council's strategy for capital investment in housing therefore involves new and innovative ways of working in order to maximise the funding that is available and ensure delivery of new affordable housing. These include:

- Seeking grant from the Homes & Communities Agency (HCA)'s development programme through the Council's new status as a registered provider and via our other registered provider partners.

- Seeking on-site affordable housing provision through S106 Agreements with no public subsidy on above-threshold development sites.

- Seeking commuted sums in lieu of on-site affordable housing provision on above-threshold development sites and utilising the monies to provide affordable housing on alternative sites.

- Exploring new ways of partnership working with local social housing providers to facilitate the use of housing association and Council assets (including surplus Council land, where appropriate) to improve the supply of affordable housing;

- Using future revenue streams, developers' contributions and/or HCA grant to improve the supply of temporary accommodation for people at risk of becoming homeless.

2.5.5 Continuing to provide support to private tenants and home owners who are elderly or vulnerable and do not have the necessary resources to repair or improve their homes.

2.6 Regeneration and The Digital Economy

2.6.1 The Council continues to workin partnership with other Local Authorities and parish councils, central government and the telecoms industry to enable the delivery of superfast broadband to all areas of West Berkshire by 2017. This major project involves total public sector investment of more than £12 million, of which West Berkshire Council is contributing approximately £2 million.

2.7 Safeguarding Children and Vulnerable Adults

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

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

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

2.8 Support Communities to do More to Help Themselves

2.8.1 Quality of life is considerably enhanced by access to good quality parks, open spaces, countryside and heritage, and by opportunities to participate in sport, physical activity, performing and visual arts, continuing learning and other leisure interests. In particular it is important to provide play and social opportunities for children and young people. Where children and young people can be encouraged to make positive use of their leisure time it adds to their personal development but can also help to reduce levels of anti-social behaviour within communities.

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

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

2.9 Strategy for Management of the Council's Property Assets

2.9.1 As well as aiming to deliver the policy and service priorities outlined above, officers and members also monitor and review the use of the Council's assets, in particular land and buildings, to consider whether they continue to offer good value for money for operational purposes. Where appropriate, assets which are no longer needed for operational purposes may be let out on a commercial basis to generate revenue income or sold to generate capital receipts, which can be used to fund future capital spending, so reducing the revenue cost of borrowing to fund the capital expenditure.

2.9.2 The Council has also now adopted a strategy is also being developed for investment in commercial property with a view to generating additional revenue income for the Council. The spending and borrowing implications of this strategy have been incorporated into the latest version of the capital programme.

2.9.3 More details of the key principals for reviewing the suitability and future use of property assets are set out in the Council's Asset Management Strategy.

3. Funding of the Capital Programme 2018-2023

3.1 The size of the Capital Programme is determined by the amount which the Council can afford to borrow together with other sources of capital funding, including capital receipts, government grants and developers' contributions.

3.2 The proposed Capital Programme for the five year period 2018/19 to 2022/23 is summarised in Appendix C. This shows the amounts proposed to be funded from Council funds (mainly from prudential borrowing), Section 106, CIL contributions and other external funds (mainly government grants).

Proposed Use of Capital Receipts

3.3 The Council is still planning to commit some of its available capital receipts to fund the revenue cost of transforming Council services. However it has been assumed that £725,000 capital receipts from the sale of assets which have been identified as surplus to the Council's requirements will be used to fund capital expenditure in 2018/19 and 2019/20. In order to generate the maximum revenue benefit, it is proposed to use these receipts to fund expenditure which would otherwise be funded by borrowing over five years (mainly investment in ICT).

Minimum Revenue Provision Statement

3.4 Statutory guidance on Local Authority capital spending requires the Council to set a policy for its Minimum Revenue Provision (MRP) for the repayment of debt to fund capital expenditure. The policy must be approved by Full Council each year. The guidance offers four options for calculation of MRP, of which West Berkshire applies Option 3, the Asset Life Method. This method is the equivalent of charging to revenue each year the full cost of interest and principle repayments on annuity loans which are taken out over the life of the asset to be funded.

3.5 This is achieved by undertaking any new prudential borrowing on an annuity basis with the length of loan linked to the life of the asset. We also make an annual provision for the future payment of the Council's outstanding maturity loans, which were all inherited from the former Berkshire County Council. This provision is equivalent on average to the annual repayments which would be made if these loans were refinanced on an annuity basis.

3.6 The exception to this principle is where funds are borrowed in order to purchase asssets intended to be held for investment purposes. These assets are financed through maturity loans with the intention that when the loan is due to be repaid, the asset will either be sold or refinanced on the strength of additional future income.

The Cost of Borrowing to Fund the Capital Programme

3.7 The currently Council plans to increase its provision for revenue funding of capital by approximately £500k each year to meet the increase in the cost of borrowing to fund capital spend and to make provision for the future repayment of maturity loans. (The next group of these loans, totalling approximately £16 million, will become due for repayment in around 2031).

3.8 The planned increase in the overall revenue budget to allow for the cost of capital financing does not include funding for invest to save capital schemes. Such schemes will require a larger increase in the revenue budget for financing of the capital programme. However this increase will be offset by savings in existing revenue budgets. These schemes are, therefore, revenue cost neutral for the

Council as a whole. However these arrangements will commit the Council to repaying loans over the life of the asset to be provided, and so may, to some extent, limit its ability to make revenue savings in service budgets. Funds to be transferred from service revenue budgets to help fund capital expenditure are expected to include capital investment in leisure centres; occupational health equipment previously funded from the Adult Social Care revenue budget; efficiencies from investment in ICT and energy management; rental income from temporary accommodation and investment properties to fund the purchase of these properties.

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

Table 1 –Annual Cost of Borrowing to Fund Approved Level of Programme 2018-2023

	2018/19 £000	2019/20 £000	2020/21 £000	2022/23 £000	2022/23 £000	5 year Total £000
Annual Increase overall revenue budget to accommodate the cost of borrowing	500	500	500	500	500	2,500
Funds transferred from/(to)* existing revenue budgets to fund invest to save schemes	80	53	43	(87)*	33	122
Increase in revenue cost of borrowing to fund temporary housing to be met from additional rental income	53	46	0	0	0	99
Revenue cost of borrowing to fund investment property to be met from commercial rents	459	724	0	0	0	1,183
Total Annual increase in capital financing budget	1,092	1,323	543	413	533	3,904

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

3.10 The estimated cost of borrowing shown is based on the assumption that the Bank of England base rate each will remain at 0.5% for the remainder of the financial year but that interest rates will then increase by around 0.5% each year from 2018/19 onwards to a peak of 2.5% in 2022/23). The cost of borrowing will be higher if interest rates increase more quickly and/or to a higher level. However, this would be offset in part by additional interest earned on the Council's short term investments.

External Funding – Government Grants

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

3.12 The current estimated levels of capital grants for 2018/19 to 2020/21 are shown in Table 2, in comparison with actual grant allocations in 2016/17 and 2017/18.

Table 2: Actual and Estimated Capital Grant Allocations 2016/17 to 2020/21

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Highways:				*Indicative*	
Integrated Transport Grant	910	910	910	*910*	*910*
Capital Maintenance Grant	3,955	3,836	3,978	*3,472*	*3,472*
DfT Challenge fund grant for A339	1,753	1,361			
DfT Challenge fund grant for LED Streetlights	2,028				
DfT Pothole Action Fund		336			
DfT National Productivity Investment Fund		480	353		
DfT Challenge Fund Tranche 2A		1,250	1,750		
LEP Funding for:					
London Rd Junction	1,400				
Kings Road Link		1,000	1,500		
Sandleford Access			600	500	1,000
A4 Cycle Route		425	600		
Newbury Rail Station			1,000	2,600	2,400
				Est.	Est.
DEFRA flood defence funding	1,625	1,169	2943	*0*	*787*
Total for Highways	**11,671**	**10,767**	**13,634**	***7,483***	***8,570***
Care Commissioning Housing and Safeguarding:			*Est.*	*Est.*	*Est.*
Disabled Facilities Grant (including allocation for Adult Social Care)	1,400	1,400	1,400	1,400	1,400
Education:			*Indicative*	*Est.*	Est.
Basic need	7,478	*0*	*4,159*	*6,381*	*10,502*
			Est.	*Est.*	*Est.*
Capital Maintenance	1,854	1,800	*1,600*	*1,600*	*1,600*
Total non devolved Education Grants	**9,332**	**1,800**	***5,759***	***7,981***	***12,102***

Key: Firm allocation | Indicative Allocation | Estimated future Allocation | Grant not applicable

Section 106 Developers Contributions/Community Infrastructure Levy (CIL)

3.13 From April 2015, the current Section 106 framework has to a large extent been replaced by the Community Infrastructure Levy or CIL. The proposed five year programme includes £7.6m spend which is planned to be funded from CIL. This is broadly in line with current estimates of the actual amount of CIL likely to be received over that period. However there is a risk that future CIL receipts may be lower than currently forecast. CIL forecasts will therefore need to be regularly updated and the funded elements of the programme kept under close review and adjusted, if necessary in line with forecast income from CIL.

3.14 Section 106 agreements are still applicable however, where infrastructure is required entirely because of a particular development, for example the need for a new Primary School associated with the Sandleford housing development in Newbury. This is why the level of developers' contributions increases in 2021/22 and 2022/23, although the underlying trend is downwards.

4. Overview of the Proposed Capital Programme 2018-2023

4.1 The proposed capital programme for 2018/19 to 2022/23 is summarised in Appendix C. Appendix D gives a more detailed breakdown of the programme. In both appendices the capital expenditure for each year is broken down into the elements which are funded from Council funding (mainly from borrowing), external funding sources (mainly government grants), Section 106 contributions and CIL.

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

4.3 Communities

Adult Social Care (ASC)

4.3.1 The programme includes a number of schemes funded from grants from the Department of Health (DoH) to improve the efficiency and effectiveness of the service. These include the implementation of assistive technology to enable vulnerable adults to be supported remotely with fewer social worker visits and implementation of the Care Act by providing systems and equipment to enable social workers to work more efficiently in the field.

4.3.2 The programme also includes £735k per year for the acquisition of occupational therapy aids and equipment from the Berkshire Community Equipment Service. This is funded partly through a contribution of £431k per year from the Disabled Facilities Grant from the Department of Health (DoH) and partly from an ongoing contribution from the Adult Social Care revenue budget to the cost of borrowing the balance of the funds needed.

4.3.3 An increase of £50k per year (to £150k) is also proposed in the allocation for structural maintenance of ASC buildings because of ongoing requirements for maintenance and refurbishment of the care homes which are operated by the Council.

Children and Families Services

4.3.4 The programme includes approximately £17k per year for building works to foster carers' homes, to enable more children with disabilities to be fostered within West Berkshire, and £14k for adaptations to Council offices to enable the Children and Families Service to operate more efficiently

Education

4.3.5 The proposed programme has been set within the existing Council funding envelope and latest assumptions of available government grants.

4.3.6 The draft programme takes into account the delays to the new Highwood Copse Primary school and the relocation and expansion of Theale Primary School. Both of these schemes have been delayed because of issues with the availability of land. Due to the delays these projects have increased in cost and have put further pressure on the education capital programme.

4.3.7 The building of Highwood Copse is currently programmed to start in June 2018, subject to the resolution of the land transfer for the access road. The programme allows for additional places to be provided at Speenhamland Primary School to compensate for the delay in the opening of Highwood Copse and to meet additional ongoing pressure for primary places in Newbury.

4.3.8 The work to secure the alternative site for Theale Primary School is still ongoing. The Council is no longer seeking to pursue compulsory purchase (CPO) of the new site and thus the relocation of the school to this site is dependent upon Theale Parish Council agreeing to relinquish the lease.

4.3.9 Work is ongoing in the development of a Secondary Strategy for Newbury and Thatcham to mitigate the impact from the significant primary demographic pressure in Newbury, as it moves into secondary. A plan has been developed to mitigate the forecast impact in September 2019 and we are working with the schools concerned to implement solutions. Future secondary Basic Need allocations are currently indicative for 18/19 and 19/20 and unknown beyond that. The solution(s) to secondary basic need are likely to be very expensive, given the nature and scale of the accommodation and site requirements. The combination of grant funding levels that are insufficient to cover actual costs, uncertain future funding levels and the likely cost of secondary basic need mitigation continues to present a potentially significant financial risk across latter part of the five year programme.

4.3.10 The programme also allows for the implementation of the accommodation solutions following the review of Pupil Referral Units (PRUs). .

4.3.11 The draft Education programme also includes the Service's best estimate of the cost of additional primary places in Newbury and secondary places at the Willink School in Burghfield, as result of planned future housing developments, which are expected to be funded predominantly from CIL, mainly in latter part of the programme.

4.3.12 The timing of delivery of new housing, forecast pupil numbers and expected future CIL receipts will have to be kept under close review. If the expected pressure as a result of increased demand for school places and a shortfall in CIL persists, and if government funding for additional school places does not increase to compensate for the shortfall in CIL, it may be necessary to reduce council or CIL funded spend on other services and/or increase borrowing to ensure that sufficient school places can be provided.

4.3.13 The proposed Education programme also includes a new allocation of approximately £46,000 per year to expand capacity in West Berkshire Schools for nursery places for 2, 3 and 4 year olds. This is aimed at providing sufficient places to fulfil the government policy of expanding access to free nursery education. It is proposed to increase the number of places in West Berkshire Council schools, as current indications are that it is not financially viable for private, voluntary and independent providers to make available all the places needed, based on the Governments current funding arrangements.

4.3.14 The proposed Education programme also includes a new grant allocation of £500,000, called the Special Provision Fund. This is aimed at supporting capital investment in provision for pupils with special educational needs and disabilities to improve the quality and range of provision available to the local authority.

4.4 Environment

Public Protection and Culture

4.4.1 £618k investment is planned for structural maintenance of Shaw House and its grounds between 2018/19 and 2022/23. £368k of this sum is from allocations of £50,000 per year set aside for this purpose in previous years, with a further £50k per year being allocated from 2017/18 onwards in line with the conditions of Heritage Lottery Funding for the building. Major works include the restoration of the historic boundary wall adjacent to Love Lane which is currently in a dangerous state of disrepair.

4.4.2 The five year programme also includes £1.2 million (an average of £245k per year) on essential maintenance and modernisation of Leisure Centres. This sum includes £300,000 for refurbishement of Leisure Centres which will be funded from contributions from the revenue budget for Leisure and investment of around £100,000 per year in Leisure Centre equipment which is required under the contract to operate West Berkshire's Leisure Centres. Investment will be focussed on meeting urgent health and safety needs and on improvements which will enable a new contract for operation of Leisure Centres to be negotiated on more favourable terms for the Council when the existing contract expires in 2022.

4.4.3 The Culture and Environmental Protection programme also includes approximately £160,000 per year for structural maintenance of libraries and to fulfil the Council's maintenance responsibilities as landlord of the Corn Exchange.

Transport and Countryside

4.4.4 The proposed programme is approximately £56m over the 5 year period and includes £7.6m Council funding, £38.2m external grant funding and £10.7m S106 & CIL funding.

4.4.5 A total of £19.6m has been allocated to carriageway resurfacing over the five years, along with a further £3.6m for the maintenance of other major highway assets including bridges and street lighting.

4.4.6 £5.2m has been allocated for investment in drainage and flood prevention which includes £3.7m from Defra for major flood alleviation schemes, the majority of which will continue the excellent work on implementing the Thatcham Surface Water Management Plan

4.4.7 £1.5m will be invested in walking and cycling with £600k from the Local Enterprise Partnership towards the development of a new National Cycle Network Route along the A4. This also includes substantial footway improvements funded from S106 in Newbury and Aldermaston.

4.4.8 £13m will be invested in Network Management and Road Safety improvements, with much of this funding towards improving traffic flow on the A339 including the Bear Lane junction improvements and a new access to the Sandleford development. These projects are aimed at supporting economic growth.

4.4.9 Approximately £7m will be invested in public transport infrastructure including the construction of a new public transport interchange in Newbury's wharf area and a £6m LEP funded upgrade to Newbury Railway Station.

4.4.10 The Transport and Countryside Programme also includes £125k per year investment in the essential maintenance and improvement of 1,100km of rights of way, public conveniences and children's play areas. £290k S106 contributions have also been allocated in 2018/19 which includes the development of an additional all weather pitch and improved parking facilities at Henwick Worthy.

<u>Development and Planning</u>

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

4.4.12 The programme also allows £1.6m funds brought forward from previous years' programmes to complete the redevelopment of the Gypsy and Travellers' site at Four Houses Corner. This work is necessary to ensure that the site remains fit for purpose, because of the strategic importance of the site to the Council and to enable the lease for the site to be renewed.

4.4.13 Approximately £1.1 million has also been allocated in 2018/19 to continue the programme of acquisition of additional units of temporary accommodation, to replace existing units which are about to be lost due to redevelopment. The cost of borrowing to fund this new accommodation will be funded from rents received from tenants at local housing allowance levels.

4.5 Resources

Finance and Property

4.5.1 The five year programme includes approximately £707k per year for survey and maintenance of corporate offices and other council buildings and for the remainder of a programme of fire risk remedial works which is expected to be completed 2019. The programme for maintenance of corporate buildings has been increased by approximately £500k per year from the 2017-2022 programme to allow for a major programme of refurbishment of corporate offices which has now become urgent, including window replacement, lift repairs and refurbishment of staff toilets.

4.5.2 The programme also includes £96k for remodelling of the West Street House and Market Street reception areas to ensure that they meet the developing needs of services and service users.

4.5.3 The staffing cost of project management of corporate and Education capital projects is approximately £597k per year.

4.5.4 The Finance and Property programme also includes £30m in 2018/19 to continue the Council's strategy for acquisition of commercial property. The revenue cost of financing this capital spent will be the first call on commercial rents received, but the strategy is aimed at generating a significant level of surplus revenue income for the Council, after covering the additional borrowing and running costs.

4.5.5 The Finance and Property Programme also includes £100,000 to enable the Council's core financial system, Agresso to be upgraded, to ensure that it can continue to be supported by the supplier and that it remains secure and robust. There is also a Corporate Allocation of £50k per year to allow for any unforeseen capital pressures across all services.

Customer Services and ICT

4.5.6 Investment in ICT to enable the maintenance of existing systems and to enhance the efficient delivery of Council's systems remains a priority for officers and members. It is therefore proposed to invest approximately £809k per year in improvements and upgrades to corporate ICT systems between 2018 and 2023. The programme has been increased by approximately £128k per year from the previously approved programme to allow for changes in the terms for software licenses imposed by Microsoft; the need to replace multi function printer/copier devices between 2019-20 and 2022-23; the need to provide new ICT equipment for members after the next council election and additional salary costs to be charged to capital in order to achieve revenue savings.

4.5.7 In addition, the programme includes £4 million contributions from government grant, other local authorities and the private sector to enable the completion of the Superfast Broadband project across Berkshire. This is scheme expected to provide superfast broadband to over 99% of homes in West Berkshire and forms part of a major project funded jointly by West Berkshire Council, the other Berkshire Local Authorities, Central Government and private sector broadband providers.

Strategic Support

4.5.8 The Strategic Support programme includes approximately £105,000 per year to support community projects across West Berkshire (including the Members' bids programme) and the Shopmobility scheme in Newbury.

Legal Services

4.5.9 The programme also funds the equivalent of one post in the legal services team to assist with the procurement of contracts and other legal advice required for the implementation of capital schemes.

5. Consultation and Engagement

5.1 Capital Strategy Group (including representatives of all capital spending services, the Head of Finance and the Portfolio Holder for Finance)

Subject to Call-In:
Yes: ☐ No: ☒

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

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

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

☒ **BEC1 – Improve educational attainment**
☒ **BEC2 – Close the educational attainment gap**
☒ **SLE1 – Enable the completion of more affordable housing**
☒ **SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
☒ **P&S1 – Good at safeguarding children and vulnerable adults**
☒ **HQL1 – Support communities to do more to help themselves**
☒ **MEC1 – Become an even more effective Council**

Officer details:

Name: Gabrielle Esplin
Job Title: Finance Manager – Capital, VAT, Education and Treasury
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Appendix B

Equality Impact Assessment - Stage One

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

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

Name of policy, strategy or function:	Capital Strategy and Programme 2018/19 to 2022/23
Version and release date of item (if applicable):	Version 1 – 1st February 2018
Owner of item being assessed:	Gabrielle Esplin
Name of assessor:	Gabrielle Esplin
Date of assessment:	24th January 2018

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

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

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

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	**What might be the effect?**	**Information to support this**
Older people, people, people with disabilities, people at risk of homelessness, children with special educational needs and looked after children	The proposed capital programme includes a number of capital schemes to support services to these groups in particular the programme for services within the Communties directorate	See Paragraphs 2.5, 2.7, 4.3.1-4.3.4 and 4.4.11-4.4.13 of Appendix A and Appendix D
Further Comments relating to the item:		
The capital strategy itself does not have any direct equalities impact, but more detailed equalities assessments will be carried out for any new schemes within the capital programme, or potential asset transfers, prior to implementation.		

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

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

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

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

Name: Gabrielle Esplin **Date:** 24th January 2018

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

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Appendix C

Summary of West Berkshire Capital Programme: 2018/19 to 2022/23

	2018/19					2019/20					2020/21					2021/22					2022/23					TOTAL - All Years				
	Council	**External**	**S106**	**CIL**	**Total**	**Council**	**External**	**S106**	**CIL**	**Total**	**Council**	**External**	**S106**	**CIL**	**Total**	**Council**	**External**	**S106**	**CIL**	**Total**	**Council**	**External**	**S106**	**CIL**	**Total**	**Council**	**External**	**S106**	**CIL**	**Total**
Communities																													
Adult Social Care	453,550	855,830	-	-	1,309,380	453,550	431,450	-	-	885,000	453,550	431,450	-	-	885,000	453,550	431,450	-	-	885,000	453,550	431,450	-	-	885,000	2,267,750	2,581,630	-	-	4,849,380
Children & Family Services	20,000	-	-	-	20,000	20,000	-	-	-	20,000	20,000	-	-	-	20,000	20,000	-	-		20,000	20,000	-	-	-	20,000	100,000	-	-	-	100,000
Education Services	2,918,320	6,028,660	1,114,170	294,160	10,355,310	5,829,270	13,203,400	3,164,260	820,520	23,017,450	1,875,070	2,810,010	1,274,100	1,520,000	7,479,180	1,013,980	1,671,800	9,619,580	1,439,800	13,745,160	1,303,550	1,660,000	12,140,490	50,000	15,154,040	12,940,190	25,373,870	27,312,600	4,124,480	69,751,140
Total Communities	**3,391,870**	**6,884,490**	**1,114,170**	**294,160**	**11,684,690**	**6,302,820**	**13,634,850**	**3,164,260**	**820,520**	**23,922,450**	**2,348,620**	**3,241,460**	**1,274,100**	**1,520,000**	**8,384,180**	**1,487,530**	**2,103,250**	**9,619,580**	**1,439,800**	**14,650,160**	**1,777,100**	**2,091,450**	**12,140,490**	**50,000**	**16,059,040**	**15,307,940**	**27,955,500**	**27,312,600**	**4,124,480**	**74,700,520**
Economy and Environment																													
Public Protection and Culture	953,110	-	-	-	953,110	482,740	-	-	-	482,740	426,150	-	-	-	426,150	380,030	-	-	-	380,030	535,180	-	-	-	535,180	2,777,210	-	-	-	2,777,210
Transport and Countryside	1,879,970	13,633,700	2,622,700	500,000	18,636,370	1,453,970	7,482,510	3,827,700	750,000	13,514,180	1,434,970	8,568,980	547,700	750,000	11,301,650	1,419,970	4,271,060	107,700	750,000	6,548,730	1,390,970	4,251,060	57,700	750,000	6,449,730	7,579,850	38,207,310	7,163,500	3,500,000	56,450,660
Development and Planning	3,139,520	1,112,000	-	-	4,251,520	514,000	1,112,000	-	-	1,626,000	521,170	1,112,000	-	-	1,633,170	528,480	1,112,000	-	-	1,640,480	535,940	1,112,000	-	-	1,647,940	5,239,110	5,560,000	-	-	10,799,110
Total Economy and Environment	**5,972,600**	**14,745,700**	**2,622,700**	**500,000**	**23,841,000**	**2,450,710**	**8,594,510**	**3,827,700**	**750,000**	**15,622,920**	**2,382,290**	**9,680,980**	**547,700**	**750,000**	**13,360,970**	**2,328,480**	**5,383,060**	**107,700**	**750,000**	**8,569,240**	**2,462,090**	**5,363,060**	**57,700**	**750,000**	**8,632,850**	**15,596,170**	**43,767,310**	**7,163,500**	**3,500,000**	**70,026,980**
Resources																													
Finance and Property	32,349,050	-	-	-	32,349,050	1,413,220	-	-	-	1,413,220	1,326,260	-	-	-	1,326,260	1,391,720	-	-	-	1,391,720	1,296,550	-	-	-	1,296,550	37,776,800	-	-	-	37,776,800
Customer Services and ICT	892,250	3,918,750	-	-	4,811,000	849,000	-	-	-	849,000	932,250	-	-	-	932,250	803,000	-	-	-	803,000	699,250	-	-	-	699,250	4,175,750	3,918,750	-	-	8,094,500
Strategic Support	105,000	-	-	-	105,000	105,000	-	-	-	105,000	105,000	-	-	-	105,000	105,000	-	-	-	105,000	105,000	-	-	-	105,000	525,000	-	-	-	525,000
Legal Services	43,000	-	-	-	43,000	43,860	-	-	-	43,860	44,740	-	-	-	44,740	45,630	-	-	-	45,630	46,540	-	-	-	46,540	223,770	-	-	-	223,770
Total Resources	**33,389,300**	**3,918,750**	**-**	**-**	**37,308,050**	**2,411,080**	**-**	**-**	**-**	**2,411,080**	**2,408,250**	**-**	**-**	**-**	**2,408,250**	**2,345,350**	**-**	**-**	**-**	**2,345,350**	**2,147,340**	**-**	**-**	**-**	**2,147,340**	**42,701,320**	**3,918,750**	**-**	**-**	**46,620,070**
Total	**42,753,770**	**25,548,940**	**3,736,870**	**794,160**	**72,833,740**	**11,164,610**	**22,229,360**	**6,991,960**	**1,570,520**	**41,956,450**	**7,139,160**	**12,922,440**	**1,821,800**	**2,270,000**	**24,153,400**	**6,161,360**	**7,486,310**	**9,727,280**	**2,189,800**	**25,564,750**	**6,386,530**	**7,454,510**	**12,198,190**	**800,000**	**26,839,230**	**73,605,430**	**75,641,560**	**34,476,100**	**7,624,480**	**191,347,570**

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Cost Centre	Project Title	Description of Project	Council 18/19	Government and other Grants 18/19	S106 18/19	CIL 18/19	Total 18/19	Council 19/20	Government and other Grants 19/20	S106 19/20	CIL 19/20	Total 19/20	Council 20/21	Government and other Grants 20/21	S106 20/21	CIL 20/21	Total 20/21	Council 21/22	Government and other Grants 21/22	S106 21/22	CIL 21/22	Total 21/22	Council 22/23	Government and other Grants 22/23	S106 22-23	CIL 22-23	Total 22/23
Adult Social Care																											
86008	O/T Equipment	Annual provision for essential aids & equipment for vulnerable people.	303,550	431,450			735,000	303,550	431,450			735,000	303,550	431,450			735,000	303,550	431,450			735,000	303,550	431,450			735,000
86031	Assistive Technology	Assistive technology is a key part of our work to reduce commissioning of expensive care packages. This initiative will support us to meet the new duty of prevention Care Act (2014)		296,380			296,380					0					0	0				0					0
86041	Capital costs associated with Care Act	Care Act (2014) introduced a range of new duties which require investment in a range to tools to support successful implementation including: online assessment, IT equipment to support us to meet demand for increase volume of assessments resulting from change in eligibility criteria and new rights for carers, support tools required to meet requirements for providing Information, Guidance and Advice		78,000			78,000					0					0	0				0					0
87132	Adult Social Care PMP		150,000	50,000			200,000	150,000				150,000	150,000				150,000	150,000				150,000	150,000				150,000
			453,550	**855,830**	**0**	**0**	**1,309,380**	**453,550**	**431,450**	**0**	**0**	**885,000**	**453,550**	**431,450**	**0**	**0**	**885,000**	**453,550**	**431,450**	**0**	**0**	**885,000**	**453,550**	**431,450**	**0**	**0**	**885,000**
Children and Family Services																											
86013	Building work to foster homes	To enable more children to be fostered in West Berkshire	6,000				6,000	20,000				20,000	20,000				20,000	20,000				20,000	20,000				20,000
87541	Adaptations to West Point	To enable staff to be relocated from York House	14,000				14,000					0					0					0					0
			20,000				**20,000**	**20,000**	**0**	**0**	**0**	**20,000**	**20,000**	**0**	**0**	**0**	**20,000**	**20,000**	**0**	**0**	**0**	**20,000**	**20,000**	**0**	**0**	**0**	**20,000**
Education Services																											
82103	Education Capital Salaries	Capital element to the EPPD Team sala	288,800	0	0	0	288,800	294,580	0	0	0	294,580	300,470	0	0	0	300,470	306,480	0	0	0	306,480	312,610	0	0	0	312,610
82310	Schools Surveys	5-year rolling programme to undertake Asbestos, Condition, Fire and Legionella surveys.	35,000	0	0	0	35,000	35,000	0	0	0	35,000	35,000	0	0	0	35,000	35,000	0	0	0	35,000	35,000	0	0	0	35,000
87131	Education Capital Maintenance Programme	Rolling maintenance programme formulated for each service using the current condition survey data.	392,970	1,780,000	0	0	2,172,970	400,000	1,660,000	0	0	2,060,000	400,000	1,660,000	0	0	2,060,000	300,000	1,660,000	0	0	1,960,000	300,000	1,660,000	0	0	1,960,000
82238	The Willows Primary School (Phase 3)	The expansion of accommodation to meet the impact from the proposed Racecourse housing development.	3,510	0	0	0	3,510	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82286	Park House - Expansion	Impact at Park House school of additional pupil numbers from Racecourse and Sandleford new housing developments.	0	0	52,160	0	52,160	200,000	0	882,470	0	1,082,470	0	0	537,170	0	537,170	0	0	936,000	0	936,000	0	0	5,400,000	0	5,400,000
82293	Universal Infant Free School Meals	To provide necessary infrastructure expansion to enable provision of universal infant free school meals.	6,190	0	0	0	6,190	6,190	0	0	0	6,190	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82277	Theale Primary School - Basic Need	Expansion of the school from 1.0FE to 1.5FE to meet local primary basic need.	0	0	0	0	0	1,002,200	5,922,920	235,480	0	7,160,600	361,700	0	0	0	361,700	169,600	0	0	0	169,600	0	0	0	0	0
82285	Highwood Copse - Basic Need	Provision of a new 1FE Primary school with Nursery class to meet primary basic need across Newbury.	913,860	2,735,800	0	294,160	3,943,820	0	95,160	0	343,040	438,200	0	120,200	0	0	120,200	0	0	0	0	0	0	0	0	0	0
82303	Additional ASD Resourced Provision - Primary	Provision of an additional primary ASD resource.	19,700	0	0	0	19,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82307	Francis Bailey - Foundation Stage	Replacement of partially failed timber framed Foundation Stage building. Funded under PSBP2.	0	569,310	0	0	569,310	0	11,700	0	0	11,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82308	The Winchcombe - Basic Need Bulge	Increase accommodation to enable an additional bulge class of 30 from September 2016.	11,050	206,420	0	0	217,470	5,580	0	0	0	5,580	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82309	Additional Places in Compton - Primary Basic Need.	School expansion to meet forecast primary pupil growth.	0	169,170	0	0	169,170	1,500	3,000	0	0	4,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
99999	Sandleford Park Development - New Primary school (1)	Additional primary provision to meet the impact from the Sandleford Park Housing Development.				0	0				0	0			372,140	0	372,140	0		3,018,000		3,018,000			4,029,380		4,029,380
82306	Planning Area 9 - Basic Need	Accommodation solution to primary basic need in the east.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	380,030	0	380,030
99999	Sandleford Park Development - New Primary school (2)	Additional primary provision to meet the impact from the Sandleford Park Housing Development.				0	0				0	0			364,790	0	364,790	0		4,087,380		4,087,380			380,030		380,030
99999	Special Provision Fund Allocation	Grant funding to make capital investment in provision for pupils with special educatoinal needs and disabilities.		29,540		0	29,540	100,000	303,790		0	403,790		154,870		0	154,870	0	11,800			11,800					0
99999	Aldermaston - multi purpose classroom	Provision of an additional multi purpose classroom space for music, art and cookery.			162,020	0	162,020			3,730	0	3,730				0	0	0				0					0
99999	Hermitage Primary School - multi purpose classroom	Provision of an additional multi purpose classroom space for music, art and cookery.			136,410	0	136,410			3,500	0	3,500				0	0	0				0					0
99999	Westwood Farm Infant - Library and Store	Creation of a library space to enable full use of main school hall space.			116,980	0	116,980			2,690	0	2,690				0	0	0				0					0
99999	Pangbourne Primary School - Extension	The provision of additional office and meeting room space and to address safeguarding concerns by the creation of a secure circulation route within the school building.			125,280	0	125,280			2,630	0	2,630				0	0	0				0					0
82317	Speenhamland - Basic Need	Expansion of school by 0.5FE to meet primary basic need across Newbury, including expansion of Physical Disability Resourced Unit.	0	112,800	0	0	112,800	644,160	26,580	88,070	0	758,810	0	762,370	0	0	762,370	38,730	0	0	0	38,730	0	0	0	0	0
99999	Trinity School - Secondary Basic Need	Expansion of Trinity Secondary School from 6FE to 7FE as part of Planning Area 12 pupil place strategy.		356,040	31,110	0	387,150		4,859,070		0	4,859,070		93,790		0	93,790	0				0					0

Cost Centre	Project Title	Description of Project	Council 18/19	Government and other Grants 18/19	S106 18/19	CIL 18/19	Total 18/19	Council 19/20	Government and other Grants 19/20	S106 19/20	CIL 19/20	Total 19/20	Council 20/21	Government and other Grants 20/21	S106 20/21	CIL 20/21	Total 20/21	Council 21/22	Government and other Grants 21/22	S106 21/22	CIL 21/22	Total 21/22	Council 22/23	Government and other Grants 22/23	S106 22-23	CIL 22-23	Total 22/23
99999	Kennet School - Secondary Basic Need	Increase accommodation to enable an additional bulge class of 30 for September 2019.			163,490	0	163,490		321,180	264,550	0	585,730		18,780		0	18,780	0				0					0
82316	The Willink - Expansion	Undertake a feasibility study and outline design to establish an accommodation solution to mitigate the impact fromsecondary basic need and potential further housing developments within the school's catchment area.	0	0	229,200	0	229,200	0	0	0	477,480	477,480	0	0	0	1,520,000	1,520,000	40,000	0	0	0	40,000	0	0	0	0	0
82312	Castle School - Basic Need (Secondary)	Further expansion of Castle school of three classrooms and associated support spaces to address insufficient places for anticipated pupil numbers.	720,510	69,580	0	0	790,090	18,130	0	0	0	18,130	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82314	New Housing Newbury - primary impact (1)	Accommodation solution to meet the impact from Newbury Racecourse housing development.	0	0	82,580	0	82,580	1,149,590	0	1,681,140	0	2,830,730	303,370	0	0	0	303,370	74,170	0	0	0	74,170	0	0	0	0	0
99999	New Housing Compton - primary impact	1FE accommodation solution to meet the impact from other housing developments in Compton.				0	0	38,950			0	38,950	372,140			0	372,140	0		1,578,200	1,439,800	3,018,000	605,940		1,951,050	50,000	2,606,990
99999	Theale Primary School - Basic Need Bulge 2018	To provide sufficient accommodation to enable admission of higher numbers in September 2018 in lieu of the permanent expansion project completion.	150,000			0	150,000				0	0				0	0	0				0					0
82319	East of Area PRU Provision	Provision of a new buiiding for the iCollege east of area provision.	134,690	0	0	0	134,690	1,800,000	0	0	0	1,800,000	46,000	0	0	0	46,000	0	0	0	0	0	0	0	0	0	0
99999	Theale Primary School - Site Options Appraisal	Undertake an options appraisal of future posisible uses of the current Theale Primary school site.	10,000			0	10,000				0	0				0	0	0				0					0
82315	Hungerford Primary - UIFSM	Kitchen expansion to enable continued delivery of UIFSM.	194,540	0	14,940	0	209,480	83,390	0	0	0	83,390	6,390	0	0	0	6,390	0	0	0	0	0	0	0	0	0	0
99999	Pupil Place Survey	A survey to establish the medium-long term impact from new housing developments across the primary and secondary phases.	7,500			0	7,500				0	0				0	0	0				0					0
	Early Years Free Entitlement		30,000				30,000	50,000				50,000	50,000				50,000	50,000				50,000	50,000				50,000
			2,918,320	**6,028,660**	**1,114,170**	**294,160**	**10,355,310**	**5,829,270**	**13,203,400**	**3,164,260**	**820,520**	**23,017,450**	**1,875,070**	**2,810,010**	**1,274,100**	**1,520,000**	**7,479,180**	**1,013,980**	**1,671,800**	**9,619,580**	**1,439,800**	**13,745,160**	**1,303,550**	**1,660,000**	**12,140,490**	**50,000**	**15,154,040**
Public Protection and Culture																											
87133	Cultural Services PMP		215,000				215,000	151,990				151,990	150,000				150,000	140,000			0	140,000	150,000				150,000
85134	Shawhouse Mansion Mtce	Maintenance Programme as advised by Consultants and under terms of HLF grant (25 year duration)	76,000				76,000	172,500				172,500	161,000				161,000	126,000			0	126,000	82,840				82,840
85143	Museum Maint & Repair		20,000				20,000	15,000				15,000	12,000				12,000	20,000			0	20,000	39,000				39,000
85180	Essential Capital Investment in Leisure Core Sites	Capital Investment in Leisure Provision as contractually agreed as part of Parkwood contract.	211,250				211,250	38,650				38,650				0					0	0	140,850				140,850
85188	Leisure Centre Compliance and Modernisation	Capital Investment in Leisure Provision - required to maintain existing sites as EoA new site currently removed.	430,860				430,860	84,600				84,600	103,150				103,150	94,030			0	94,030	122,490				122,490
	Berkshire Records Office	West Berkshire Share of Replacement/ugrade of major plant						20,000				20,000				0	0					0					0
			953,110	**0**	**0**	**0**	**953,110**	**482,740**	**0**	**0**	**0**	**482,740**	**426,150**	**0**	**0**	**0**	**426,150**	**380,030**	**0**	**0**	**0**	**380,030**	**535,180**	**0**	**0**	**0**	**535,180**
Transport and Countryside																											
HIGHWAY MAINTENANCE																											
	RESURFACING																										
	Savings to pay for lifecyle investment in A4	Annual Programme	-78,000				-78,000	-104,000				-104,000	-123,000				-123,000	-138,000				-138,000	-167,000				-167,000
	2018/19 Schemes	Annual Programme	1,432,970	2,519,960			3,952,930					0					0					0					0
	2019/20 Schemes	Annual Programme					0	1,432,970	2,121,370			3,554,340					0					0					0
	2020/21 Schemes	Annual Programme					0					0	1,432,970	2,106,560			3,539,530					0					0
	2021/22 Schemes	Annual Programme		0	0	0	0					0					0	1,432,970	2,082,570			3,515,540					0
	2022/23 Schemes	Annual Programme					0					0					0					0	1,432,970	2,048,740			3,481,710
81625	Term Maintenance Establishment	Term Maintenance Establishment	0	151,500	0	0	151,500	0	153,020	0	0	153,020	0	154,550	0	0	154,550	0	156,090	0	0	156,090	0	157,500	0	0	157,500
	Newbury Town Centre Paving Maintenance			100,000			100,000		100,000			100,000		100,000			100,000					0					0
88546	Challenge Fund Tranche 2A	Annual Programme (tbc)		1,750,000			1,750,000																				
	BRIDGEWORKS																										
81400	Essential Bridge Maintenance		0	400,000	0	0	400,000	0	400,000	0	0	400,000	0	400,000	0	0	400,000	0	400,000	0	0	400,000	0	400,000	0	0	400,000
81401	Preventative Bridge Maintenance	Maintenance	0	100,000	0	0	100,000	0	100,000	0	0	100,000	0	100,000	0	0	100,000	0	100,000	0	0	100,000	0	100,000	0	0	100,000
	Aldermaston Lift Bridge Replacement	Subject to feasibility in 2017/18	0	0	50,000	0	50,000	0	0	600,000	0	600,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
												0															
	LAND DRAINAGE & FLOODING											0															
81272	Land Drainage Works	Annual Programme	0	200,000	0	0	200,000	0	200,000	0	0	200,000	0	200,000	0	0	200,000	0	200,000	0	0	200,000	0	200,000	0	0	200,000
	2018/19	Annual Programme		100,000			100,000					0					0					0					0
	2019/20	Annual Programme					0		100,000			100,000					0					0					0
	2020/21	Annual Programme					0					0		100,000			100,000					0					0

Cost Centre	Project Title	Description of Project	Council 18/19	Government and other Grants 18/19	S106 18/19	CIL 18/19	Total 18/19	Council 19/20	Government and other Grants 19/20	S106 19/20	CIL 19/20	Total 19/20	Council 20/21	Government and other Grants 20/21	S106 20/21	CIL 20/21	Total 20/21	Council 21/22	Government and other Grants 21/22	S106 21/22	CIL 21/22	Total 21/22	Council 22/23	Government and other Grants 22/23	S106 22-23	CIL 22-23	Total 22/23
	2021/22	Annual Programme					0					0					0		100,000			100,000					0
	2022/23	Annual Programme					0					0					0					0		100,000			100,000
	EA FUNDED PROJECTS																										
81561	Tull Way FAS	Subject to DEFRA funding	0	300,000	0	0	300,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81612	South East Thatcham Flood Alleviation	Subject to DEFRA funding	0	1,643,000	0	0	1,643,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81572	Dunstan Park Flood Alleviation			1,000,000			1,000,000																				
	Newbury and Thatcham Property Level Protection	Subject to DEFRA funding					0					0		139,700			139,700					0					0
81593	Boxford FAS	Subject to DEFRA funding	0	0	0	0	0	0	0	0	0	0	0	5,000	0	0	5,000	0	0	0	0	0	0	0	0	0	0
81591	Grazeley Green	Subject to DEFRA funding	0	0	0	0	0	0	0	0	0	0	0	383,000	0	0	383,000	0	0	0	0	0	0	0	0	0	0
81598	West Ilsley FAS	Subject to DEFRA funding	0	0	0	0	0	0	0	0	0	0	0	260,000	0	0	260,000	0	0	0	0	0	0	0	0	0	0
	STREET LIGHTING																										
81160	Ongoing replacements of lighting columns and lanterns		0	100,000	0	0	100,000	0	100,000	0	0	100,000	0	100,000	0	0	100,000	0	100,000	0	0	100,000	0	100,000	0	0	100,000
	CAR PARKS																										
81379	School Safety Improvements	Annual Programme	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000
	FOOTWAYS																										
81149	Improved Footways and verges	Annual Programme	0	50,000	0	0	50,000	0	70,000	0	0	70,000	0	70,000	0	0	70,000	0	70,000	0	0	70,000	0	70,000	0	0	70,000
81603	Paices Hill footway	S106 funded	0	0	50,000	0	50,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	CYCLEWAYS																										
81236	New / Improved Cycleways	Annual Programme	0	50,000	0	0	50,000	0	70,000	0	0	70,000	0	70,000	0	0	70,000	0	70,000	0	0	70,000	0	70,000	0	0	70,000
81621	NCN422 A4 Cycle Improvements	Subject to Local Transport Body funding	0	600,000	50,000	0	650,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PARISH S106 IMPROVEMENTS																										
	Compton S106	S106 investigation/studies/works	0	0	55,000	0	55,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Speen Verge Parking	S106 investigation/studies/works	0	0	35,000	0	35,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81509	Burghfield S106	S106 investigation/studies	0	0	20,000	0	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Future CIL Improvements	S106 investigation/studies	0	0	0	0	0	0	0	0	0	0	0	0	0	650,000	650,000	0	0	0	650,000	650,000	0	0	0	600,000	600,000
	SAFETY & ACCIDENT REDUCTION																										
81103	Accident Reduction Works	Annual programme	0	75,000	0	0	75,000	0	75,000	0	0	75,000	0	75,000	0	0	75,000	0	75,000	0	0	75,000	0	75,000	0	0	75,000
81051	Speed Limit Reviews	Annual programme	0	20,000	10,000	0	30,000	0	30,000	0	0	30,000	0	30,000	0	0	30,000	0	30,000	0	0	30,000	0	30,000	0	0	30,000
81181	Hgv Signing	Annual programme	0	30,000	0	0	30,000	0	30,000	0	0	30,000	0	30,000	0	0	30,000	0	30,000	0	0	30,000	0	30,000	0	0	30,000
81186	Traffic Signal Upgrades	Annual programme	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000
	NETWORK MANAGEMENT IMPROVEMENTS																										
81581	Kings Road Link, Newbury.	Design, assessment and construction.		1,500,000			1,500,000																				
	Robinhood Improvements	S106 funded	0	0	0	0	0	0	0	1,500,000	0	1,500,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	A4 Faraday Road Improvements						0				320,000	320,000															
81624	A339 Bear Lane Junction Improvements	A339 Bear Lane Junction Improvements	0	200,000	735,000	0	935,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Burger King Junction Improvements	S106	0	0	0	0	0	0	0	0	0	0	0		440,000	0	440,000	0	0	0	0	0	0	0	0	0	0
81623	Sandleford Access Improvements	LEP & S106 Funded	400,000	600,000	0	0	1,000,000	0	500,000	1,500,000	0	2,000,000	0	1,000,000	0	0	1,000,000	0	0	0	0	0	0	0	0	0	0
	A4 Thatcham ITS	S106 funded	0	0	200,000	0	200,000	0	0	100,000	0	100,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81583	A4 Calcot Part 1 Claims	DfT Funding	0	170,000	0	0	170,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Cheap Street/A339/Market St junction improvements	CIL Funded				500,000	500,000					0					0										0
	A4 Hambridge Road and Lower Way Signal Upgrade	CIL Funded					0				350,000	350,000					0										0
	TRAVEL PLANS																										
81455	Travel Plans (Transport Planning)			10,000	5,000	0	15,000	0	10,000	0	0	10,000	0	10,000	0	0	10,000	0	10,000	0	0	10,000	0	10,000	0	0	10,000
	ASSESSMENT & EVALUATIONS																										
81311	Future Project Assessment & Evaluations	Assessment and feasibility of works to support bids for grant, S106, CIL, LDF and LTP3.	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000	0	50,000	0	0	50,000
	PUBLIC TRANSPORT																										

Capital Programme 2018/19 to 2022/23

Appendix D

Cost Centre	Project Title	Description of Project	Council 18/19	Government and other Grants 18/19	S106 18/19	CIL 18/19	Total 18/19	Council 19/20	Government and other Grants 19/20	S106 19/20	CIL 19/20	Total 19/20	Council 20/21	Government and other Grants 20/21	S106 20/21	CIL 20/21	Total 20/21	Council 21/22	Government and other Grants 21/22	S106 21/22	CIL 21/22	Total 21/22	Council 22/23	Government and other Grants 22/23	S106 22-23	CIL 22-23	Total 22/23
81514	Public Transport Infrastructure	RTPI + Infrastructure	0	0	70,000	0	70,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81618	Wharf Bus Station	New bus station linked to the Market Street Development	0	153,000	845,000	0	998,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Newbury Rail Station	LEP Funded in partnership with FGW & NR		1,000,000			1,000,000		2,600,000			2,600,000		2,400,000			2,400,000										0
	SALARIES																										
87506	Highways & Transport	Annual Salaries for Projects Team - part funded by s.106	0	661,240	207,700	0	868,940	0	673,120	127,700	80,000	880,820	0	685,170	107,700	100,000	892,870	0	697,400	107,700	100,000	905,100	0	709,820	57,700	150,000	917,520
	COUNTRYSIDE																										
81220	The Ridgeway National Trail	To maintain the trail at the standard required by Natural England	13,000	0	0	0	13,000	13,000	0	0	0	13,000	13,000	0	0	0	13,000	13,000	0	0	0	13,000	13,000	0	0	0	13,000
81150	Recreational walking routes	To improve selected pedestrian rights of way in order to increase their recreational value	13,930	0	0	0	13,930	13,890	0	0	0	13,890	13,890	0	0	0	13,890	13,890	0	0	0	13,890	13,890	0	0	0	13,890
81241	Rights of way volunteer scheme	To undertake rights of way maintenance work by the use of volunteers	2,500	0	0	0	2,500	2,500	0	0	0	2,500	2,500	0	0	0	2,500	2,500	0	0	0	2,500	2,500	0	0	0	2,500
81242	Improvements to pedestrian routes	Improve the condition of pedestrian routes	13,940	0	0	0	13,940	13,890	0	0	0	13,890	13,890	0	0	0	13,890	13,890	0	0	0	13,890	13,890	0	0	0	13,890
81243	Disabled access to the countryside	Improve selected rights of way in order to increase their usability and recreational value for less able users.	7,000	0	0	0	7,000	7,000	0	0	0	7,000	7,000	0	0	0	7,000	7,000	0	0	0	7,000	7,000	0	0	0	7,000
81244	Bridleway/cycling improvements	To improve selected rideable and cycleable rights of way in order to increase their recreational and/or utilitarian value	13,940	0	0	0	13,940	13,890	0	0	0	13,890	13,890	0	0	0	13,890	13,890	0	0	0	13,890	13,890	0	0	0	13,890
81246	Recreational cycle routes	To improve selected cycleable rights of way in order to increase their recreational and/or utilitarian value.	13,940	0	0	0	13,940	13,880	0	0	0	13,880	13,880	0	0	0	13,880	13,880	0	0	0	13,880	13,880	0	0	0	13,880
81247	Rural signing	Maintenance & improvement of direction signage on rural rights of way	5,270	0	0	0	5,270	5,270	0	0	0	5,270	5,270	0	0	0	5,270	5,270	0	0	0	5,270	5,270	0	0	0	5,270
81249	Countryside Capital salaries	To manage the capital projects the Countryside Service is responsible for under the Local Transport Plan	19,600	0	0	0	19,600	19,800	0	0	0	19,800	19,800	0	0	0	19,800	19,800	0	0	0	19,800	19,800	0	0	0	19,800
85116	Playground Improvement	To refurbish existing children's' play areas that are now reaching the end of their recommended life span to ensure their compliance with relevant modern safety standards	21,880	0	0	0	21,880	21,880	0	0	0	21,880	21,880	0	0	0	21,880	21,880	0	0	0	21,880	21,880	0	0	0	21,880
85153	henwick Wthy Sports Facility	New sports pitch. x 1 possibly 2 pitches if match funding becomes available	0	0	290,000	0	290,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			1,879,970	**13,633,700**	**2,622,700**	**500,000**	**18,636,370**	**1,453,970**	**7,482,510**	**3,827,700**	**750,000**	**13,514,180**	**1,434,970**	**8,568,980**	**547,700**	**750,000**	**11,301,650**	**1,419,970**	**4,271,060**	**107,700**	**750,000**	**6,548,730**	**1,390,970**	**4,251,060**	**57,700**	**750,000**	**6,449,730**
Development and Planning																											
80001	Home Repair and Discretionary Rennovation Grants	Grants for emergency home repairs for older/vulnerable people	50,000			0	50,000	50,000				50,000	50,000				50,000	50,000				50,000	50,000				50,000
80003	Disabled Facilities Grants	Mandatory grant for disabled adaptations, to enable local residents to live independently in their own homes.	440,000	1,112,000		0	1,552,000	446,500	1,112,000			1,558,500	453,670	1,112,000			1,565,670	460,980	1,112,000			1,572,980	468,440	1,112,000			1,580,440
80010	Redevelopment of the Four Houses Corner Gypsy and Travellers' Site		1,580,180			0	1,580,180					0					0					0					0
80012	Temp Accommodation Housing Purchase		1,051,840			0	1,051,840					0					0					0					0
86020	Temp Accommodation		17,500				17,500	17,500				17,500	17,500				17,500	17,500				17,500	17,500				17,500
			3,139,520	**1,112,000**	**0**	**0**	**4,251,520**	**514,000**	**1,112,000**	**0**	**0**	**1,626,000**	**521,170**	**1,112,000**	**0**	**0**	**1,633,170**	**528,480**	**1,112,000**	**0**	**0**	**1,640,480**	**535,940**	**1,112,000**	**0**	**0**	**1,647,940**
Finance and Property																											
86037	West Street House Adaptations		31,000				31,000					0					0					0					0
87103	Planned Maintenance of Corporate Offices	Annual maintenance provision - will be allocated to individual services in year using Condition Survey data.	456,500				456,500	725,000				725,000	594,000				594,000	632,000				632,000	425,000				425,000
87115	Cap Sal Property	Capitation Costs of Property Project Managers	573,320				573,320	584,790				584,790	596,490				596,490	608,420				608,420	620,590				620,590
87119	Cond/Asb/Meas Surveys		12,000				12,000	10,000				10,000	17,000				17,000	43,000				43,000	45,000				45,000
87127	Planned Maintenance of Other Corporate Buildings PMP		38,000				38,000	17,800				17,800	25,600				25,600	25,600				25,600	116,200				116,200
87128	Adaptations to Market Street Offices		65,000				65,000	0				0	0				0	0				0	0				0
87129	Asbestos - PMP		5,910				5,910	3,980				3,980	21,190				21,190	10,380				10,380	17,090				17,090
87190	Fire Risk Remedial Works	Actions required from Fire Risk Assessments	296,000				296,000	0				0	0				0	0				0	0				0
89900	Property Investment Strategy		30,700,000				30,700,000	0				0	0				0	0				0	0				0
87620	Coporate Allocation	Contingency for unforeseen capital budget pressures accross all services - inlcudes allowance for residual costs of Newbury Town Centre development (c. £30k in 17-18) and £10k pa for adaptations for disabilities	50,000				50,000	50,000				50,000	50,000				50,000	50,000				50,000	50,000				50,000
87755	Corporate Furniture Replacement		5,000				5,000	5,000				5,000	5,000				5,000	5,000				5,000	5,000				5,000
	Finance Capital Salaries		16,320				16,320	16,650				16,650	16,980				16,980	17,320				17,320	17,670				17,670
	Agresso Upgrade		100,000				100,000					0					0					0					0

Cost Centre	Project Title	Description of Project	Council 18/19	Government and other Grants 18/19	S106 18/19	CIL 18/19	Total 18/19	Council 19/20	Government and other Grants 19/20	S106 19/20	CIL 19/20	Total 19/20	Council 20/21	Government and other Grants 20/21	S106 20/21	CIL 20/21	Total 20/21	Council 21/22	Government and other Grants 21/22	S106 21/22	CIL 21/22	Total 21/22	Council 22/23	Government and other Grants 22/23	S106 22-23	CIL 22-23	Total 22/23
			32,349,050	**0**	**0**	**0**	**32,349,050**	**1,413,220**	**0**	**0**	**0**	**1,413,220**	**1,326,260**	**0**	**0**	**0**	**1,326,260**	**1,391,720**	**0**	**0**	**0**	**1,391,720**	**1,296,550**	**0**	**0**	**0**	**1,296,550**
Customer Services & ICT																										
87066	GIS Infrastructure	Funding for the maintenance and development of the Council's GIS infrastructure whern the current balance sheet fund has been depleted.	45,000				45,000	45,000				45,000	45,000				45,000	45,000				45,000	45,000				45,000
87110	Corporate Replacement Programme (CRP)	Re-provision of WBC ICT systems and equipment on an ongoing basis - spikes to provide major rebuilds of servers etc.	340,000				340,000	250,000				250,000	370,000				370,000	370,000				370,000	370,000				370,000
87271	Email System Upgrades	To maintain Corporate Exchange Email system up to date	15,000				15,000	0				0	0				0	0				0	0				0
87281	VMware Servers & Hosts	Replace physical servers (hosts) as they reach end of life.	10,000				10,000	50,000				50,000	10,000				10,000	32,000				32,000	32,000				32,000
87282	PSN Accreditation Maintenance	Essential security enhancement to maintain compliance with Government Connect requirements.	15,000				15,000	15,000				15,000	15,000				15,000	15,000				15,000	15,000				15,000
87285	Members ICT (Post 2019 Election Provision)		45,000				45,000	0				0	0				0	0				0	0				0
87289	Superfast Berkshire PM	Project Management	20,000	120,000			140,000	20,000				20,000	20,000				20,000	20,000				20,000	20,000				20,000
87291	Remote Working Infrastructure Maintenance	Maintenance of WBC's remote working infrastructure (Currently Citrix but may change in future)	0				0	25,000				25,000	25,000				25,000	0				0	30,000				30,000
87294	Network Infrastructure (Core Switches)	Replace core switches at end of life	0				0	30,000				30,000	0				0	70,000				70,000	0				0
87295	Network Infrastructure (WiFi Provision)	Increase capacity coverage of WiFi in WBC offices	0				0	30,000				30,000	0				0	0				0	0				0
87300	Superfast Berkshire	Infrastructure Building	0	3,798,750			3,798,750	0				0	0				0	0				0	0				0
87301	Planning Service Upgrades	System upgrades for planning systems	11,250				11,250	0				0	11,250				11,250	0				0	11,250				11,250
87302	Windows Server OS Upgrades	Upgrade Windows Server Operating System to Windows Server 2012(Costs are largely resource to do the work)	75,000				75,000	0				0	0				0	0				0	0				0
87305	IPSEC/ VPN Firewall Replacement		0				0	0				0	0				0	50,000				50,000	0				0
87306	Corporate Storage Area Network (SAN)	Existing Hitachi SAN reaching end of product life.	10,000				10,000	0				0	65,000				65,000	0				0	0				0
87319	Telephony Infrastructure (VoIP Outlying Offices)	Migrate telephony from analogue to VoIP	10,000				10,000	0				0	0				0	0				0	0				0
Unallocated	Capital Salaries	Part of Revenue Saving Plan. Capityalise proportion of ICT Staff salaries for those who work on Capital projects.	86,000				86,000	86,000				86,000	86,000				86,000	86,000				86,000	86,000				86,000
Unallocated	Upgrade Backup Infrastructure	Upgrade / Replace Backup facilities before they reach end of life	50,000				50,000	10,000				10,000	10,000				10,000	10,000				10,000	10,000				10,000
Unallocated	Perimeter Firewalls	Replacement of current perimeter firewalls which are nearing end of life	50,000				50,000					0					0					0					0
Unallocated	Telephony Infrastructure (VoIP Corporate Offices)	Migrate telephony from analogue to VoIP	20,000				20,000	0				0	0				0	0				0	0				0
Unallocated	Telephony Infrastructure (Unified Communications Core Infrastructure)	Replace unified communication hardware/infrastructure as it reaches end of life	30,000				30,000	30,000				30,000	30,000				30,000	30,000				30,000	30,000				30,000
Unallocated	Email Archiving System Update	To upgrade Enterprise Vault email archive to latest version	15,000				15,000	5,000				5,000	0				0					0	0				0
Unallocated	Security (Bluecoat Web Filtering)	Update Bluecoat web filtering software when it goes end of life	0				0	0				0	0				0	25,000				25,000	0				0
Unallocated	Network Infrastructure (Dark Fibre Multiplexors)	Upgrade connectivity equipment between Market St and West Street House when end of life	10,000				10,000	0				0	0				0	0				0	0				0
Unallocated	Network Infrastructure (IPV6 Gateway)	System to allow WBC's IPV4 network to converse with external IPV6 networks and services	0				0	8,000				8,000	0				0	0				0	0				0
Unallocated	Maintenance of DR Facility	Replace DR equipment at Turnhams Green when it reaches end of life	0				0	30,000				30,000	0				0	0				0	0				0
Unallocated	Telephony Infrastructure (Unified Communications Software)	Replace unified communication software as it reaches end of life	20,000				20,000	20,000				20,000	0				0	0				0	0				0
Unallocated	Telephony Infrastructure (Mobility Solutions)	Funding for staff mobile working enablement	0				0	20,000				20,000	15,000				15,000	0				0	0				0
Unallocated	Telephony Infrastructure (SIP and MPLS)	Strategic deployment of SIP and MPLS to save voice and data costs	0				0	50,000				50,000	50,000				50,000	0				0	0				0
Unallocated	Upgrade or Replace Room Booking System	Current system uses technology which may be deemed insecure in our next PSN assessment	15,000				15,000					0					0					0					0
Unallocated	Refresh the MFD Fleet	Refresh the MFD Fleet as they fail or go end of life					0	50,000				50,000	50,000				50,000	50,000				50,000	50,000				50,000
Unallocated	Upgrade Internet Bandwith	We are starting to hit our ceiling internet bandwidth whch will there need to be expanded					0	15,000				15,000					0					0					0
Unallocated	ICT Help Desk System	Upgrade or replace the ICT Help Desk system before it goes end of life					0	50,000				50,000					0					0					0
Unallocated	West Street House Network Resilience	If we move our DR site to WSH and continue to increase dependencies on ICT for services at this site, we should implement a backup circuit that is fit for purpose.					0					0	70,000				70,000					0					0
Unallocated	Corporate Database Server Replacement	Replace the Corporate database server when it goes end of life					0					0	60,000				60,000					0					0
Unallocated	Print Room	Replacement of guillotine	0				0	10,000				10,000	0				0	0				0	0				0
			892,250	**3,918,750**	**0**	**0**	**4,811,000**	**849,000**	**0**	**0**	**0**	**849,000**	**932,250**	**0**	**0**	**0**	**932,250**	**803,000**	**0**	**0**	**0**	**803,000**	**699,250**	**0**	**0**	**0**	**699,250**
Strategic Support																										
87072	Shop Mobility	Provides electric wheelchairs for use by people with mobility problems visiting Newbury town centre	5,000				5,000	5,000				5,000	5,000				5,000	5,000				5,000	5,000				5,000

Cost Centre	Project Title	Description of Project	Council 18/19	Government and other Grants 18/19	S106 18/19	CIL 18/19	Total 18/19	Council 19/20	Government and other Grants 19/20	S106 19/20	CIL 19/20	Total 19/20	Council 20/21	Government and other Grants 20/21	S106 20/21	CIL 20/21	Total 20/21	Council 21/22	Government and other Grants 21/22	S106 21/22	CIL 21/22	Total 21/22	Council 22/23	Government and other Grants 22/23	S106 22-23	CIL 22-23	Total 22/23
87154	Community Projects	Grants to Parish Councils and other community groups to support community based capital projects. This programme replaces the Parish Planning and Vibrant Villages programmes which had a combined annual budget of £55k up to 2015/16.	30,000				30,000	30,000				30,000	30,000				30,000	30,000				30,000	30,000				30,000
87610	Member Bids	Matched funding to support local community schemes	70,000				70,000	70,000				70,000	70,000				70,000	70,000				70,000	70,000				70,000
			105,000	**0**	**0**	**0**	**105,000**	**105,000**	**0**	**0**	**0**	**105,000**	**105,000**	**0**	**0**	**0**	**105,000**	**105,000**	**0**	**0**	**0**	**105,000**	**105,000**	**0**	**0**	**0**	**105,000**
Legal Services																											
	Legal Capital Salaries	Legal support for capital projects including contract procurement advice	43,000				43,000	43,860				43,860	44,740				44,740	45,630				45,630	46,540				46,540
			43,000	**0**	**0**	**0**	**43,000**	**43,860**	**0**	**0**	**0**	**43,860**	**44,740**	**0**	**0**	**0**	**44,740**	**45,630**	**0**	**0**	**0**	**45,630**	**46,540**	**0**	**0**	**0**	**46,540**
Grand Total of All Service Areas			**42,753,770**	**25,548,940**	**3,736,870**	**794,160**	**72,833,740**	**11,164,610**	**22,229,360**	**6,991,960**	**1,570,520**	**41,956,450**	**7,139,160**	**12,922,440**	**1,821,800**	**2,270,000**	**24,153,400**	**6,161,360**	**7,486,310**	**9,727,280**	**2,189,800**	**25,564,750**	**6,386,530**	**7,454,510**	**12,198,190**	**800,000**	**26,839,230**

Helping to shape our District through transforming our assets





Asset Management Strategy 2018/19 to 2022/23

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1 Introduction:

West Berkshire is a vibrant and economically strong district. Lying on a major crossroads on the junction of the M4 and A34, coupled with rail access creates good transport connectivity. Such locational advantages have been a key factor in shaping its strong local economy, with employment growth and comparatively low unemployment.

West Berkshire Council has a significant property portfolio which either contributes directly with the delivery of its services (such as libraries, schools, and care homes) or indirectly (such as corporate offices, depots, and investment properties).

It is vital that the Council assets are utilised to their optimum capability, both in delivering quality services and in economic terms. This is especially so given that properties are high value and high cost resources.

This Asset Management Strategy seeks to offer a coordinated approach to property and land asset management, to ensure West Berkshire Council continues to properly manage the property portfolio, enabling it to direct capital funding to the right places, whilst embracing new asset strategies and opportunities available to us.

To enable the property assets to work most effectively, West Berkshire Council is pursuing a number of new strategies, working with other public sector organisations. Through the 'One Public Estate' forum we are working with partners including other Berkshire unitary authorities, the Fire Brigade, Police and NHS Estates to develop common asset benefits. We are also progressing the potential shared opportunities to develop affordable housing by working jointly with Sovereign Housing Association. The purchase of commercial property and its ongoing management will enable us to bring sustained revenue income and we expect to have invested £50m in property by 2019.

This Asset Management Strategy and actions conducted through it will contribute to the Council's resilience, its working relationship with other partners, and its service delivery.

The strategy will be reviewed annually as part of the Council's capital programme refresh, and to ensure the strategic management of our assets is current, up to date and meets the needs of a changing environment.



Nick Carter
Chief Executive

Part A:

Context and objectives



Spurcroft Primary School – new block



The Willows Primary School – new block

2 Context

The Asset Management Strategy for 2018/19 builds on and develops the existing strategy, offering annual refresh, builds on successes and embraces new initiatives which have emerged over the last twelve months.

This strategy offers a format which expresses the wider context within which the Asset Management Strategy sits and how the strategy contributes to the Council's wider vision, aims and priorities.

This Asset Management Strategy supports delivery of the Council's overarching corporate aims and objectives and forms part of the Capital Strategy 2018/19 to 2022/23.

2.1 Asset Management Strategy

This Asset Management Strategy seeks to convey both the context of the West Berkshire Council estate and the drivers and deliverables to ensure that Council assets are utilised to their optimum capability, both in delivering quality services and in economic terms.

The drivers, enablers and deliverables for the Strategy are discussed in more detail in sections 2.6, 2.7 and 2.8 but may be summarised as:

Drivers: Financial efficiency and opportunity to generate income as well as operational efficiency.

Enablers: To ensure an efficient estate, continuing to commit to maintaining the condition of assets through the capital programme, developing new income streams through the estate and new opportunities through the 'One Public Estate', the devolution of assets to parish and town councils and potential for joint working with partners.

Deliverables: Actions to ensure the objectives of the strategy are achieved are to include, the review of the estate both operationally and financially and to act on any opportunities which arise from it, to conduct condition surveys to drive the 'needs' based commitment to capital maintenance of our buildings, to consider the transfer of assets through the 'devolution' process and to fully invest £50m of commercial property in accordance with the Property Investment Strategy.

2.2 Council Strategies

The West Berkshire Council Strategy 'Shaping our District' 2015 – 2019 was published in 2015 and refreshed in March 2016 and 2018.

It is the primary document in conveying the Council's vision of 'Working together to make West Berkshire an even greater place in which to live, work and learn' and the strategic aims and priorities to achieve this vision.

The Medium Term Financial Strategy (MTFS) is a rolling three year strategy which is built to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy.

The Capital Strategy outlines the five year Capital Strategy for 2018 to 2023, including the minimum revenue provision (MRP) statement and to set out the funding framework for Council's five year capital programme for 2018/19 to 2022/23.

The Asset Management Strategy supports these strategies to delivery high quality public services.

2.3 Council Strategy

The Asset Management Strategy supports delivery of West Berkshire Council's overarching aims and objectives contained within the Council Strategy 'Shaping our District' 2015 – 2019 published in 2015 and refreshed March 2016.

2.3.1 The vision.

The Council's vision is 'Working together to make West Berkshire an even greater place in which to live, work and learn'.

2.3.2 Our aims.

Four aims have been set to support this vision. These are:

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

2.3.3 Priorities for improvement

Six key priorities for improvement have been identified to achieve these aims. These are:

<u>Better educated communities</u>

1. Improve educational attainment.
   Raise the attainment of all our children at every key stage –
2. Close the educational attainment gap.
   <u>A stronger local economy</u>
3. Enable the completion of more affordable housing
4. Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy.
   <u>Protect and support those who need it</u>
5. Good at safeguarding children and vulnerable adults.
6. Support communities to do more for themselves.

2.4 Public finances

The reduction in Revenue Support Grant received by the Council in recent years coupled with growing costs has created the need for local authorities to achieve significant savings through efficiencies, reshaping services and creating new income streams.

This strengthens the need for both the operational, corporate and investment assets of the Council to be continually reviewed for their most efficient and effective use without impacting on service delivery.

2.5 The Capital Strategy

The Capital Strategy sets out the financial and policy context within which the Council can plan for long term investment in its assets and in the future of West Berkshire. It defines the amount of planned investment over the next five years and shows how this is to be funded.

The aim of the Capital Strategy is to:

- Enable the Council's assets and systems to be maintained and improved, to enable the effective and efficient delivery of the Council's key priorities as set out in the Council Strategy 2015 to 2019;
- To ensure that capital investment is affordable within the terms of the Medium Term Financial Strategy (MTFS);
- To target capital funding at Council priorities, within available resources, in particular to maintain and improve the highways network and schools and to improve the efficiency of Council services through investment in ICT.

2.6 Drivers for Change/objectives

In supporting both the Council Strategy and Capital Strategy the performance of assets is important to enable:

1. Financial efficiency, budget reduction, generating income, and capital release;
2. Efficient and effective service use of operational buildings;
3. Better coordinated and shared public service delivery points;
4. Improved procurement;
5. Greater community involvement in local services;
6. Energy sustainability standards;
7. Improved staff productivity, retention and recruitment.

2.7 Enablers

To achieve the objectives and outcomes necessary, the Asset Management Strategy will have a number of enabling activities:

2.7.1 ***Transforming the estate to create efficiencies***. Intended to ensure services are making most efficient and cost effective use of both operational and corporate assets to deliver services. This will enable potential rationalisation, cost reduction and asset release.

2.7.2 ***Creating asset based long term income streams***. To continue to develop the acquisition and management of commercial investment property, through the Property Investment Strategy. This will generate sustainable long term income.

2.7.3 ***Maintaining the quality of our public and corporate buildings***. Through the prioritised allocation of both revenue and capital maintenance budgets across the estate to address condition based repairs. This will ensure assets continue to be fit for purpose and provide a high quality environment for occupants and visitors.

2.7.4 ***Supporting communities to do more for themselves***. Working with Town and Parish Councils to establish assets which would benefit from 'devolution'.

2.7.5 ***Public sector partnering***. Through working with other public sector organisations (other Berkshire LA's, NHS, fire brigade and police) within the 'One Public Estate' environment to seek shared financial benefits through best use of assets.

2.7.6 ***Joint working to deliver affordable housing***. Working jointly with Sovereign Housing Association, possibly through a Joint Venture to bring forward affordable housing.

2.8 Action Plan/deliverables

Appendix **B** offers an action plan for the deliverables proposed to ensure West Berkshire Council achieves the outcomes necessary to achieve its aims and objectives. These are summarised as:

1. Refresh the five year Asset Management Strategy annually;
2. The Asset Management Strategy is to inform the Capital Programme to assist with the annual refresh of the programme;
3. To record and maintain assets data on the Property Database;
4. To assist the operational Services to refresh the Service Plans and Asset Management Plans which come from them;
5. To establish, set against the service requirements, the efficiency of both the corporate buildings and operational buildings, giving regard to space utilisation and cost when benchmarked against alternative accommodation;
6. Propose a plan for any recommended rationalisation of the estate, following review;
7. To carry out a rolling programme of condition surveys of all assets and offer an annual refresh of prioritised 'condition' based works within the capital programme
8. To agree and progress actions coming from the One Public Estate partnership;
9. To work to promote and develop opportunities for the transfer of assets to the community, including through the 'devolution' programme. Appendix **F** offers detail on the asset transfer process.
10. To conclude the exploration of the formal joint venture between West Berkshire Council and Sovereign Housing Association;
11. To continue with the acquisition of commercial properties in accordance with the Property Investment Strategy, to invest £50m of capital funding and to carry out the long term management of the property portfolio.

Additionally the following section 'Approach to Asset Management' offers detailed information on the elements summarised in this section.

2.9 'Plan on a Page'

The manner in which West Berkshire Council carries out its approach to Asset Management is summarised in the following 'Plan on a Page' offering a single visual representation of the strategy.

West Berkshire Council - Asset Management Strategy 2018/19 to 2022/23 'Plan on a Page'

Key Principles:

1. The **operational estate** is an **enabler**, not driver of the service delivery;
2. The **commercial** estate will achieve revenue income streams to **benefit council** services;
3. We will ensure the estate is **fit for purpose** and maintained in **good condition**;
4. We will make **efficient** and **effective** use of the estate;
5. We will maximise **value for money** from the estate;
6. We will explore the potential for **flexible and shared** use of the estate for the public benefit.

Overview and context:

- WBC owns and operates from 345 built or land assets;
- Assets include schools, leisure centres, residential and car parks;
- A significant number of assets are owned freehold, but leasehold ownership is in place for some assets;
- Affordable housing stock in West Berkshire is primarily held by Housing Associations but WBC retains ownership of emergency accommodation, DIY shared ownership (DIYSO) and caretaker properties.

Drivers:

A. Improved public services;
B. Financial efficiency, income generation, budget reduction and capital receipts;
C. Greater community involvement in local services;
D. Improved staff productivity, retention and recruitment.

Enablers:

a) Berkshire 'One Public Estate' initiative;
b) The potential for 'Devolution' of assets to Town and Parish Councils;
c) To explore joint working with Housing Associations for the delivery of affordable housing;
d) The capital investment in our estate.

Action Plan/ Deliverables:

1) Review the Asset Management Strategy annually;
2) Asset Management Strategy is to inform and contribute to the Council Strategy;
3) To record and maintain property data on the Asset Management database;
4) To review the corporate estate to ensure efficient and economic utilisation;
5) To review the Operational Service Plans and assess efficient utilisation of the estate;
6) To assess the operating cost of operational and corporate buildings against benchmarks;
7) To invest capital funds to ensure the condition of the estate is maintained in suitable condition;
8) To continue to progress opportunities through the One Public Estate forum;
9) To explore opportunities for Joint Venture working with Sovereign Housing Association;
10) To carry out acquisitions and management of commercial property in accordance with the WBC Property Investment Strategy.

Part B:

Approach to asset management





3 Approach to Asset Management

3.1 The estate.

West Berkshire Council owns a substantial and diverse property and land estate, both held in urban and rural locations. Properties are held primarily for the delivery of frontline public services or generally to support the key objectives of the Council whether directly or indirectly.

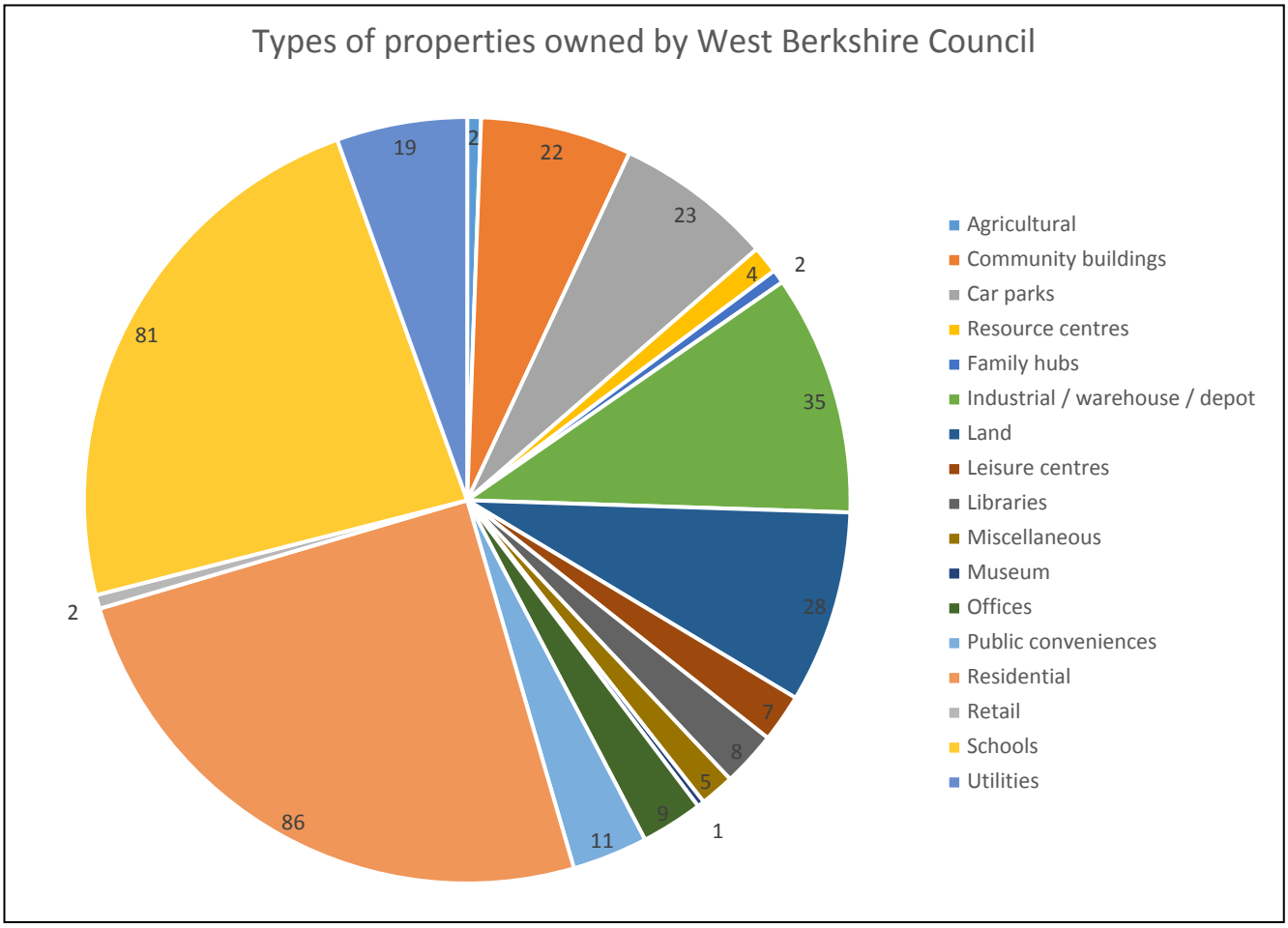
The diverse portfolio includes not just schools, family hubs, libraries, care homes, museums, leisure centres, waste recycling centres but also commercial property let to other organisations bringing revenue income which directly contributes to the Council's service delivery, and farms let to tenant farmers.

The Council also owns and occupies corporate office buildings and depots housing Council staff delivering services.

The affordable housing stock in West Berkshire is primarily held by Housing Associations, mainly Sovereign Housing but West Berkshire Council retains in its ownership residential emergency accommodation and do it yourself shared ownership (DIYSO) properties as well as caretakers properties for its schools.

The following data represents the property and land assets of West Berkshire Council for differing categories, although through new acquisitions, disposals and community asset transfers this data is subject to change:

Asset type	Number of assets	Percentage of all assets
Agriculture	2	0.6%
Community Buildings	22	6.4%
Car parks	23	6.6%
Resource Centres	4	1.2%
Family hubs	2	0.6%
Industrial/Warehouse/Depot	35	10.1%
Land	28	8.1%
Leisure Centres	7	2.0%
Libraries	8	2.3%
Miscellaneous	5	1.4%
Museum	1	0.3%
Offices	9	2.6%
Public conveniences	11	3.2%
Residential	86	24.9%
Retail	2	0.6%
Schools	81*	23.5%
Utilities	19	5.6%
Total	**345**	**100%**



*Schools data: The above data for schools shows maintained schools, including both Voluntary Aided (VA) and Voluntary Controlled (VC) and primary and secondary academies in West Berkshire (a total of ten academies).

With the recent progression toward the transfer of assets to the community, normally through devolution to Town or Parish Councils, some assets whilst transferred on a long lease basis (say 99 years), the freehold is often retained by West Berkshire Council and recorded on its database.

As well as being a valuable operational resource the built and land assets represent a significant cost to the Council, both revenue and capital in nature. This requires active management and the need to ensure the estate is used as efficiently and effectively as possible.

Whilst retaining assets for operational purposes to deliver services is key, on occasion where an asset is unsuited to current use requirement the asset may be disposed of or leased to generate either a capital receipt or revenue income for the benefit of public services.

3.2 Decision making.

3.2.1 Roles and responsibilities

To successfully deliver the strategy, through its asset plans, this will require clear roles and responsibilities within the organisation and support from across West Berkshire Council.

- Senior Management

The Chief Executive Officer and Corporate Directors are to lead on the overall organisational culture for asset management and drive the links between the asset management strategy and the organisational objectives.

The Corporate Director for Economy and Environment is to be responsible for leading asset management decision making at 'board' level, principally Asset Management Group and Capital Strategy Group.

- Heads of Service

Heads of Service are to be the link between the operational business of the Services and form linkages between the Service Asset Management Plans and the Strategy

- Asset Management Lead

The Service Manager for the Property Team is to act as the lead officer for asset management and property matters, both in terms of the planned activities and links with the Services.

- Portfolio Holder for Property and Assets

The Executive Portfolio Member for Culture & Environment (including Property and Assets) is to act as the key contact for and link between the asset management process and elected Members

This will include close involvement in asset management decisions through governance forums.

The Property Services Manager is responsible for keeping the Portfolio Holder informed of key aspects of the asset management functions and key decisions required.

3.2.2 Asset Management Group (AMG)

The Asset Management Group (AMG) is the key forum on matters related to the management of the Council's assets. AMG considers and offers recommendation to the Council in its formal decision making.

The group is formed from both Officers from across the organisation and elected Members.

Membership and Terms of Reference for the Asset Management Group is shown in appendix **C**.

The terms of reference for the Asset Management Group includes:

- To oversee the development and performance of the Asset Management Strategy and the Services Asset Plans;
- To report to Capital Strategy Group on matters relating to property acquisitions, disposals and changing uses;
- To monitor the status of the estate, both operational and commercial;
- To review the priorities of the estate to ensure efficient use of assets;

3.2.3 Capital Strategy Group

The Asset Management Group is a subordinate group to the Capital Strategy Group (CSG). CSG ensures the Council's capital strategy is being well managed and that the key objectives of the capital strategy are being met, these being:

- Enable the Council's assets and systems to be maintained and improved, to enable the effective and efficient delivery of the Council's key priorities as set out in the Council Strategy 2015 to 2019;
- To ensure that capital investment is affordable within the terms of the Medium Term Financial Strategy (MTFS);
- To target funding at Council priorities, within available resources, in particular to maintain and improve the highways network and schools and to improve the efficiency of Council services through investment in ICT.

The direction of the organisation through its Asset Management Strategy and associated Service Plans and decisions of the Asset Management Group has a direct influence on the direction of the capital programme.

3.2.4 Other asset management forums

A number of other forums exist for the management of specific asset related activities. These are:

- Town Centre Programme Group
- Corporate Programme Board
- Devolution – Officer liaison group
- Accommodation Group
- Joint Venture – Member Reference Group and Officer meetings
- Working groups for specific projects
- One Public Estate

Each of these groups has the potential to make proposals which relate to or impact the asset management of the Council and proposals made by these groups are to be referred to the Asset Management Group for discussion and where necessary decision.

The route for decisions related to property assets is shown in appendix **D**.

3.2.5 Decision making and the Council Constitution

All decisions made by the Asset Management Group are required to be within the decision making cycle of the Council's Constitution.

This is particularly relevant when considering either acquisition or disposal of an asset (whether freehold or leasehold).

'Part 3 - Scheme of Delegation' is particularly relevant which gives authority to Heads of Service to make decisions (within thresholds) on matters relating to borrowing of capital, housing and the purchase and sale of land and property.

For decisions which fall outside of the delegated authority thresholds any decision made by the Asset Management Group related to the acquisition or disposal of an asset will require final approval by the Council's Executive.

3.3 The Property Services Team

West Berkshire Council's Property Services Team is an internally resourced team of property professionals. The team is responsible for a range of property based services. These are:

- Strategic Asset Management (including asset data management);
- Property based Technical Compliance (eg – asbestos, legionella and fire);
- Maintenance surveying support for corporate buildings (and schools through a traded service agreement);
- Facilities Management (of the main corporate office buildings);
- Project Management of capital construction projects and capital maintenance projects.

Each of the different elements of the Property Services Team's role contribute to the overall asset management strategy.

The Property Services Team works closely with other internal teams in delivering its services, including Health & Safety, Planning, Building Control and Legal Services.

The Property Services Team is responsible for the Asset Management Strategy as well as delivering the projects which are formed from it.

A copy of the Property Services team structure chart is attached in appendix **E**.

3.4 Data management

The management of data forms an important part of the overall management of the estate and its assets. The volume of data can be considerable.

3.4.1 The Property Services Team is responsible for the data collection and recording for the Council and this system is used to:

Enable accuracy in property asset reviews and appraisals;

- Support the continuous management and maintenance of the property assets;
- To satisfy statutory and other external reporting
- To maintain an accurate and complete asset register

3.4.2 The property database records the following key information:

- Unique Property reference Number
- Site address
- Site ownership status
- Size of the site
- Building scale
- Lease renewal information

3.4.3 Collaboration with Services is also key to maintaining accurate data and close communication is required between those managing the operational estate and the Property Services Team managing the data.

3.5 Asset priorities

3.5.1 In achieving the outcomes expected of the Asset Management Strategy and the corporate objectives it helps deliver, there are a number of Council priorities that drive the best use of a given asset.
It can be the case that when deciding the best approach for a given site, that these priorities compete for the asset, and it is key that the Asset Management Group considers all of the available options on a site by site basis, but giving regard to the organisations overall objectives.

3.5.2 The following categories exist for the estate assets:

- Operational (belonging to a Service);
- Corporate (for the benefit of the Council as a whole);
- Public facing;
- Investment/commercial;
- Regeneration/development;
- Redundant.

3.5.3 When deciding on the best approach for any asset, the following priorities exist:

- Retain for the operational use of a Service;
- Retain for Corporate Services;
- Re-assign/redevelop for purposes of revenue income;
- Allocate for redevelopment of affordable housing (including through available Joint Venture housing agreements);
- Transfer the asset (community transfer or devolution);
- Dispose of for capital receipt.

3.6 Reviewing the estate

3.6.1 To ensure the estate is being managed most effectively, the process of reviewing the estate and its assets is a continuous one.

3.6.2 Reviewing the estate is driven by a number of factors:

1. The up to date provision of Operational Service Plans;
2. The outcomes from activities such as One Public Estate and Joint ventures;
3. The outcomes of asset transfers through the devolution process;
4. Changes in legislation relevant to assets.

3.6.3 In property terms the assets require to be assessed in performance terms on a regular basis against the following criteria:

- The cost performance of the building (revenue and capital) as a comparison with other buildings and industry benchmarks;
- Space usage and efficiency of use;
- Surplus space.

As well as the quantitative measures, the review will also give consideration to whether the asset is achieving the objectives of the Service, the customer, and operational demands.

To react to changes over time, the Asset Management Strategy itself and the plans formed under it will be reviewed.

Reviews will be conducted on an annual basis.

3.7 Asset disposal

3.7.1 The disposal of an asset is one of a number of criteria for assessing an asset and normally disposal of an asset will be on the basis that the asset is surplus.

3.7.2 Any disposal of an asset will be formed on the basis that:

- An assessment of other available opportunities has been completed;
- The asset disposal has received the approval of Asset Management Group;
- Approval has been received either by Delegated Authority or from WBC Executive in accordance with WBC Constitution;
- The disposal demonstrates 'best consideration' or has received approval in accordance with General Disposal Consent 2003 at a value below best consideration.

3.7.3 The review of assets through continuous assessment with operational services, will identify assets which potentially are surplus and available for consideration for disposal.

3.8 Working in partnership

The Council has strong links with a number of organisations both with other Berkshire Unitary Authorities through shared services and external organisations, including community groups and charities, all helping to deliver high quality public services.

This partnership approach is being developed to ensure that the public assets owned by West Berkshire Council with wider assets held within Berkshire are being managed effectively.

3.8.1 One Public Estate

One Public Estate (OPE) is an established national programme delivered in partnership by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA). It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

OPE partnerships across the country have shown the value of working together across the public sector and taking a strategic approach to asset management. At its heart, the programme is about getting more from our collective assets - whether that's catalysing major service transformation such as health and social care integration and benefits reform; unlocking land for new homes and commercial space; or creating new opportunities to save on running costs or generate income. This is encompassed in three core objectives:

1. creating economic growth (new homes and jobs)
2. delivering more integrated, customer-focused services
3. Generating efficiencies, through capital receipts and reduced running costs.

West Berkshire Council is working with all of the Berkshire Unitary Authorities as well as Thames Valley Police, the Royal Berkshire Fire and Rescue Service and the NHS Estate in recognition of the opportunities presented through the OPE environment.

Acting as the Berkshire Property Partnership, West Berkshire Council and its partners has successfully bid for £500,000 of OPE funding to develop projects to achieve the following outcomes:

- A shared, joined-up service vehicle for delivering Operational Property and FM across the partnership, leading to operational efficiencies
- Aligned contractual arrangements and frameworks, leading to further operational efficiencies
- The development of an effective, commercial estates and property programme management function
- Acceleration of existing property transformation projects, and the instigation of new projects emerging from whole system Area Reviews.
- Through these actions, the delivery of significant new jobs, new housing and capital and revenue receipts for the partners, working differently, in more connected ways, to provide better service and outcomes to our communities, and better value to tax-payers.

3.8.2 Shared Services

West Berkshire Council is already operating successful shared services with other local authorities across some of its services including Building Control Solutions (in partnership with Wokingham Borough Council and Royal Borough of Windsor and Maidenhead) and Public Protection Services (in partnership with Bracknell Forest District Council and Wokingham Borough Council).

Through the One Public Estate forum we are progressing with exploring the potential for a shared service vehicle to deliver all property and asset management services across Berkshire for the Berkshire Unitary Authorities and over time other public sector organisations.

3.8.3 Asset Transfer and Devolution

A key priority of West Berkshire Council within the Council Strategy is to support communities to do more to help themselves.

This includes close working with Community Groups, Parish and Town Councils to help maintain or improve services, which can include best use of property and land assets.

The Council's discretionary powers are now supported by statutory backing, to enable the transfer of its building assets to community groups and town and parish councils.

West Berkshire Council gives consideration to transferring assets through two routes:

1. Community Asset Transfer Policy

   Community Asset Transfer is the transfer of the Council's land and buildings to community and voluntary organisations at less than best consideration, normally on a leasehold arrangement.

   The purpose of the policy is to set out a framework to show how West Berkshire Council will consider requests from the community and voluntary sector to use the Council's land and buildings.

2. Devolution transfer

   As part of the Council's strategic priority of "Communities Helping Themselves" a devolution prospectus has been developed. The prospectus includes the transfer of services and assets.

   Devolution is about devolving, primarily to Town and Parish Councils, services and assets which the community feel would add value locally.

   Devolution does not include statutory services, it is about those services which the Council has had to reduce or stop altogether and which local communities feel should be delivered at the most appropriate level of government.

   As part of the Devolution agenda, a Parish Portal has been developed. This Portal provides Parish and Town Councils with a range of information to support both service and asset transfers.

   The full policy document is attached in appendix **F**.

3.8.4 Joint Ventures

West Berkshire Council has a strong working relationship with Sovereign Housing as the largest social housing provider in West Berkshire. To further develop the provision of affordable housing the Council is exploring the potential for a closer working partnership through a joint venture.

Part C:

Service Delivery and Corporate Estate



The Downs School science block

4 Services Strategies

4.1 Key services

Public services are delivered through a range of distinct Services, some services which rely on the estate to enable them to deliver their service and others which rely only on the corporate offices.

A number of operational services rely upon the estate to deliver services to the community. Each of these services has a Service Strategy or Plan which conveys its service delivery. A summary of these services is shown in appendix **A**. These services are:

4.1.1 Adult Social Care

Awaiting information from the service

4.1.2 Children and Family Service

Our vision is for our most vulnerable children, including those that are Looked After by the local authority, to achieve outcomes that are every bit as good as their peers across all areas of their lives, and to provide a service that is, at the very least, 'good', if not outstanding. To achieve this we will build on existing strengths and on the principles already established in our Brilliant West Berkshire programme focused on building communities together.

4.1.3 Education Service

Our ambition is to enable all children and young people and learners to maximise their potential, while intervening positively to ensure that the most vulnerable have an equal opportunity to succeed.

4.1.4 Development and Planning

To offer housing services that provide quality housing, deliver services which meet a range of needs, are affordable, sustainable (in terms of environment and community), are safe and secure and offers support to ensure that vulnerable households are able to sustain their homes.

4.1.5 Public Protection and Culture

A vision with five key themes, Employment (regional workforce and voluntary opportunities), Accessibility (a network of facilities fit for purpose and provide ease of access), Greener (through shared knowledge, to protect, develop and expand the range of opportunities to enjoy the rural environment), safer (to engage young people for their benefit and to reduce antisocial behaviour, as well as increased participation of the elderly in leisure activities for improved safety and wellbeing), Stronger (crucial contribution to both improving the quality of the built environment and providing a diverse range of social activities).

4.1.6 Transport and Countryside

A well maintained highways network is not only a valuable asset to the community but is also fundamental to achieving the strategic objectives of the Council. Good transport is vital for a thriving economy, providing access to employment and education as well as to the services and supplies that people need. The Highways Asset Management Plan details the Council's delivery of value for money highway maintenance services, consistent with the aims and ambitions of the Council Strategy.

4.2 Other services

In addition to the key operational services which have a direct requirement for assets, further services exist within the Council which do not have wider asset requirements, other than the use of the corporate offices. These are:

Commissioning

Customer Services and ICT

Finance and Property

Human Resources

Legal Services

Prevention and safeguarding

Public Health and Wellbeing

Strategic Support

5 Corporate Strategies

5.1 Delivering the Capital Programme

Introduction and Objectives

5.1.1 West Berkshire Council has a strong track record in the delivery of its capital programme, whether through its own capital funds, grant or section 106/CIL monies.

The five year capital programme 2018/19 to 2022/23 proposes expenditure of a further £155m on a diverse range of projects to benefit highways, countryside, education and adult social care.

Strategy for Delivery

5.1.2 A significant amount of the capital programme is delivered by the transport and Countryside Service for the highways improvement programme, with the majority of building related projects managed by the Property Services team.

5.1.3 Projects are managed using a formal Project Management Methodology (PMM) based on industry accepted Prince2 process methodology.
This offers consistency of method and best opportunity for a positive outcome.

The management of projects is supported by the use of the appointment of external specialist consultants, such as architects, cost consultants, services engineers and health & safety specialists.

5.1.4 The appointment of external consultants and contractors is conducted in accordance with public sector procurement legislation and the West Berkshire Council constitution. This can be by way of open tendering or through the use of public sector frameworks.

5.1.5 Governance of capital projects is carried out through Project Boards which monitor performance of individual projects and the progress of all projects on the capital programme is monitored by the Capital Strategy Group to ensure spend is being directed in a timely fashion.

5.2 Maintaining the estate

The built asset environment can be expressed in terms of the education estate and the non-education or corporate estate.

5.2.1 In the case of schools, the Education Service conducts needs based assessments of sufficiency, suitability and condition. The Education Service continues to be successful in achieving capital grant allocations to address capital maintenance in schools.

5.2.2 Additionally a number of successful bids has resulted in significant condition issues in some schools being addressed through the Priority Schools Building Programme 2.

5.2.3 For the non-education estate, conditions surveys of all council owned buildings drives the basis for capital maintenance funding, which is distributed to the Services accordingly.

5.3 Corporate Offices

5.3.1 Introduction and objectives

The council has adopted a Mobile and Flexible Working Policy ('Timelord'), which aims to reduce accommodation costs, reduce time for employees spent travelling, and improve face-to-face time for our customers. Employees are provided with the technology to work from the office, at home or from other locations.

This working practice was adopted following a successful project to implement new flexible working practices to offer the benefits:

1. For West Berkshire Council
   - Increased productivity for flexible staff
   - Reduced travel and expense
   - Reduced office foot print
   - Savings in revenue and capital costs
2. For customer
   - Increased face to face advisory time available
   - Quicker and easier for customers to contact WBC staff
3. For staff
   - Improved staff satisfaction
   - Reduced travel time and cost
   - Improved work/home life balance
   - Reduced stress and sickness

The flexible working policy has enabled the council to reduce its office footprint by approximately 30% from the pre-project baseline.

The core corporate buildings the council operates from are Market Street (Newbury), West Street House (Newbury) and Turnhams Green (Calcot) with some services based in West Point (Newbury) as well as other smaller satellite accommodation.

5.3.2 Strategy for Delivery

- The flexible working policy has been operating for some time now and has settled into being 'business as usual'
- The continued efficient use of the corporate office space is monitored through an Accommodation Group, which examines space requirements
- The council will continue to explore opportunities for joint working with partners and the potential for rationalisation of the public estate.
- Exploring opportunities for service partners to benefit from using council office space to deliver services benefitting the people of West Berkshire.

5.4 Commercial property

5.4.1 Traditionally local authority property acquisition has been for the direct purpose of operational delivery of services. West Berkshire Council's property estate largely comprises properties necessary to deliver public services and has a reasonably small commercial property portfolio located on the London Road Industrial Estate in Newbury and the Kennet Enterprise Centre in Hungerford.

However increasing financial pressures combined with significantly reduced resources means that West Berkshire Council needs to consider the potential opportunities available to it to generate new revenue income streams.

5.4.2 The business case for investment in commercial property is:

- WBC Medium Term Financial Strategy states the need for WBC to close the gap between expenditure and income including by means of income generation.

  It is expected the management of a balanced commercial property portfolio, acquired through affordable, sustainable and value for money means from capital borrowed through the Public Works Loans Board (PWLB), will meet the objectives of WBC.

- Powers within legislation affording local authorities the opportunity to borrow and invest for the prudent management of the Council's financial affairs
- Over time, commercial real estate has produced strong returns with low volatility compared to other investment classes and has generated consistent income returns.

5.4.3 On 09th May 2017 the Council approved as an addendum to the Treasury Management Strategy for financial year 2017/18 a Property Investment Strategy to invest £50m of capital funds for the purchase of commercial property.

5.4.4 It is expected, based on low borrowing rates that once fully invested, the capital investment will realise a long term revenue income of £950,000 per year.

5.4.5 The acquisition process will be managed in accordance with a set of strict criteria assessed by specialist property asset consultants and scrutinised by a formal governance group (Property Investment Board).

The selection criteria includes:

1. Minimum lot size of £3m and maximum of £10m;
2. Achieving a minimum yield for a property of 5%;
3. The portfolio once fully invested is to achieve a yield of 6%;

4. Maximum of 35% of the spend in any one region and 25% in any town;
5. Maximum of 10% of total income to be with any one tenant;
6. Maximum of 30% of the portfolio in any sector (eg: offices, retail).

5.4.6 Since the approval of the strategy in May 2017, the council has (at November 2017) achieved completion on a high street retail property in Eastbourne and exchanged on a warehouse retail unit, and continues to bid on new properties on a regular basis.

6 Appendices

6.1 Appendix A: Service plans/strategies

6.1.1 Adult Social Care

Awaiting data from Service

6.1.2 Children and Family Service

Service objectives

The *vision* for Children and Family Service in West Berkshire is:

1. 'For our most vulnerable children, including those that are Looked After by the local authority, to achieve outcomes that are every bit as good as their peers across all areas of their lives'.
2. 'a service that is, at the very least, 'good', if not outstanding. To achieve this we will build on existing strengths and on the principles already established in our Brilliant West Berkshire programme focused on building communities together'.

We know that West Berkshire is a great place for children to grow up. Generally West Berkshire's children and young people do well. Our *aim* is for those children to be safe and healthy, achieve high educational standards through attending good schools, and move on into higher education or employment and a secure and prosperous future.

To achieve our aims and vision the objectives of the Children and Family Services are embedded in strong partnership and collaborative approaches which focuses on communities and families, as well as individual children and young people to improve the delivery of services.

We collaborate with partners through innovation and reconfiguration of services allowing us to focus on communities, families, individual children and young people to allow access to quality interventions important for their health and wellbeing.

We recognise that parents, carers and families have ultimate responsibility for ensuring that their children's needs are met, but we will work with them where there is an assessed level of need, to ensure their children get the best start in life.

Early identification of children, young people and families in need of support or assistance is done through universal services, such as, nurseries, schools, health visitors and third sector organisations working in communities. We in West Berkshire, along with our partners, recognise this as a joint responsibility.

As Corporate Parents we have responsibilities for all children in care, from birth and frequently beyond the point when they cease to be looked after. Whether they are in: foster care, residential care, secure care, kinship care or looked after at home, or children and young people who have a disability for whom we provide short breaks.

Our Corporate Parenting responsibilities extend to those leaving care who are looked after for a number of weeks prior to their 16th birthday and can be extended to age 25 years.

We understand children in the context of their families and communities and we prioritise supporting vulnerable families and working with communities so that our children can do well and be safe within their own family whenever possible.

Where children or young people cannot remain with their birth or extended families, despite high quality support, and are Looked After by the local authority, we want them to know that we are ambitious, driven and committed 'Corporate Parents', striving to help them reach their full potential. For those children and young people we prioritise finding the best permanent home for them, so that they can have a stable base from which to build a secure future. We support them whilst in our care, to be safe, stay healthy, achieve academically and fulfil their potential.

Strategy for delivery

Safeguarding and promoting the welfare of children will always be at the centre of our work including delivering our corporate parenting responsibilities. The child's needs are paramount and the needs and wishes of each child known to the service, be they an infant or older child, will be put first, so that every child receives the support they need before any challenges they face escalate to a level of concern.

What we do is often as important as how we do it and to this end we have identified the following standards that will run through our practice:

1. We will promote and drive lasting outcomes for children in West Berkshire so that they will see quicker and fairer decisions about where they will live, who will care for them and, have the opportunity to achieve at school and in the community;
2. Children and young people will feel safe in their homes and communities and supported in their journey by trusted adults who they can rely on to provide an unerring focus on their needs;
3. We will encourage participation and engagement so that children will know that their wishes, feelings and experiences are heard and acted upon in their welfare;
4. We will raise the standards in our practice so that children and young people are confident that their Social Workers are always striving to achieve the best possible outcomes for them;
5. We are committed to professional development and the promotion of a strong value base so that our children and families will experience professionals who are: I interested

   M measured

   P purposeful

   A accountable

   C curious

   T tenacious

Children & Family Services estate

Children and Family Services are driven to ensure its services are accessible and able to deliver a range of accommodation options for Looked After Children, Care Leavers and Unaccompanied Asylum Seekers.

This is developed in collaboration with partners to ensure there is an accommodation sufficiency to cover a range of needs.

This includes Children with Disabilities, foster adoptive homes, accessibility to residential provision and a range of supported lodgings options to help our older young people transition to adulthood in a safe and supportive way.

We are committed, wherever possible. To supporting families to stay together but recognise where this is not safe or possible we will endeavour to ensure the child's needs are prioritised and any accommodation required meets their needs. This includes the recognition of local connections, education and work opportunities alongside the wishes and feelings of the children and young people.

6.1.3 Education Service

Service objectives

The Education Service vision is 'Our ambition is to enable all children and young people and learners to maximise their potential, while intervening positively to ensure that the most vulnerable have an equal opportunity to succeed'.

The key Education Service aims:

- To ensure that all schools and other education/training settings are providing a high quality of education for all children, young people and adult learners;
- All schools and other education/training settings to be graded Good or better by Ofsted;
- To ensure every school aged child has a school place and every 16/17 year old a suitable place in education or training;
- To ensure children and young adults with special needs receive appropriate education and support;
- To further develop the capital infrastructure to improve learning and achievement.

Strategy for Delivery

The Education Service is located within the Communities Directorate sitting alongside Adult Social Care, Children and Family Services, Public Health and Prevention & Safeguarding.

It has responsibility for 81 schools (including PRU's and ten academies) and circa 25,500 pupils, 3,500 16 and 17 year olds, 1731 adult learners, about 800 school governors and approximately 3,900 teachers and non teachers working within schools.

The Service is delivered through a number of teams and functions:

School Improvement & Governance, Access Planning and Trading, SEN Inclusion and Disabled Children, Educational Psychology and Wellbeing, early Years/Vulnerable Learners & Families, Education Welfare Service, Education Planning & Development, Post 16/Adult & Community Learning and Education Contract Management.

These teams deal with a wide range of Education activities including addressing current national and local issues (for 2017/18) including, the introduction of the additional 15 hours of free childcare, the development of sufficiency to meet the increased demand for quality childcare places, the development of family hubs, and the provision of places to meet the demand due to demographic growth.

The Education Estate

The education estate comprises the following:

Academy (Primary)	3
Academy (Secondary)	7
VA (Primary)	15
VA (Secondary)	1
Community	55
Total:	**81**

Education Asset Management

The EAMP is a strategic document which details the methodology for data collection and analysis, and the criteria used to make objective and transparent decisions on school premises capital investment. The EAMP summarises and prioritises the identified need for capital investment in the school estate and makes the business case for bids on the 5-year capital programme.

The purpose of the EAMP can be summarised as follows:

- To provide a statement of identified need for building works for each LA maintained school;
- To provide a basis for prioritisation of funding between schools, which is fair and transparent;
- To help schools prioritise capital investment from their devolved budgets;
- To form part of the business case for bids for capital funding;
- To link in with the objectives of the Council's Corporate AMP;
- To contribute to the delivery of high quality public services in West Berkshire;
- To ensure Best Value in the use of resources.

Our strategic management of the estate falls under three main headings – Condition, Suitability (fitness for purpose – buildings and site) and Sufficiency (basic need, new housing, right size schools in the right location, planning area reviews, school closures, etc).

6.1.4 Development and Planning

The Development and Planning Service, whilst offering Planning Policy and Development Control, from an asset management perspective is responsible for the strategic and operational delivery of the council's Housing services.

Service objectives

The vision is to offer housing services that:

1. Provide **Quality** housing;
2. Deliver **Appropriate** housing services– meeting a range of needs, tenures and sizes, with high levels of accessibility to reflect people's changing needs;
3. Are **Affordable** – not just in terms of our housing costs but also in respect of running costs;
4. Offer **Support** – to ensure that vulnerable households are able to sustain their homes;
5. Are **Sustainabl**e – in terms of the environment, community and meeting future needs; and
6. Are **Safe and Secure** – building communities that are inclusive and where people have a sense of belonging.

The actions identified within the Housing Strategy will reflect, and contribute towards achievement of, this vision. In particular, the Council will prioritise activities that contribute to the following:

1. **Prevention** of homelessness by early and proactive intervention;
2. **Provision** of new affordable housing to meet urgent and immediate identified needs;
3. **Green and Sustainable** activities that reduce fuel poverty and minimise domestic CO2 emissions;
4. **Focus** on meeting the needs of our **Rural Communities**;
5. **Partnership** working to maximise efficiencies, deliver holistic solutions and share risks and
6. **Performance** management to monitor, review and improve our delivery of the action plan.

This set of priorities provides the framework for the Housing Strategy.

Strategy for Delivery

West Berkshire Council delivers statutory functions such as the Common Housing Register, housing advice, homelessness and managing the disabled facilities grant.

The Common Housing Register acts as the waiting list for social housing, acting as a single point of contact with strict eligibility and qualifying criteria.

Advice and assistance is provided free of charge to all residents, with the main reasons for those seeking advice including searching for a first home, threatened with homelessness, domestic abuse, relationship breakdown, and rent arrears.

The Housing team is involved in a number of options and solutions when assisting individuals, including:

- Staying in the home (mediation, Family Group Conference, Social Needs);
- Private rented accommodation;
- Help with the mortgage;
- Mutual exchange;
- Transfers;
- Housing register;
- Refuge.

When tackling homelessness, the overwhelming priority is that of prevention, with a strategic approach which:

- Prevent homelessness and sustain tenancies;
- Mitigating negative impact of welfare and housing reforms;
- Making best use of the districts stock;
- Improving life chances of homelessness people;
- Working with partners to provide a co-ordinated approach.

The Disabled Facilities Grant is a mandatory grant offering up to £30,000 on a means tested basis to meet the cost of home improvements to enable independence and contributes to reducing falls and hospital admissions.

The Housing Team receives approximately one hundred and sixty applications per year with an average cost of £7,195.

Housing Asset Management

The council is a non stock holding authority, its housing stock having been transferred to Sovereign Housing Association. So generally the council has an enabling role working with providers to deliver homes that meet the needs of the population. Generally all new affordable housing is delivered by Registered Provider partners.

West Berks however has existing stock and is investing in new property to use as temporary accommodation to avoid the use of Bed and Breakfast for homeless families. The Council is also buying back DIYSO (do it yourself shared ownership) properties as they arise for sale.

It is illegal to allow families to remain in Bed and Breakfast for more than 6 weeks, and at the moment B & B is still used so the aim is to buy sufficient units to no longer use B & B. This would then allow the Council's housing service to apply for gold standard with the NPSS (see below).

The Council registered with the Homes and Communities Agency (HCA) as a Registered Provider and have just been advised that West Berkshire is a development partner. Therefore, there is no reason why the Council could not develop new affordable housing in the future and bid to the HCA for funding to do so.

The Council negotiates with developers on planning applications and sometimes financial contributions are accepted in lieu of affordable housing. There is therefore a pot of commuted sum funds which can be used to purchase/develop housing. In the past this has been used to buy DIYSO properties or as grants to Sovereign Housing Association. However, there is scope to use this for new affordable housing.

The housing service also manages a gypsy site for which capital funding has been allocated in order to redevelop the site.

6.1.5 Public Protection and Culture

Service objectives

In 2018 West Berkshire remains an attractive place to live. The successful partnership between the district council, Natural England, English Heritage and local voluntary groups has increased awareness of the value of our countryside. The number of active conservation volunteers has reached record levels. Access to the countryside has been improved by the work of these groups. This is greatly appreciated by the increased numbers of visitors who now sustain a robust rural tourist economy.

Out of school programmes for young people are flourishing. Young people themselves are actively involved in the provision and development of services. The percentage of young people who now choose to play sport, play in a band, read for pleasure, join a painting group, join a drama club or undertake some other sort of positive voluntary activity, means that the districts teenagers are amongst the most active across the whole of the country.

Much has been done to ensure that disadvantaged and disaffected young people are just as able to access these opportunities as those who are already engaged and achieving. Close links between West Berkshire Council's services, and voluntary sector organisations have resulted in far higher participation rates for these groups than had previously been the case. The increase in participation in diversionary activity is linked to reductions in the levels of anti-social behaviour attributed to young people.

The growing population of over 60's is also benefiting from the improved cultural offer. In their early retirement years they value their participation in culture for its own sake. They take up new activities that they have never had the time to try. For many, membership of clubs and societies becomes an important part of their retirement lifestyle. Later on, their participation starts to starts to contribute to the maintenance of their physical and mental health and their ability to live independently. For them, and for those who have experienced health difficulties earlier in life, their participation keeps them in regular contact with friends and neighbours, stimulates them intellectually, and keeps them mobile.

Strategy for Delivery

There are two main ways of valuing participation in cultural activities:

1. For its intrinsic value, the self expression, fun and sense of fulfilment they provide - this is integral to the role that cultural services play in enhancing personal well being. When people develop new interests they:-
    - Learn transferable technical and social skills.
    - Increase their self confidence and self-esteem.
    - Improve their physical and mental health.
2. For its instrumental value, the contribution they make to economic development, educational attainment, community cohesion and community safety. When a wide range of opportunities exist for all residents to participate

    In cultural activity the communities in which they live:-

- Are more likely to be socially cohesive with low levels of social isolation and a stronger sense of local identity.
- Experience lower levels of crime and anti-social behaviour
- Benefit from the economic impact and employment opportunities generated by the sector.

    However, the key to releasing the potential of cultural activity to achieve these outcomes lies in expanding the number of people who engage in such activity.

    The vision of West Berkshire in 2025, described in the sustainable community strategy, is based

There are five key thematic outcomes to create a district that is:

1. Employment and Prosperity

Employment in the sector accounts for approximately 13%of the regional workforce and also generates significant levels of voluntary opportunities, which can act as a route into permanent employment.

2. Accessible

With the offer of a wide range of cultural activities comes the need to keep the public well informed of the opportunities available to them. We ensure that a network of facilities is established and maintained fit for purpose and provide ease of access (geographically, physically and operationally).

3. Greener

Through sharing knowledge with partnering organisations we are able to better understand the countryside and environment of West Berkshire, shaped culturally and historically through farming, industry, transport, leisure and settlement. This also enables West Berkshire Council to protect, develop and expand the range of opportunities to enjoy the rural environment and to increase the numbers who become actively engaged in conservation and management programmes. Increasing participation levels in this way makes a significant contribution to a greener West Berkshire.

4. Safer

It is key to offer recreational leisure time activities and facilities for 13 – 19 year olds to ensure proper engagement of young people for their benefit and to reduce antisocial behaviour. Additionally increased participation of the elderly in leisure activities improves safety and wellbeing.

5. Stronger

The cultural sector is increasingly recognised as making a crucial contribution to both improving the quality of the built environment and providing a diverse range of social activities, which help new and existing communities to flourish and live together cohesively. Working with partners and encouraging the contribution of the network of voluntary and community groups that provides the social interaction is also key to stronger communities. Recognising communities that need additional support and making specific provision to target the work of cultural practitioners into these communities is also important.

6.1.6 Transport and Countryside

Service objectives

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

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

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

The size and value of the Council's key highway assets are summarised below:

Asset type	Quantity
Carriageways	1,280 km
Structures	570
Footways and cycle tracks	825 km
Drainage and flood defence	650 km**
Street lighting	12,839 units
Street furniture	26,041 units*
Traffic signals and intelligent traffic signs	382

** Estimate (Based on Derbyshire Model within WGA)*

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

Key objectives are:

Across the whole highways asset portfolio:

- we will continue to prepare work programmes in line with asset management principles and undertake major and minor maintenance projects on an annual basis;
- We will continue to collect asset condition and inventory data in line with our Highway Asset Management Plan to ensure the information we hold against our key highway assets is accurate and up to date in order to deliver life cycle planning, performance monitoring and Whole Government Accounts reports.

For *carriageways*:

- We aim to use and increase the use of cost effective treatments like surface dressing and micro asphalt to prolong the life of carriageway assets;
- We aim to use proprietary joint sealing treatments to restore the integrity of concrete roads and roads displaying longitudinal and transverse cracks.
- We will only resurface roads where asset management analysis shows this to be the most cost effective treatment and only undertake temporary repairs where there is a safety risk to road users. Where there is no risk to safety, a permanent repair will be undertaken in accordance with national guidelines.

For *structures*:

- We will carry out the following routine inspections on an annual basis:

  - 190 General (visual) Inspections
  - 95 Principal (in- depth) Inspections annually
  - 25 Structural Reviews annually.

For *footways*:

- We will apply cost effective treatments such as slurry sealing (wherever possible). This treatment seals the footway against the elements extending their lifespan.
- We will develop a footway slurry sealing programme over the next 5 years.
- We aim to replace precast concrete slabs where they pose a hazard to pedestrians and are becoming costly to maintain on a priority/risk basis with flexible (bituminous material) pavement surfaces subject to town centre planning and conservation considerations.
- We will continually seek to find alternative and innovative treatments for footways which provide effective long term treatment and value for money.

For *Drainage and flood defence*:

- We aim to cleanse all gullies and kerb weirs on a cyclic basis over a two year period where the frequency of cleanse is determined by the risk of flooding.
- We will continue to collect drainage asset data as part of the ongoing cyclic cleanse programme to maintain an electronic map based inventory of gullies and kerb weirs.
- We will continue to collect system data electronically in conjunction with jetting works to help map our highway drainage systems.
- We will continue to electronically record all new drainage systems.

For *street lighting, illuminated bollards and signs*:

- We will carry out the following routine inspections:

  - General (visual) Inspections at every visit.

  - Principal (in- depth) Inspections every 3 years

  - Electrical Test every 6 Years

  - Structural Reviews annually.

  - Structural Testing as per recommended 'next test date' on any previous structural test.

- We will also continue to seek alternative and innovative apparatus to improve our service.

Strategy for delivery:

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

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

basis to ensure that they remain compliant with national objectives and respond to changes brought about by new legislation and technology.

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

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

6.2 Appendix B: Asset Management Strategy - Delivery

This Asset Management Strategy and the Service Plans which support it, contribute to the wider aims and objectives of the organisation.

To manage its assets in the most effective and efficient manner, the following actions are proposed (note – reference numbers relate to those within the strategy document).

These actions will be reviewed on an annual basis.

Ref.	Objective/expected outcome	Action
	Capital Strategy	
	The Asset Management Strategy (AMS) is to be refreshed annually as an appendix to the Capital Programme	Property Services to refresh annually Dec – Mar.
	Council Strategy	
	Asset Management Strategy (AMS) to inform the content of elements of the refresh of the Council Strategy.	Property Services to be inclusive in Council Strategy refresh - 2018
	AMS and Services Asset Management Plans which underpin it are to contribute to the objectives of the Council Strategy	Annual review of the estate to establish contribution to objectives. Dec - Mar
	Decision making	
	Asset Management Group (AMG) to refresh membership and agree revised Terms of Reference	Agree with 2018/19 Asset Management Strategy.
	Standard, routine reporting to AMG of current matters and progress from other asset based groups	Property Services to implement reporting. Feb 2018 on.
	Data Management	
	Property Services to conclude asset update and ensure records maintained.	Property Services to present to Heads of Service. Jan – Apr 2018
	Reviewing the estate	
	New or updated Service Strategies for all Services to enable new/updated Asset Management Plans (AMP)	Property Services to work with Heads of Service to produce. Jan – Oct 2018
	With AMP's in place review of the estate is to be carried out.	Property Services to conduct review. July – Dec 2018
	Working in Partnership	
	Continue to progress with activities related to One Public Estate and Devolution.	Property Services to lead on outcomes
	Continue to engage with Joint Venture feasibility.	Property Services to engage in working group.

6.3 Appendix C: Asset Management Group – Membership and Terms of Reference

AMG membership

Those listed have full membership of the AMG and vote on decisions sought of the group.

Name	Initials	Title/role
Mr. John Ashworth	JA	Corporate Director – Economy and Environment (AMG – Chairman)
Mr. Andy Walker	AW	Head of Finance and Property
Mr. Gary Lugg	GL	Head of Development and Planning
Cllr. Dominic Boeck	DB	Council Member for Aldermaston and Executive Portfolio: Culture and Environment
Cllr. Anthony Chadley	AC	Council Member for Birch Copse and Executive Portfolio: Finance, Transformation and Economic Development
Cllr. Adrian Edwards	AE	Council Member for Falkland
Cllr. Peter Argyle	PA	Council Member for Calcot
Cllr. Tim Metcalfe	TM	Council Member for Purley on Thames

AMG attending officers

Those listed attend to offer reports and supporting knowledge to inform the group, but do not vote on decisions sought of the group.

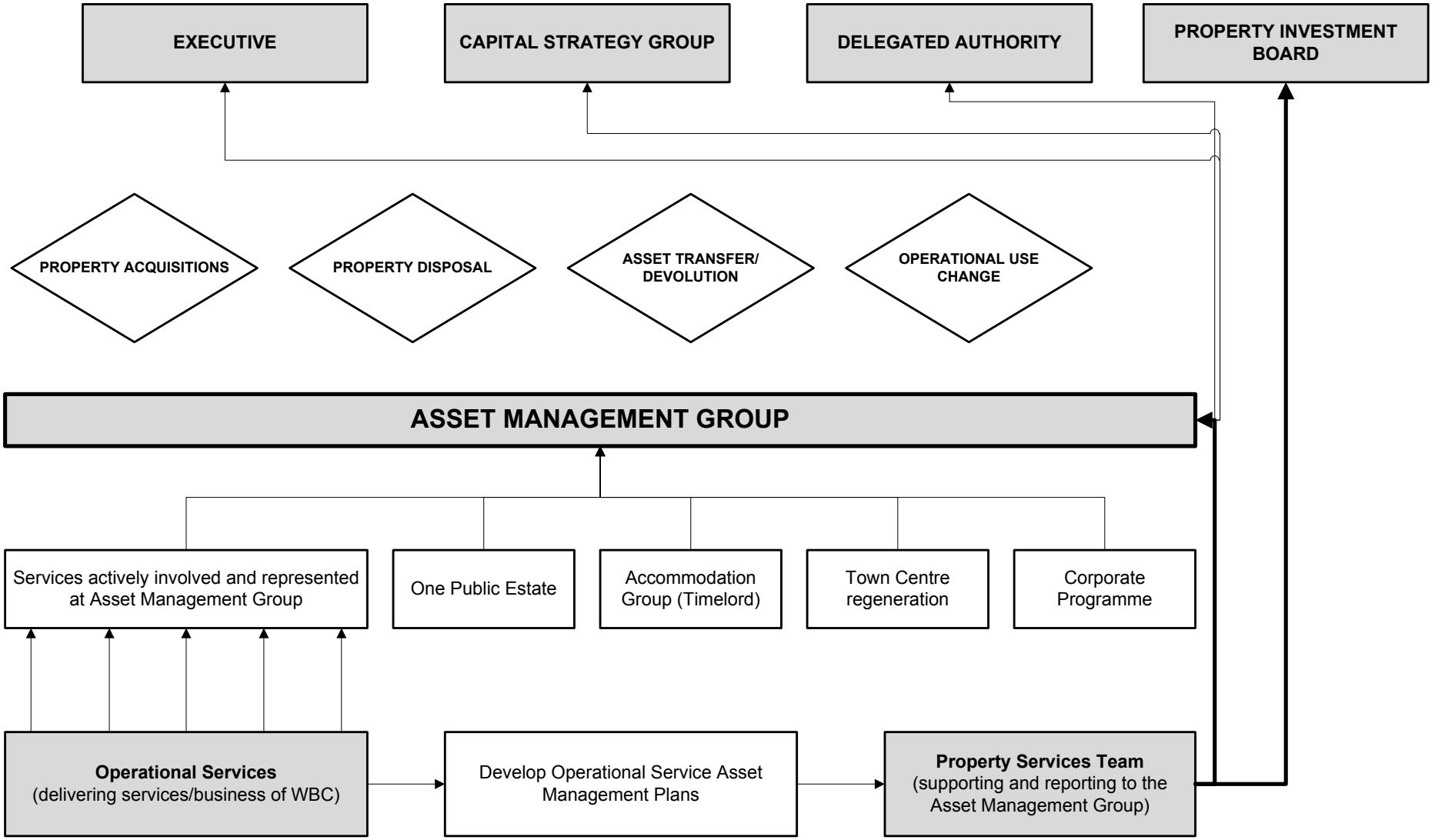
Additional attendance of Officers will be called on for specific reports

Name	Initials	Title/role
Richard Turner	RT	Service Manager - Property
Colin Broughton	CB	Strategic Asset Manager Officer
Gabrielle Esplin	GE	Finance Manager (capital and treasury management)
Sally Kelsall	SK	Housing Strategy and Operations Manager
Susan Crocker	SC	Administrative Support Officer (minutes)

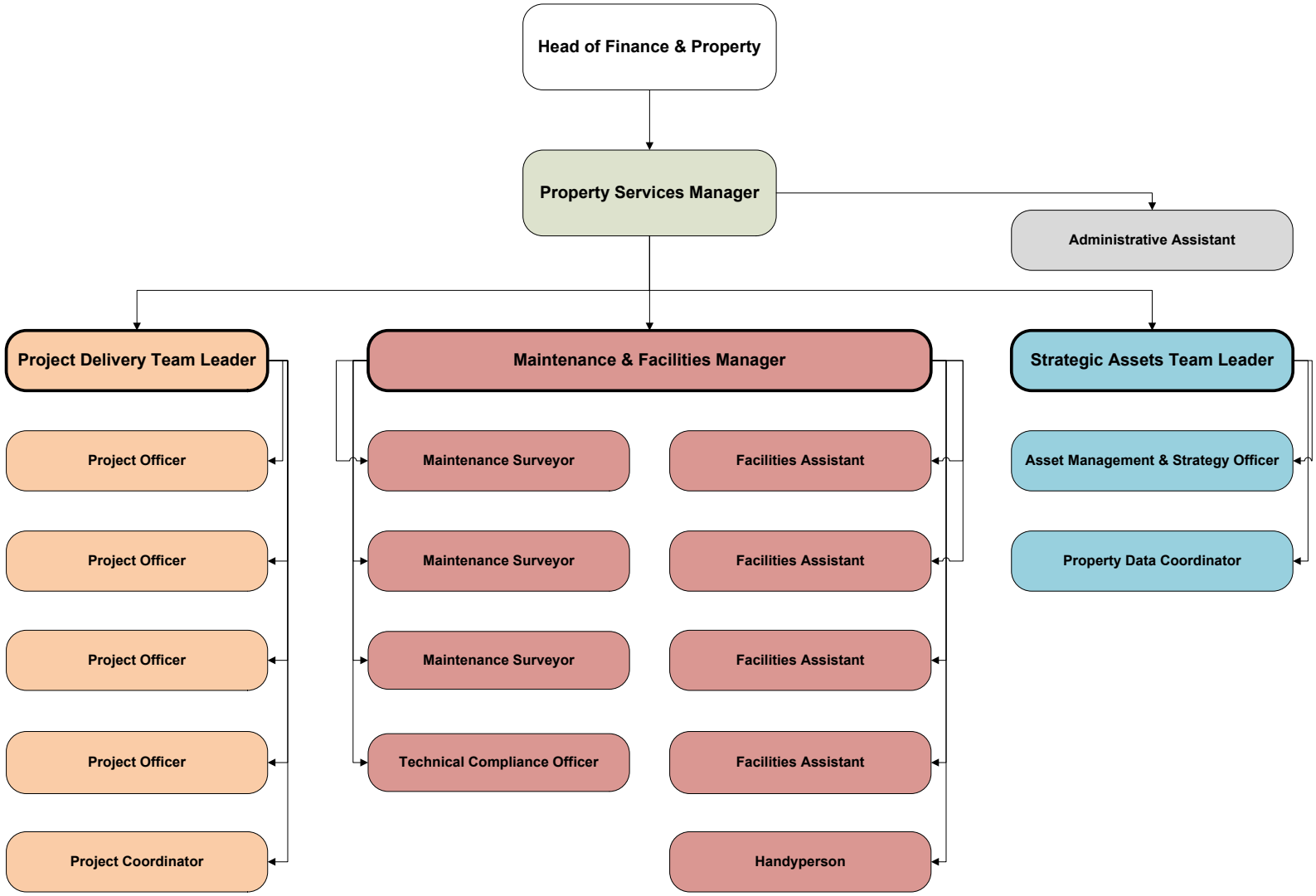
AMG Terms of Reference

Ref:	Objectives (and activities to deliver)	Frequency
1	To act as the primary forum to consider all matters impacting the management of property and land assets of West Berkshire Council.	AMG to meet approximately every 8 weeks on a continuous basis.
2	To advise Capital Strategy Group, Corporate Board, Operations Board and Executive on issues concerning property and land assets, including but not limited to acquisitions, disposal, condition and changing use of assets.	AMG to meet approximately every 8 weeks on a continuous basis.
3	When considering asset proposals, give due regard to the (often competing) priorities of the Council and Council Aims and Objectives.	AMG to meet approximately every 8 weeks on a continuous basis.
4	To be responsible for the production of and regular review of the Asset Management Strategy and the Services Asset Management Plans which support it.	Annually
5	To be responsible for the regular review of asset priorities, having received Officer reports, which includes but not limited to methodology, timescales, data and costs.	Annually
6	Receive as a standing item a report from the Property Service Manager on the current topics coming from other subordinate property/accommodation groups, including but not limited to Devolution Officer Group, Accommodation Group, One Public Estate, Town Centre Programme Group.	AMG to meet approximately every 8 weeks on a continuous basis.
7	Receive as a standing item a report from the Property Service Manager offering the status of assets either approved for or having the potential for disposal/acquisition and those assets subject to transfer through either devolution or community asset transfer.	AMG to meet approximately every 8 weeks on a continuous basis.

6.4 Appendix D: Decision route for property assets



6.5 Appendix E Property Services structure chart



6.6 Appendix F Devolution and Community Asset Transfer policy

Devolution

1.0 What is Devolution?

1.1 As part of the Council's strategic priority of "Communities Helping Themselves" a devolution prospectus has been developed. The prospectus includes the transfer of services and assets.

1.2 Devolution is about devolving, primarily to Town and Parish Councils, services and assets which the community feel would add value locally.

1.3 Devolution does not include statutory services, it is about those services which the Council has had to reduce or stop altogether and which local communities feel should be delivered at the most appropriate level of government.

1.4 In relation to the transfer of assets, a formal decision making process has been established. This includes the Devolution Officers Group processing and vetting applications followed by the Asset Management Group and then through the normal Executive cycle.

1.5 As part of the Devolution agenda, a Parish Portal has been developed. This Portal provides Parish and Town Councils with a range of information to support both service and asset transfers.

Community Asset Transfer Policy

2.0 What is Community Asset Transfer?

2.1 Community Asset Transfer is the transfer of the Council's land and buildings to community and voluntary organisations at less than best consideration, normally on a leasehold arrangement.

2.2 The policy will apply when either:

- A community or other voluntary organisation approaches the Council to request the use of a Council property asset, or
- The Council identifies an asset as being surplus to its requirements and is considering how best to dispose of it.

3.0 Purpose of the Policy

3.1 The Council has a disposal policy which is contained in the Asset Management Plan and the general presumption is that disposals will be on the open market for best price. Reference is made in the Asset Management Plan about disposals to not for profit organisations. This community and asset transfer policy is to give

fuller guidance on how to achieve that.

3.2 The purpose of the policy is to set out a framework to show how West Berkshire Council will consider requests from the community and voluntary sector to use the Council's land and buildings. It is also sets out the information that is required from the community and voluntary sector and the expectations for the transfer

fulfilling the Council's strategic objectives and to empower local communities.

4.0 National Policy Context

4.1 National Government has, for some time, encouraged local authorities to involve local people in the direct running of their communities and has produced legislation, such as the Local Government Public Involvement Act 2007 and the Localism Act 2011, to create strong communities and deliver better public services through a rebalancing of the relationship between local people and public bodies.

4.2 The Localism Act has introduced the concept of the Community Right to Bid. This process allows relevant bodies (e.g. Parish Councils and Community Groups) to ask for assets of community value to be listed. This effectively means that the asset cannot be sold until the relevant body has been given a chance to confirm that they wish to bid for the asset. If so they must also be given sufficient time to submit their bid. A separate process has been introduced to manage this requirement, although the properties and applicants involved are likely to be similar to those affected by the Community Asset Transfer Policy.

4.3 The Quirk Review undertaken in 2007 set out the benefits to local groups by the management or ownership of public property assets which, in turn leads to stronger communities. The Quirk review recognised that the voluntary and

community groups would need assistance to understand the risks and rewards of community asset transfer.

5.0 Local Context and Links to Council Strategies

5.1 Working in partnership with the local voluntary sector should help the Council to achieve some of its own objectives such as those in the Council Strategy including to reshape the way cultural, countryside and other services are delivered, with significantly greater involvement from local communities, the voluntary sector and parish councils and seek to transfer assets and services where these can clearly be delivered more effectively.

6.0 Criteria for community asset requests

6.1 When considering requests for a community asset transfer the Council must bear in mind the following in relation to the affected property:

- The need to raise capital receipts.
- The loss of any income or opportunity costs.
- Requirements for the property for direct service delivery by the Council.
- The benefits to all parties by transferring the property.

- That, where the property is needed to deliver a service, additional ongoing revenue costs are not incurred.

6.2 The Property

- The property must be owned by the Council, either freehold or leasehold and be legally capable of being transferred.
- It must be surplus to operational requirements.
- The transfer of the property has been approved by the Asset Management Group.
- The transfer will deliver a strategic or operational benefit to the Council.

6.3 The Use

- The use will support the Council's strategic priorities set out in the Council Strategy.
- The property will be used for the benefit of the local community to enable local people to have access to services or facilities that meet their local needs.
- The use will be inclusive of a wide and diverse range of people.
- The use will deliver a demonstrable social, economic or environmental benefit to the local community.
- The use is not already provided in the locality.
- The use to be environmentally sustainable and Disability Discrimination Act compliant.

6.4 The Applicant

- Interested organisations must be community led with strong local links.
- Be properly constituted and be capable of being a legal entity.
- Not for profit.
- Be financially viable.
- Have good governance through open and accountable processes.
- Have the skills and capacity to deliver the service and manage the property.
- Have a well prepared business case.
- Have a track record of delivering similar projects either as an organisation or by way of key individuals within the organisation.

6.5 *Basis of transfer of property*

- Transfers will usually be on a leasehold basis. This makes it easier to limit the use for community benefit.
- Freehold will be considered if the applicant pays full market value.
- The applicant will be responsible for all management of the property including health and safety matters and all required surveys.
- The use is to be for community benefit and the organisation is to provide continuing evidence of a community benefit on a periodic basis.
- If planning consent is required then the applicant must obtain this.
- The applicant will be expected to meet all the running, maintenance and repair costs of the property.
- Collaboration and sharing of the property with other community or voluntary groups will be encouraged.
- The Council may be prepared to take back the property in cases where the transfer has been unsuccessful.

7.0 The Community Asset Transfer Process

7.1 A property asset is identified, either by WBC as being surplus to requirements or by a request by a community or voluntary organisation for a particular property. In the latter case the property may be operational so consultation will be required with the service to see if the property could be released from operational use.

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

7.3 Expressions of interest invited from suitable groups.

7.4 Expressions of interest appraised by Asset Management Group to include the relevant portfolio holder and recommendation to be made to Management Board.

7.5 Short listed groups requested to submit a business case for the transfer.

7.6 Business cases appraised by the Asset Management Group and relevant portfolio holder along with the option of an open market disposal. The assessment matrix shown later can be used to assist in the decision making process.

7.7 Decision recommended to Executive if outside the delegation of the Head of Legal Services.

7.8 Terms agreed with successful applicant and lease completed.

7.9 The timescale for applications will vary depending upon the complexity of the proposal, the number of applicants, the route it needs to take through the Council's governance structure and for the completion of the lease. However, applicants should be aware that the process could take 12 months.

8.0 Business Case Requirements

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

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

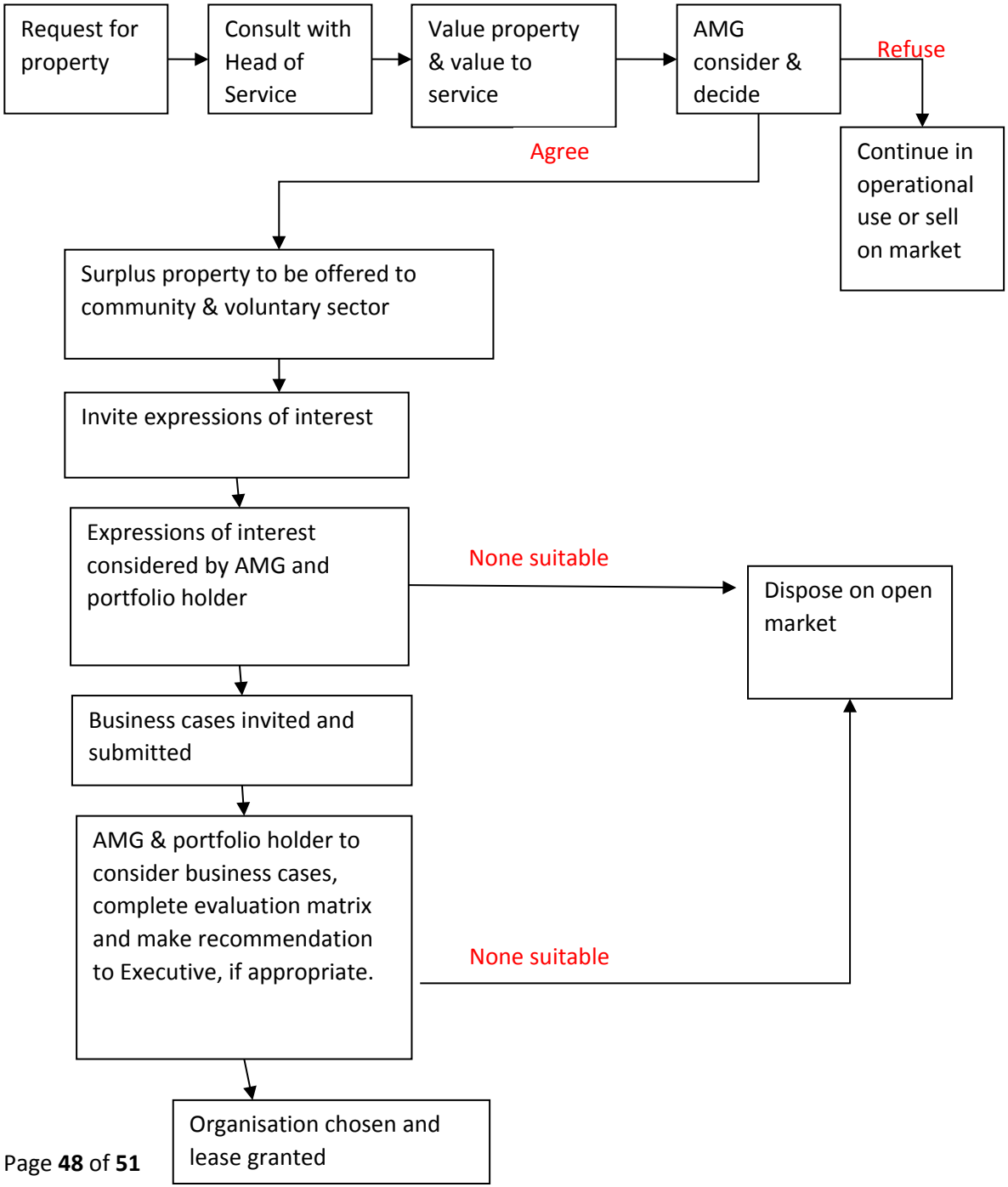
9.0 Risks in Community Asset Transfer

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

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

- Scheme is not value for money.
- Potential liability for Council if the scheme fails.

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


Request for property
Consult with Head of Service
Value property & value to service
AMG consider & decide
Refuse
Continue in operational use or sell on market
Agree
Surplus property to be offered to community & voluntary sector
Invite expressions of interest
Expressions of interest considered by AMG and portfolio holder
None suitable
Dispose on open market
Business cases invited and submitted
AMG & portfolio holder to consider business cases, complete evaluation matrix and make recommendation to Executive, if appropriate.
None suitable
Organisation chosen and lease granted

COMMUNITY ASSET TRANSFER ASSESSMENT MATRIX

PROPERTY ADDRESS	**CURRENT USE:** **OPEN MARKET VALUE:**
NAME OF APPLICANT/COMMUNITY GROUP:	**PROPOSED USE:**

1.0 FINANCIAL CONSIDERATIONS	**Score 10**	**Comments on reasons for score**
1.1 Capital receipt or rental offered *(compare to market value)*		
1.2 Capital costs secured *(higher score the greater the percentage)*		
1.3 Estimated revenue savings to WBC: *(include building and maintenance costs)*		
	SUB-TOTAL: /30	

2.0 VIABILITY OF BUSINESS PLAN	**Score 10**	
2.1 Evidence of projected revenue stream for next 5 years		
2.2 Reliance on revenue grant aid *(lower score the greater the reliance)*		
2.3 Financial covenant strength of applicant		
2.4 Track record of applicant		
	SUB-TOTAL: **/40**	
3.0 CONTRIBUTION TO COUNCIL'S STRATEGY *(proposal should contribute to at least one)*	**Score 10**	
3.1 Caring for and protecting the vulnerable		
3.2 Promoting a vibrant district		
3.3 Improving education		
3.4 Protecting the environment		
	SUB TOTAL **/40**	
4.0 CONTRIBUTION TO LOCAL NEEDS	**Score 10**	
4.1 Which groups will benefit? *(e.g. young people, disabled, older people, sports users, unemployed)*		
4.2 Involvement of volunteers		

(What will they do and how sustainable is their use?)		
4.3 Number of jobs created (if applicable)		
4.4 Is joint use with other agencies proposed?		
	SUB TOTAL **/40**	
GRAND TOTAL	**/150**	

SUMMARY AND CONCLUDING COMMENTS

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Highway Asset Management Plan 2016/17 – 2020/21

Fourth Edition – August 2016





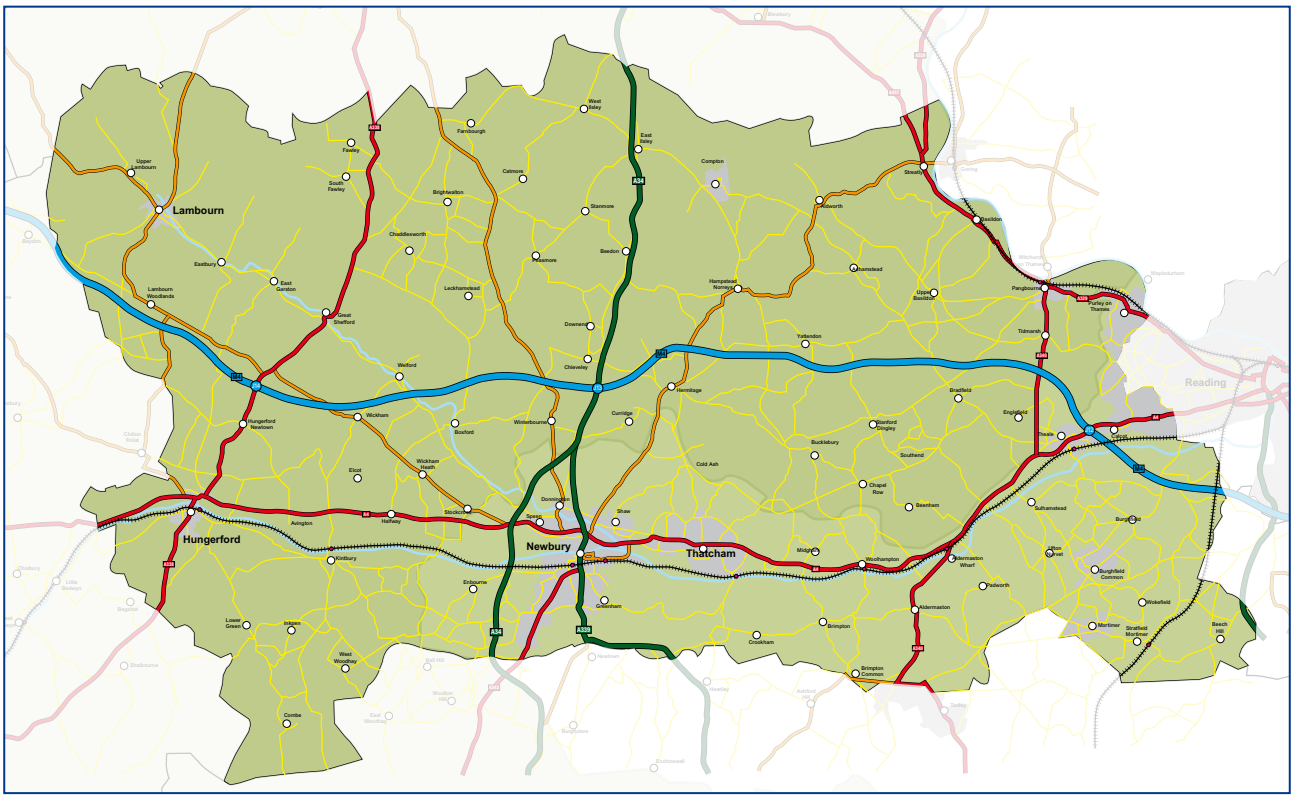




Highways and Transport Service
West Berkshire Council

West Berkshire COUNCIL

Highway Asset Management Plan



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Executive Summary

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

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

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

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

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

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

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

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

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

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

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

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

Highway Asset Management Policy

Purpose

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

1. Policy Statement

What we will do…

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

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

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

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

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

Highway Asset Management Strategy

1. Introduction

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

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

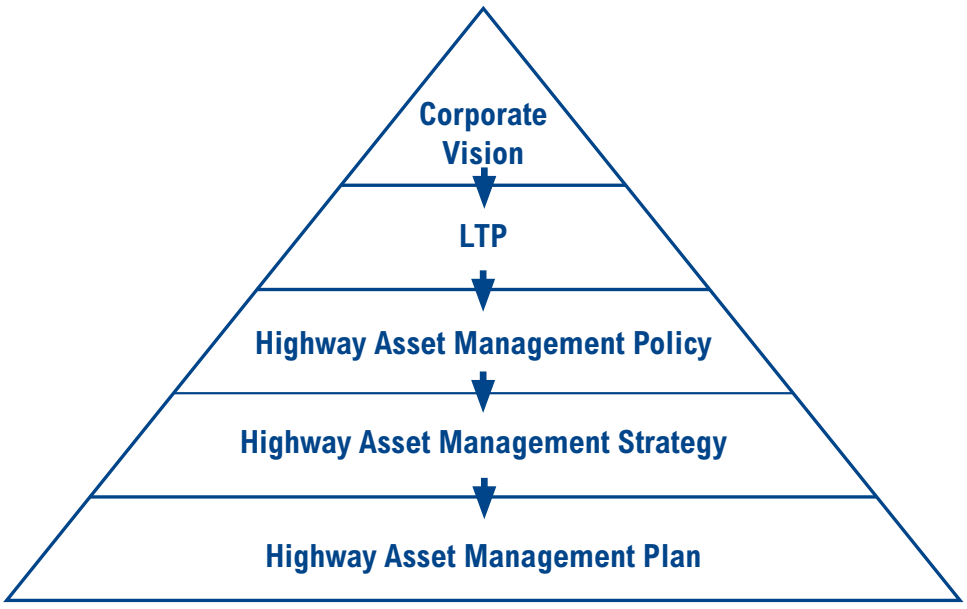
2. Highway Asset Management Strategy (HAMS)

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

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

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

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



3. Introduction to Asset Management

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

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

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

4. The Council's Strategy

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

Our vision:

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

Our strategic aims:

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

Aim B - Our key objectives:

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

The Key things we will do

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

How will we know we have succeeded?

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

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

5. The Government Position

5.1 The Government recognises that long term savings can be made by employing asset management techniques. By carrying out more long term planned works rather than short term reactive repairs we can achieve:

- long term reduction in reactive maintenance costs.
- clearer decision making with our planned work.
- improved management of the risks on our critical assets.
- a reduction in casualty figures.
- a reduction in third party accident claims, better customer satisfaction and stakeholder involvement.
- improved journey times and reduced delays.
- better knowledge of our assets performance / condition and the cost to maintain them.
- a better customer and stakeholder awareness of the value of our assets.
- a clearer understanding of future demands and a better managed network.

5.2 The Department for Transport has recently changed the way councils will be provided with funding for highway maintenance in the future. The incentive is towards supporting local authorities who are using good asset management principles and who can clearly demonstrate efficiencies.

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

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

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

6. National Guidance

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

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

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

CIPFA Transport Infrastructure Assets Code of Practice, 2013 edition.

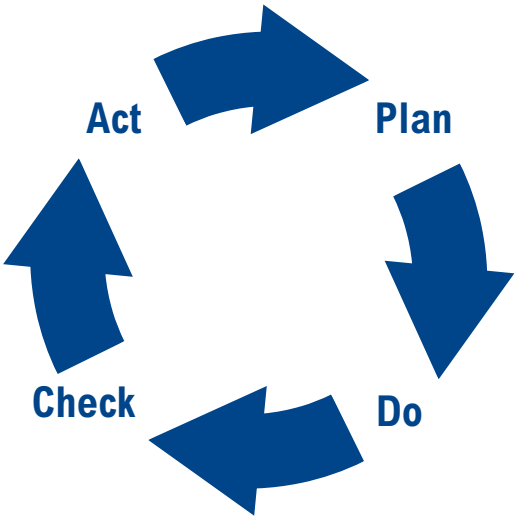
'Asset Management has been widely accepted by central government as a means to deliver more efficient and effective approach to management of the highway infrastructure assets through long term planning, ensuring that standards are defined and achievable for available budgets. It also supports making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

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

7. Plan, Do, Check, Act

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

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



7.2 Asset management has been adopted by West Berkshire Council and has been built into our short term regimes and long term objectives to support good decision making. This helps us minimise risks, improve economy and provide good stewardship of our assets for now, and for the future. We do not wish to leave the burden of poorly maintained assets for future generations to deal with.

7.3 A good example of asset management is the wooden window frame analogy, which is commonly referred to by most asset management practitioners:

Should you sand and paint a wooden window frame on a routine cycle to extend its life or do you leave it without any preservative treatment until it finally decays and needs to be completely replaced?

7.4 Experience has shown that by leaving the asset to deteriorate to a very poor condition before it is replaced is by far the most expensive option and is unsustainable over the longer term. Well maintained highway assets add value to properties and business within the area; poorly maintained assets have the opposite effect. The best approach is to aim for a steady state condition (optimal condition), in other words, spending adequate amounts on our critical assets to minimise any risks to users, whilst carrying out sufficient work across all asset types to prevent an increase in deterioration.

8 Stakeholder's Preferences

8.1 Results from the recent National Highways and Transportation (NHT) customer satisfaction survey for West Berkshire 2015 show that highway safety (95.8%) is the key item that the residents of West Berkshire considered to be 'most important' to them. This theme was also reflected by the second most important item, highway condition (94.2%).This information is available to the general public via the NHT web site http://nhtsurvey.econtrack.com

8.2 The opinion and views of our customers are very important to us and allows us to benchmark our own progress against other local authorities. We aim to keep our assets in as safe and serviceable condition as we possibly can, whilst making the most of the limited funding available to us. When building our 3 Year Highway Improvement Programme, we carefully review and consider all customer enquiries we have received for those roads, taking action to resolve any issues where reasonably practical.

9 Strategic Tools

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

10 Our Assets

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

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

** Estimate (Based on Derbyshire Model within WGA)*

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

11 Carriageways (roads)

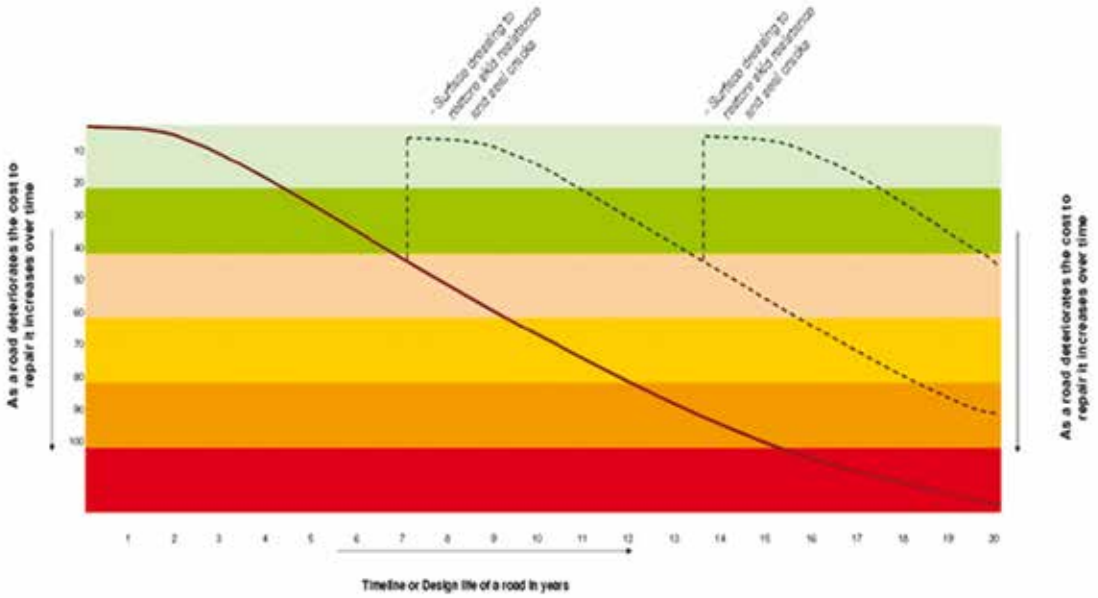
11.1 Carriageways (by far the largest of the Council's assets), when constructed from new are normally designed to last approximately 20 years before a replacement is required. One approach for managing the road network is to carry out a repair when the asset is generally in its worst condition and requiring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

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

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

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

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



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

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

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

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

11.2 Our objectives:

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

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

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

12 Footways (Pavements)

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

12.2 Our Objectives:

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

13 Structures (Bridges, Retaining Walls, Culverts)

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

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

13.3 Our Objectives:

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

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

14 Land Drainage and Flood Defence

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

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

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

14.4 Our objectives

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

15. Street Lighting, Illuminated Bollards and Signs

15.1 In June 2015 following a successful DfT Challenge Fund bid, the Council started to replace 3500 aging columns and 10,000 inefficient non-LED lanterns and introduced our CMS system to the rest of the network. This project is programmed to be completed in the second quarter of 2016 and will bring the following benefits to the Council and users of the local highway network:

- Early replacement of the lantern stock.
- Energy savings through use of LED and dimming technology.
- Better and safer environment for the public.
- Reduced maintenance costs.
- Prolonged design life (25 years for lanterns, 50 years for columns).

15.2 Due to the age of the remaining columns, replacing these columns early (before the end of their respective design lives) went against the key principles of asset management. These remaining columns will therefore be maintained in line with the requirements of 'Well-lit Highways' Code of Practice for Highway Lighting Management - Updated August 2013 and the asset management based approach as outlined in the CIPFA Code of Practice on Transport Infrastructures Assets (2013 Edition).

15.3 Our Objectives:

- We will continue to prepare work programmes in line with asset management principles and undertake lighting improvement and maintenance projects on an annual basis.
- We will continue to develop the WDM LMS module in line with national guidance and recommendations to meet the asset management and Whole Government Accounts agendas.
- We will carry out the following routine inspections:
  - General (visual) Inspections at every visit.
  - Principal (in- depth) Inspections every 3 years
  - Electrical Test every 6 Years
  - Structural Reviews annually.
  - Structural Testing as per recommended 'next test date' on any previous structural test.
- We will continue to collect asset condition and inventory data in line with our Highway Asset Management Plan to ensure the information we hold against our key highway assets is accurate and up to date in order to deliver life cycle planning, performance monitoring and Whole Government Accounts reports.
- We will also continue to seek alternative and innovative apparatus to improve our service.

16. Street Furniture

16.1 We are currently collecting locational and descriptive data for the street furniture asset types:

- Safety fences
- Non-lit signs and bollards
- Traffic signs
- Salt bins
- Bus stops

16.2 The data is being collected by digital plotting using WDM PMS video footage recorded as part of the pavement condition surveys and stored as a map based inventory using the Council's Geographical Information System (ArcViewGIS). This data will be used to inform the Whole Government Accounts reporting process.

16.3 With street furniture assets it is difficult to prolong their lifespans by using preventative maintenance treatments and there is little to gain by doing so. Therefore these assets will be replaced once they have reached the end of their useful lives. We will develop a plan to determine when this is likely to be for each asset group, so we can aim to replace these assets before they fail.

17. Traffic Signals

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

17.2 For pedestrian crossings, our objective is to replace all pelican crossings with either puffin or toucan crossings in line with Department for Transport guidance.

18. Data Management and Information Systems

18.1 The data we hold on our assets is stored in our asset registers by each asset owner. In order to monitor current condition, demonstrate current/future performance, determine the value of the assets for Whole of Government Accounting purposes and realise the potential benefits that improving these assets could achieve, it is important that each data set is appropriate, consistent, accurate and up to date.

18.2 To help maintain our asset inventory, the Council has invested in technology including handheld devices, electronic asset management systems, GIS mapping systems and an asset data management policy relating to how and when we collect, store and use the data. The policy also helps to identify gaps in our data where we need to collect more information. This policy is detailed within the Council's HAMP.

19. Resources

19.1 One very important factor is to ensure we have sufficient resources to carry out our asset management activities. This becomes even more important over the next few years with the Council's proposed saving plan and the need to find further substantial savings.

19.2 To safeguard this change, we need to ensure that staff are sufficiently trained and skilled to continue to deliver these services. In October 2015, HMEP launched a formal e-learning asset management qualification to help ensure the asset management knowledge base is maintained and developed over future years.

19.3 The Council's key asset management staff have received training to understand the requirements of asset management and we will continue to promote the principles of asset management with other stakeholders including Members, the public, internal asset owners, Planning and Finance officers through workshops, meetings and the sharing of documents.

20. Whole of Government Accounting

20.1 HM Treasury and the Chartered Institute for Public Finance and Accountancy (CIPFA) will be incorporating our infrastructure asset valuations into our Local Authority Corporate Accounts. The combined figures will be reported and auditable along with the whole of the Council's submission in 2016-17, so accuracy is important. Our annual valuations will be as outlined in the CIPFA Code of Practice on Transport Infrastructures Assets (2013 Edition). We are working jointly with our accountants to take steps to ensure our data is in-line with the recommendations of this code and is robust, reliable and we have sufficient information required to be confident with our valuations.

20.2 We have been undertaking dry run exercises over the last 3 years and submitting the results to our accountants. We are continually learning from this process and improving the accuracy of our valuation figures. The 2016-17 valuation will provide central Government with a clearer picture of the size and costs of the whole country's highway infrastructure and will provide a true reflection of each authority's financial position. It is a statutory requirement to provide this information.

21. Benchmarking Our Progress

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

External

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

Internal

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

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

Highway Asset Management Plan

1. Introduction

1.1 This is West Berkshire Council's third Highway Asset Management Plan, or HAMP. Proper asset management is essential and the Council has been following good practice in managing its transport assets for many years. However, this is the first truly systematic analysis, intended to identify the best maintenance practices to minimise whole-life costs of the assets and at the same time meet as far as is possible, the levels of service demanded by our customers within the funding likely to be available.

1.2 The data requirements for the production of the HAMP are complex, particularly gathering together data on the extent and condition of assets. This version therefore details only the four largest asset groups of:

- carriageways
- footways
- bridges
- street-lighting

1.3. Later editions of the HAMP will add the Council's other transport assets:

- highway drainage
- cycleways
- other highway structures
- safety fences
- traffic signals and signs
- street furniture
- public rights of way
- highway verges and areas of soft landscaping

1.4 Later editions will also reflect the results of further work to improve the data and analysis set out in this document. Areas where further work is required are detailed in Section 9.

1.5 The HAMP is a part of the Council's wider work on asset management and reflects input from many sources, including our own Local Transport Plan, the County Surveyors Society's 'Framework for Highway Asset Management' document, the Code of Practice – Well Maintained Highways and the recent CIPFA Code of Practice on Transport/Infrastructure Assets.

The Wider Context

1.6 The HAMP fits into a wider corporate initiative on asset management planning, reflecting the increasing importance given to the effective management of all our assets. A corporate asset management plan for the Council has been produced, detailing the five-year planning cycle, and in its role as local education authority the Council also produces an asset management plan for capital expenditure on school buildings and sites.

1.7 Initiatives in asset management planning are themselves part of the wider work of the Council and are intended to help the authority respond effectively to the many service and financial pressures on it and in doing so to deliver:

- continuous performance
- focused and clearly defined projects
- reduced bureaucracy and waste
- maximised economies of scale
- clear benefits of investment.

The Objectives of the HAMP

1.8 The HAMP builds on existing processes and systems, providing a continuous framework of review to help inform decisions on the optimisation of budgets and scheme programmes. The asset management approach is intended to produce:

- reduced whole-life costs, through better planning and review of techniques
- better customer satisfaction through defining and meeting levels of service
- better control of risks
- better informed, and more transparent, investment decision-making

1.9 In achieving this, the HAMP should be seen not as a stand-alone document but as a tactical plan which provides the linkage between the strategic goals of the Council and its detailed operational and service plans. For West Berkshire these include other key documents as follows:

- Sustainable Community Strategy
- Council Strategy 2015 -19
- Medium Term Financial Strategy, Revenue Budget and Capital Strategy & Programme
- Local Transport Plan
- Newbury 2026 – A Vision of Newbury Town Centre

1.10 The HAMP objectives relate particularly to the local goals of the Local Transport Plan which are:

- to improve travel choice and encourage sustainable travel
- to support the economy and quality of life by minimising congestion and improving reliability on West Berkshire's transport networks
- to maintain, make best use of and improve West Berkshire's transport networks for all modes of travel
- to improve access to services and facilities
- to improve and promote opportunities for healthy and safe travel
- to minimise energy consumption and the impact of all forms of travel on the environment

Stakeholders

1.11 Stakeholders include:

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

Layout of the Document

1.12 Sections 2 to 4 act as an introduction to the core part of the document and the lifecycle plans for individual asset groups. Section 2 introduces the concept of levels of service to determine the required 'output' from the asset. Section 3 describes the funding available for asset maintenance and Section 4 examines how our assets are valued, with the initial asset valuation detailed in Appendix E. Section 5 introduces the lifecycle plans which are set out for the four asset groups covered in this first version of the HAMP in Appendices A to D.

1.13 The lifecycle plans describe the asset, assess the required levels of service, and analyse best practice maintenance techniques. They then define options for future investment to meet HAMP objectives, depending on future funding levels and taking note of predicted future changes affecting the quantity of the asset or the demand on it. Total funding must be balanced between the asset groups to ensure that overall performance across all assets is optimised.

1.14 Section 3 summarises the expenditure and expected outcomes for the four largest asset groups. Any changes to approaches or techniques revealed through the lifecycle plans are also summarised and together this forms the Asset Management Strategy. Section 7 summarises the risk analysis for the plan, which is set out initially in the lifecycle plans, and Section 8 describes the performance management regime put in place to ensure the implementation of the HAMP can be properly monitored. Section 9 details the improvement work which will be carried out to develop further editions of the HAMP.

2. Levels of Service

2.1 Levels of service describe both what the customer wants from the asset and what is necessary to ensure that a proper maintenance regime is in place. A clear understanding of customer views is therefore fundamental in defining them, as is a comprehensively planned maintenance regime. Both aspects will be influenced further by legislative requirements, the Council's objectives and policies, national best practice and more critically, funding.

2.2 Within this HAMP, the following four dimensions are used to define levels of service, where the first three dimensions reflect the requirements of the customer.

- safety
- availability
- serviceability
- condition

2.3 **Safety** describes the risk to the customer in using the asset and will in all cases be required to meet high standards. Road safety on the other hand depends substantially on the behaviour of road users, and in the wider context is not therefore covered by this dimension.

2.4 **Availability** is largely self-explanatory and will vary according to the asset and location. For example, a single street light not working is clearly unavailable, however, the fact that it is unavailable is only likely to cause a minor nuisance to road users and residents. Conversely, a shut bridge on an 'A' road closed due to structural weakness will result in major issues on the network.

2.5 **Serviceability** describes whether the asset actually delivers what service users and the Council require of it. For example, a road surface may be perfectly safe, available for use at all times and in good condition, but the fact that it is of concrete construction could be causing significant noise nuisance to people living nearby. The serviceability dimension also has the potential to bring into play much wider attributes of the asset, for example is the road congested, is the footway surface appropriate for the local environment, is the street lighting provided to adequate standards for local needs?

2.6 **Condition** is judged relative to minimising the long-term cost of maintaining the asset and not relative to customer requirements. For example, a rusting steel lamp column may be safe, working and acceptable in appearance to customers. The fact that it is in rusty condition is, in these circumstances, only of concern if the optimum maintenance regime to minimise whole-life costs would have had it repainted before rust appeared. Such an optimum maintenance regime will, for many assets, include periodic preventative maintenance before more extensive maintenance, or full replacement, is undertaken. A maintenance regime which involves little investment over many years followed by major renewals may be more expensive overall than a 'little and often' regime which applies regular preventative maintenance; hence the emphasis given to minimising whole-life cost.

2.7 Environmental sustainability is growing rapidly in importance and the Council already takes many steps to minimise the environmental impact caused by its management of highway assets. It is likely that this will be added as a specific additional dimension of levels of service in future editions of the HAMP.

2.8 All aspects of level of service include elements of risk. As examples, the collapse of a bridge immediately makes the service unavailable; inadequate monitoring of skid resistance may increase the risk of road accidents. The analysis of levels of service needs to take such risks into consideration.

3. Asset Management Finance

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

Local Transport Plan Capital Funding

3.2 Local Transport Plan capital funding is used for:

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

Revenue Funding

3.3 The Medium Term Financial Strategy (MTFS) sets out the Council's approach to managing its revenue budget. The MTFS is set in the context of the Government's Spending Review and its resulting implication for local government.

3.4 The aim of the MTFS is to:

- summarise the financial context within which the Council is working;
- provide a stable financial framework for the Council over the period of the Plan, taking into account the need to address new statutory requirements, known financial pressures, and new Government initiatives;
- within that framework, ensure through a variety of means, that financial resources are made available to deliver the Council's Strategic aims as set out in the Council's Strategy 2015 – 19.

Funding Allocation

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

Table 1 Maintenance Revenue Funding 2015/16

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

Table 2 Capital Funding 2015/16

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

External Funding and Other Savings

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

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

The Role of the HAMP in Determining Future Funding Levels

3.7 Future total funding seems likely still to be heavily constrained, both for the highways service and for the Council as a whole. Within that constraint, the HAMP has two specific functions:

- to provide evidence based information to help inform decisions on the allocation of funds to the Highway and Transport Service.
- to provide evidence based information to help allocate budgets which align with the set levels of service.

4. Asset Valuation

4.1 Valuing roads, bridges and other transport assets is to some extent a theoretical exercise, given the nature of the assets, but it is an essential part of the management process and will be required under 'whole -life government accounting' rules. In terms of the HAMP, the asset valuation process can be used to measure the impact of alternative maintenance scenarios in terms of depreciated value and asset condition, allowing better informed decisions to be made on funding and allocations.

4.2 Calculating asset values can be a complex exercise. An initial 'gross replacement cost' approach has been calculated using the model detailed in the Code of Practice on Transport and Infrastructure Assets, where the gross replacement cost is the cost to provide a modern equivalent of the asset if it did not exist. The valuation framework will continue to be developed in line with national guidance and good practice.

4.3 The amount of service life of an asset that has been consumed is the depreciation and can be evaluated financially. This figure will be the expenditure required to return an asset to "as new" condition, if it can be repaired. Alternatively, it is the sum that should be set aside for the replacement of any asset that cannot be repaired. The current or net value of an asset is its gross replacement cost minus the financial depreciation.

4.4 Further details of the analytical method used are given in Appendix F. The value of the highway asset is summarised in Table 3 below.

Table 3 Asset Valuation (April 2014)

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

5. Asset Management Approach

5.1 Our techniques for managing assets are long-established and continue to be developed to align with national guidelines and current best practice through contact with organisations including CIPFA, HMEP and the South East Counties Service Improvements Group (SECSIG).

5.2 The asset management strategy draws on the analysis set out in the lifecycle plans to show:

- the way we will budget expenditure to provide the best overall maintenance of all assets, judged against desirable levels of service; and
- the techniques we use to ensure that we manage the different assets in the most cost-effective way, and how we will improve those.

5.3 The strategy covers two main areas:

- The optimum allocation of the capital budgets available between the asset categories. This is intended to provide the background for decisions on future spending.
- The main areas for further investigation and analysis in taking forward our techniques for managing the individual assets.

Strategy to Improve Asset Management Performance.

5.4 In developing our techniques for managing assets, over the period of this plan, we will continue to focus on the technical elements of asset management including:

- improving asset data.
- refining deterioration rates within our pavement condition assessment analysis.
- further investigation of service lives for different treatments.
- further investigation into new street lighting technology to reduce maintenance and energy costs.
- the inclusion of other key asset groups not currently covered by this HAMP that will provide a financial benefit to the Council with the introduction of an asset management approach.

6. Lifecycle Plans

6.1 The lifecycle plans for the four main asset groups are set out in Appendices A to D. Each details initially:

- the levels of service we wish the asset to meet
- the evidence on the extent of the asset and its characteristics
- the evidence on its present condition, and how that is measured
- the present valuation of the asset
- an assessment of future changes in demand for the asset
- the options available for treatment of the asset

6.2 These plans provide the basis for the analysis which follows in the remaining sections of each appendix:

- analysis of the best management strategy for minimising the whole-life cost of the asset whilst meeting service level aspirations
- identifying options within this strategy which deliver different levels of service, with different targets, depending on budget availability
- setting out the action plan necessary to ensure the effective delivery of the lifecycle plan
- identifying the specific risks which may affect the successful implementation of the lifecycle plan

7. Risk Management

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

8. Performance Monitoring

8.1 The Council has in place a comprehensive performance monitoring system that provides high level performance related information in order to monitor the objectives/ commitments detailed within the Service plans and the national single list data set on which the Council is measured. This framework operates at all levels within the organisation.

8.2 The Local Transport Plan sets out specific indicators relating to transport and highway services and includes indicators associated with the condition of the highway/transport asset. These are also detailed in the lifecycle plans and cover not only carriageways and footways but also bridge condition and street lighting.

8.3 The performance of the Council's Term Maintenance Contractor, Volker Highways, is measured and reported monthly and quarterly and reviewed annually to ensure that they align with the Council's objectives. A partnership arrangement is in place to help deliver 'value for money' high quality services and continuous service improvement. A Strategic Management board comprising senior representatives from both organisations ensures the cost-effectiveness and delivery performance of the partnership.

9. Development and Updating the HAMP

Development

9.1 There are a number of other areas of work to complete before the HAMP can be considered a fully comprehensive document and these will continue to be developed over the course of this HAMP. Beyond this there will be further developments in analytical techniques in future years, as well as inevitable changes in the availability of funding. These will require further editions of the HAMP to be produced in later years.

9.2 The responsibility for co-ordinating this work will initially lie with the Council's Highways Manager.

9.3 Future Development

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

Updating

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

10. Glossary of Terms and Abbreviations

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

11. References

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

Management of Highway Structures – Code of Practice UKRLG

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

Management of Electronic Traffic Equipment – Code of Practice UKRLG

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

Lifecycle Planning – UKRLG/HMEP

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

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

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

West Berkshire Council Strategy 2015 - 2019

West Berkshire Council Highway Network Management Plan

Appendix A

Carriageway Lifecycle Plan

Introduction

1. The background to lifecycle plans and the format of each are described in Section 5 of the HAMP. This appendix provides the lifecycle plan for carriageways.

2. For management purposes, the Council's highway network has been split into discrete maintenance categories based on the recommendations given within the national Code of Practice for "Well Maintained Highways". These categories reflect the type and use of different carriageways and are summarised in Table 1 below.

Table 1

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

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

Levels of Service

3. Since 2002, the Highways and Transport service has been carrying out a comprehensive programme of annual testing to determine the condition of the highway network and establish the Government's defined datasets for the condition of the Principal Classified, Non-Principal Classified and Unclassified Road networks and skid resistance. The current national datasets are defined as follows:
   - 130 – 01 Condition of Principal Roads
   - 130 – 02 Condition of Non Principal Roads
   - 130 – 03 SCRIM (Sideway-force Coefficient Routine Investigation Machine) – classified network
   - 130 – 04 Carriageway work completed.

4. The desirable levels of service for this asset category are set out in Table 2 below. By adopting a budget optimisation and depreciation modelling approach, using the historical condition data/deterioration rates, the Council has been able to set condition based service levels for different budget scenarios.

Table 2

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

* *The percentage above the required investigatory level.*

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

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

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

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

Table 3

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

Asset Base and Characteristics

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

Table 4 - Road Class

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

Table 5 - Maintenance Category

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

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

Asset Condition and Assessment

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

Table 6

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

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

Table 7

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

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

Table 8

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

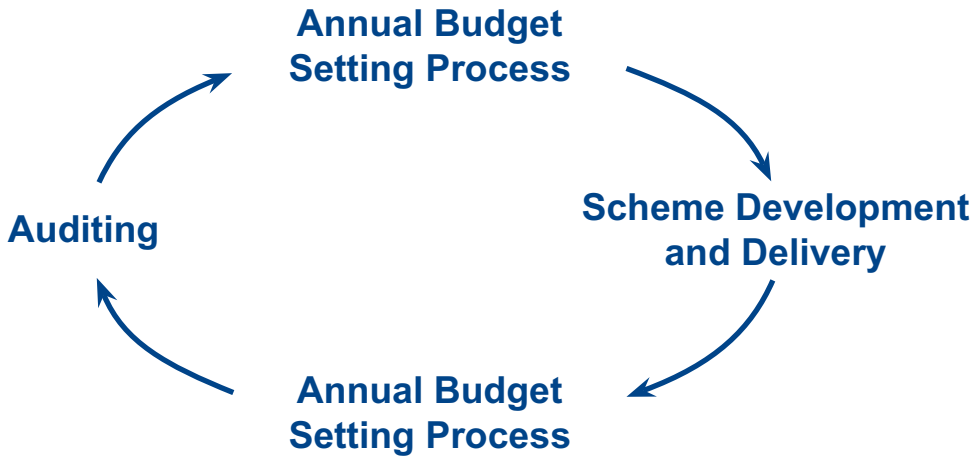
** Based on 100% network coverage.*

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

Financial Management, Investment and Programming.

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

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



11. Day to day budget control is the responsibility of the budget manager, a senior officer reporting directly to the Head of Service. The Head of Service has overall responsibility for the department's financial situation, working very closely with the Directorate Group Accountant, who is a key member of the Directorate Management Team. Service budgets are monitored at Directorate Management Team level and a formal budget report presented monthly to Corporate Board.

12. To ensure compliance with the constitution, regular independent audits are undertaken particularly in areas of high cash turnover such as car parks and concessionary fares.

13. The process for managing capital expenditure is very similar but the Council's Capital Strategy Group plays a key role in monitoring scheme progress and cost. Whilst an overview is taken by the Directorate Management Team, the details are closely monitored by Capital Strategy Group using detailed monthly reports. This group is a good example of

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

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

Budget Optimisation and Depreciation Modelling

15. To carry out budget optimisation and depreciation modelling on the classified network, the Council applies a financial model that is able to predict the level of investment required to deliver any predefined level of service as measured by road condition surveys. The model is also used to assess the effect of treatments and budget strategies on the 130-01 and 130-02 data sets and the Depreciated Asset Value over selected time periods.

16. For the unclassified road network, a separate model was used to predict budgets required to achieve selected LV224b values using the results from past CVI surveys. However, in 2011, the mini-SCANNER was introduced to assess the unclassified network and this data has now been combined as part of the classified road network model.

17. The model is populated using the latest SCANNER and SCRIM survey data from the Principal, Non Principal Classified and the Unclassified road networks and a treatment decision matrix that links the individual condition parameters (rutting, longitudinal profile, cracking and texture etc) to specific maintenance treatments (reconstruction, resurfacing, surface dressing etc) is used to formalise treatments.

18. The model uses a deterioration rate to predict the future condition. The SCANNER road condition indicator (RCI) has been linked to a residual life which enables the life of the road to be determined from the condition data.

19. Using the financial model a number of scenarios can be run to enable West Berkshire Council to evaluate the effect of different budget allocations on the network condition and the resulting effect on the value of the asset.

20. The Council has developed a financial model that uses the latest road condition data and a deterioration model to help predict budget requirements to achieve target condition service levels over different timescales and future condition of the road network should investment levels change.

21. The financial model has also been used to target budget allocations to specific road hierarchies. Based on current model simulations using condition data and deterioration parameters, Table 9 below shows the average cost to achieve a "steady state" scenario, namely, the budget amounts required to deliver the set service levels over the next 25 years:

Table 9

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

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

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

Condition Threshold Values and Availability of Condition Data

23. Condition threshold values represent the condition beyond which the road would be classified as in need of investigation and possible treatment. The condition is defined from SCANNER surveys, which now provide very high levels of network coverage.

24. Threshold levels from SCANNER surveys are defined in terms of a Road Condition Indicator (RCI), which combines defects together into a composite measure for every 10 metre subsection of road, and can range from 0 to 315 for the classified network and from 0 to 246 for the unclassified network. An RCI ≥ 100 indicates the section is in 'need of maintenance' and is classified as red for national indicator reporting. Amber is used to describe roads with an RCI > 40 and < 100.

25. However, in order to manage a network not only are the lengths of road with an RCI ≥ 100 considered for treatment but some of the roads with RCI values of between 80 and 100 are also considered because these are approaching a critical condition and early treatment is more cost effective as it is usually less extensive at this stage in the life cycle. The model therefore takes into account treatments that have been applied to the road in a "high" amber and red condition.

26. Tables 10, 11, 12 and 13 below highlight the parameters, thresholds, weightings and the subsequent "points" score used to calculate the RCI for A, B, C and U roads using condition data collected from SCANNER surveys. Each 10-metre section of surveyed road is allocated a condition ranking shown as green, amber, high amber or red depending on the value of the "points" scored. The total length of the red sections is reported as a percentage of the total network coverage to establish the national datasets 130-01 and 130-02 and the local indicator LI224b.

Table 10

Condition of Principal Roads (A Roads: Data set 130 - 01)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm2	4	10	0.8	80*
10m profile Variance (LV10)	mm2	21	56	0.6	60*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.6	60
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.5	50
Texture depth (Rural roads) (LLTX)	mm	0.7	0.4	0.75	75
Maximum Scores (RCI)			**Urban Roads**		**290**
			Rural Roads		**315**

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

Glossary of Terms

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

Table 11

Condition of Classified Roads (B Roads: Data set 130 - 02)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm2	5	13	0.8	80*
10m profile Variance (LV10)	mm2	27	71	0.6	60*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.6	60
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.5	50
Texture depth (Rural roads) (LLTX)	mm	0.6	0.3	0.75	75
Maximum Scores (RCI)			**Urban Roads**		**290**
			Rural Roads		**315**

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

Table 12

Condition of Classified Roads (C Roads: Data set 130 - 02)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm2	7	17	0.8	80*
10m profile Variance (LV10)	mm2	35	93	0.6	60*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.6	60
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.3	30
Texture depth (Rural roads) (LLTX)	mm	0.6	0.3	0.5	50
Maximum Scores (RCI)			**Urban Roads**		**270**
			Rural Roads		**290**

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

Table 13

Condition of Classified Roads (U Roads: Data set 130 - 02)					
Parameter (defect)	Units	Lower Threshold	Upper Threshold	Weighting (Importance x Reliability)	Maximum Score (Points)
Rut depth (larger of LLRT or LRRT)	mm	10	20	1.0	100
3m profile Variance (LV3)	mm2	10	20	0.6	60*
10m profile Variance (LV10)	mm2	50	95	0.5	50*
Whole c/w cracking (LTRC)	% area	0.15	2.0	0.36	36
Texture depth (Urban roads) (LLTX)	mm	0.6	0.3	0.3	30
Texture depth (Rural roads) (LLTX)	mm	0.6	0.3	0.5	50
Maximum Scores (RCI)			**Urban Roads**		**226**
			Rural Roads		**246**

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

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

Table 14

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

28. The nationally recognised definitions for the colour groupings shown above are as follows:

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

Maintenance Treatments

29. Road surfaces can be renewed, repaired, protected or retextured.

- Renewal involves replacing some or all of the structural layers and in some cases the sub-base layer in order to restore strength and life expectancy.
- Repairs include patching, permanent pothole repairs, crack sealing and resetting of ironwork.
- Protection treatments restore the skid resistance and seal the surface of the road which prevents moisture and water ingress getting into the surface and oxidation of the binder. Treatments include surface dressing, micro-asphalts and slurry seals.
- Retexturing increases the serviceable life of the surface course by removing excess binder and “roughing up” the polished aggregate, improving both macro and micro texture to increase skidding resistance in wet conditions and reduce aqua-planing.

30. A set of maintenance treatments for various defect conditions have been established along with unit costs and typical design lives for each road class. For the classified and unclassified networks, the treatment cost/life expectancy matrix is detailed in Table 15 below.

Table 15

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

Linking Condition with Treatment

31. Using the latest national rules and parameters (RP 10.01), the parameters and thresholds tabulated in Section 26 are used to calculate national datasets 130-01 and 130-02. For local indicator (LI224b), local parameters have been established for the unclassified network based on engineering judgement, knowledge of network performance and the locally set thresholds as detailed in Table 13 of this appendix.

32. The four main defect mechanisms used to identify treatments are rut depth, texture depth, whole carriageway cracking and variance (ride quality). These are all recorded by the SCANNER surveys and are also used to establish the RCI and national datasets. There is a fifth defect mechanism which is the skidding resistance of the road surface as measured by SCRIM. Within the analysis, this data is combined with wet injury accidents and given the highest weighting when compared against the other four defect mechanisms.

33. When a road has been identified as in need of maintenance, the five defects will be analysed on an individual basis to establish the main defect mechanism causing the deterioration and the most suitable and cost effective treatment will be recommended. For example, a scheme that has a deep wheel track rutting problem would most likely require an inlay or thicker overlay of new material to remove the rutting. Surface dressing or a thin inlay/overlay would not eradicate the problem. If a road is deficient in texture depth and areas of cracking are evident, a surface dressing maybe the most cost effective treatment to improve texture, skidding resistance and seal the cracks to prevent water ingress.

Effectiveness of Treatment

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

Timing of Treatment

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

Scheme Identification and Prioritisation Framework

36. Schemes are identified in a number of ways and originate from a number of sources. Once a road has been identified as having a possible maintenance need, it is then analysed along with all the other schemes to establish a priority.

37. Initial scheme identification will normally come from one or more of the following sources:

Objective sources:

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

Subjective sources:

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

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

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

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

Table 16

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

Glossary of Terms:

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

Wet Injury Accidents

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

SCRIM

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

Example:

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

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

Table 17

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

SCANNER

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

Condition Colour	Multiplier
Green	0
Amber	1
High Amber	6
Red	5

This rating, between 50 and 300 is then converted into a points score up to a maximum score of 100.

Table 18

Example

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

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

* *The RCI scores have been calculated using the figures in Table 10*
** *The profile variance is the average of the 3m and 10m profile variance results*
*** *Calculated on a pro-rata basis using the figures in Table 10*

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

Table 19

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

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

Table 20

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

Trending Analysis

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

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

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

Road Classification

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

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

Table 21

Scheme Prioritisation

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

Risks

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

Table 22

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

Table 23

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

Appendix B

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

Introduction

1. The background to lifecycle plans, and the format of each, are described in Section 5 of the HAMP. This appendix provides the lifecycle plan for footways, footpaths, cycleways and cycletracks that have hard surfaces (metalled). At this stage of development of the HAMP, footways are taken to exclude non-metalled public rights of way.

2. The condition of footways will be determined using Footway Network Surveys (FNS). These surveys are nationally recognised and will provide information for asset management and valuation purposes. A full survey was undertaken in 2012 across West Berkshire.

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

Table 1

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

Notes:

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

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

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

Levels of Service

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

Table 2

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

Notes.

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

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

Table 3

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

Asset Base and Characteristics

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

Table 4

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

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

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

Table 5

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

Asset Condition and Assessment

7. To assess the extent to which the desirable levels of service are met requires measurements and for safety and condition, this is achieved through routine walked safety inspections and an annual footway network condition survey. Measures for availability and serviceability will be developed over later editions of the HAMP.

8. The Council's standards for the frequency of footway inspections take into account national guidelines as detailed in the national Code of Practice for Maintenance Management "Well Maintained Highways" (July 2005) as detailed in Table 6 below.

Table 6

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

Asset Valuation

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

Future Changes in Demand

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

Treatment Options and Costs

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

Table 7

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

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

Linking Condition with Treatment, Scheme Identification and Prioritisation

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

Lifecycle Action Plan

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

Risks

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

Table 8

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

Table 9

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

Appendix C

Structures Lifecycle Plan

Introduction

1. The background to lifecycle plans, and the format of each, is described in Section 5 of the HAMP. This lifecycle plan covers highway structures owned and maintained by the Council.

2. The highway structures covered under this appendix are bridges, culverts, retaining walls, sign gantries and subways.

3. A significant number of bridges on the highway network are the responsibility of other owners, such as the Highways Agency and Network Rail, and so are not included in this plan.

Levels of Service

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

Table 1

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

Table 2 - Condition Related Service Levels

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

5. Later sections of this life cycle plan show how different levels of available funding will influence the extent to which the desirable levels of service can be achieved.

6. Failure to respond adequately to any of these four levels of service will produce risk to the authority. Table 3 below, which details the main risks, underlines the importance of responding properly to each:-

Table 3

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

Asset Base and Characteristics

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

Highway Structures Inventory.

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

Table 4

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

Asset Condition and Assessment

9. To asses the extent to which the desirable levels of service are met requires measurements covering the four dimensions of safety, availability, serviceability and condition.

10. Highway structures are subject to periodic inspection to determine their condition and to record any defects present. The regime is shown in Table 5 below.

Table 5

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

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

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

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

Table 6

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

13. An average value for the whole bridge stock, known as the Structure Stock Condition Index (SSCICRIT), is also calculated based on the individual SCICRIT values, and is weighted by area.

14. Bridge condition deteriorates at different rates according to the construction type, exposure conditions, traffic flows and maintenance regime adopted. It is a complex interaction of variables which makes forecasting trends very difficult.

15. Condition values monitored over time are shown in Table 7 below.

Table 7

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

16. In addition highway bridges are assessed to establish their ability to carry the loads which are imposed upon them. The assessment provides valuable information for managing the safety and serviceability of highway bridges.

17. In accordance with current guidance bridge assessments will be reviewed at the following intervals:-
    - a minimum of 12 years, to coincide with principal inspections;
    - whenever there is a significant change in the bridge condition.

Asset Valuation

18. The background to Asset Valuation is described in Section 4 and Appendix E. The interim value of the highway bridge stock, based on the Gross Replacement Cost (GRC), is estimated to be approximately £ 137,537,159.

19. This valuation has been developed using the CIPFA Structures Asset Management Toolkit. This is a more advanced method of calculation than the unrefined method previously used which accounts for the considerable increase in GRC over previous calculations.

Treatment Options and Costs

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

Table 8

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

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

Table 9

Structure	Work	Interval	Cost (£000s)
Masonry arch (span range 1.5m – 12.0m, average span – 4.6m, average area – 131m2)			
	Brickwork repairs	10 years	15
	Complete replacement(with modern equivalent)	120 years	249
Concrete bridge (span range 1.5m – 33.5m, average span – 5.0m, average area – 103m2)			
	Drainage/bearing shelf cleaning	5 years	0.5
	Parapet painting	15 years	7.5
	Deck re-waterproofing	20 years	25
	Expansion joint renewal	20 years	15
	Concrete repairs	30 years	15
	Bearing renewal	30 years	60
	Complete replacement	120 years	196
Steel bridge (span range 3.0m – 39.0m, average span – 8.6m, average area – 265m2)			
	Drainage/bearing shelf cleaning	5 years	0.5
	Structural metalwork painting	12 years	10
	Parapet painting	15 years	7.5
	Deck re-waterproofing	20 years	30
	Expansion joint renewal	20 years	15
	Bearing renewal	30 years	60
	Complete replacement	120 years	665

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

Management Strategy for Minimising Whole-Life Costs

23. When considering whole life costs, account needs to be taken of the direct and indirect costs associated with the asset group, including works, design and supervision, and inspection. With bridges, which have a long life but are very expensive to replace at the end of that life, it is essential to plan preventative maintenance works in a timely manner, since delays will increase the whole life cost of the structure.

24. Currently, our work programme is determined using the data in the bridge management system, and priority is given to the following:

- structures with low SCICRIT values, i.e. those with structural defects which have a direct impact on their load-carrying capacity;
- structures with safety-related defects;
- structures with defects which, if not remedied, are likely to lead to more serious problems, for example failed waterproofing systems which will permit water ingress into decks, leading to corrosion of steel reinforcement.

25. The available funding is allocated to each of the above work-types on an annual basis to suit the importance or criticality of the works identified. This strategy is intended to deliver the identified levels of service.

26. Precedence is given to bridges on higher category roads and on roadscarrying higher volumes of traffic.

27. Currently, maintenance works are identified in an annual programme, although major schemes are planned up to two years ahead.

Options and Targets within the Management Strategy

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

Maintenance Budgets

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

Table 10 - Funding

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

30. From the data collected to date, it has been established that the maintenance funding over the last five years has kept the condition of the bridge stock more or less stable. However, with reference to the set condition based service levels, Service Level 1 has not been met. Further development will take place over the course of this HAMP to refine the budget/ service level relationship to enable us to set appropriate service levels for different budget allocations.

31. The Service Level Targets 2, 3 and 4 are all currently being achieved and there is a reasonable level of confidence that, with the same level of future funding, these service level will continue to be maintained.

32. Based on evidence currently available, minimum whole life cost is obtained if individual bridges have a SCICRIT value of 75 or above, i.e. in the ‘fair condition’ range. Reduced performance, that is lower SCICRIT values, will therefore lead to increased costs in the longer term. To achieve a level of condition which reflects minimum whole-life cost we need to reach a point where 100% of bridges meet this criteria. To achieve this may require some increased spending, though this can not be confirmed until more data is available to identify the correlation between maintenance spending and bridge condition.

Risks

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

Table 10

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

Table 11

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

Appendix D

Street Lighting Lifecycle Plan

Introduction

1. The background to lifecycle plans, and the format of each, are described in Section 5 of the HAMP. This appendix provides the lifecycle plan for street lighting. At this stage of development of the HAMP, feeder pillars, cabling etc have not been included in the life cycle plan.

2. Street lighting is divided into various categories for asset management purposes. The three main components of column, lantern and lamp have different requirements. The main consideration in terms of capital investment is column type. The following asset categories have been adopted:

Table 1

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

Levels of Service

3. In accordance with national guidelines, West Berkshire Council carries out a comprehensive programme of visual inspections and electrical testing. In addition to these inspections, the Council formally adopted a system of structural testing on steel columns in 2008.

4. Historically, condition/asset related data was collected and used to calculate national performance indicators, however, this has developed over the last two years and the data is now used to set budgets and priorities in accordance with the principles of asset management. Over the course of this HAMP, the management of the street lighting asset will continue to be developed in line with the recommendations given within the Institution of Lighting Engineers Technical Report 22 – Managing a Vital Asset; Lighting Supports and Well-lit Highways - Code of Practice for Highway Lighting Management 2004.

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

Table 2

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

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

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

6. Failure to respond adequately to any of these four attributes will produce risk to the authority. Table 3 below details the key risks and underlines the importance of responding properly to each risk.

Table 3

Risk type	Description example
Physical	Accidents caused by structural defects or failure to maintain adequate structure. Electrical risk to the public. Injury to an operative working in the highway due to incomplete records, particularly underground cable records.
Business/ Financial risk	Legal proceedings for failing in duty of care. Increase in compensation payouts due to a rising number of accidents and third party claims. Fines imposed on the authority as a result of legal proceedings. Reduction in the value of the asset. Higher un-metered energy charges
Corporate Image	Ineffective or defective lighting reflecting on the overall image of the Council.
Environmental	Higher energy use and light spillage from old equipment.

Asset Base and Characteristics

7. The street lighting asset group comprises street lighting, feeder pillars and cabling that is owned and maintained by West Berkshire Council. A summary of the street lighting asset is summarised in Tables 4, 5, 6 and 7 below.

Table 4 - Column Type

Column Material	Number
Aluminium (Cast)	1693
Aluminium (Extruded)	4464
Aluminium (Sheet)	122
Cast Iron	7
Concrete	722
Galvanised Steel	1461
Painted Steel	4033
Pole Bracket	96
Subway Lighting	171
Wall Brackets	70
Total	**12839**

Table 5 - Lamps

Lamp Description	Lamp Reference	Wattage	Number
Ceramic metal halide discharge lamp	CDO	50	6
		70	91
		100	37
		150	34
		250	2
Compact Fluorescent	PL	40	84
		55	4
Ceramic metal halide discharge lamp	Cosmopolis	45	26
		60	21
		90	2
		140	39
Fluorescent		40	1
		70	96

continued overleaf

Table 5
Lamps continued

Lamp Description	Lamp Reference	Wattage	Number
Light emitting diode	LED	13	10
		21	554
		28	16
		29	375
		31	7
		37	94
		42	35
		61	18
		65	6
		107	6
		133	27
		143	66
		170	7
		194	21
		226	20
Mercury Vapour	MBFU	80	4
High pressure sodium	SON	50	544
		70	1192
		100	1129
		150	105
		250	428
		400	1
Low pressure sodium	SOX	35	5454
		55	256
		90	392
		135	235
		180	30
Total			**12973**

Table 6 - Controls

Control Type	Number
Time switch – all night	51
Time switch – part night	12
Photo cell – all night	12580
Photo cell – part night	201
24 hour operation	129
Dimmed equipment	0
Total	**12973**

Table 7 - Column Age

Column Material	Age (Years)	Number of Columns by Mounting Height						
		< 5m	5m	6m	8m	10m	12m	**Total**
Aluminium (Cast)	0 – 20		9					**9**
	21 - 30		825					**825**
	31 – 40		833	3				**836**
	Over 40		23					**23**
	Total		1690	3				**1693**
Aluminium (Extruded)	0 – 20	2	1533	495	584	649	169	**3432**
	21 - 30		993					**993**
	31 – 40		38					**38**
	Over 40		1					**1**
	Total	2	2379	432	416	497	102	**4464**
Aluminium (Sheet)	0 – 20							
	21 - 30					37	35	**72**
	31 – 40					50		**50**
	Over 40							
	Total					87	35	**122**
Cast iron	0 – 20							
	21 - 30							
	31 – 40							
	Over 40	2	5					**7**
	Total	2	5					**7**
Concrete	0 – 20							
	21 – 30		20					**20**
	31 – 40		299					**299**
	Over 40		403					**403**
	Total		818					**722**
Galvanised Steel	0 – 20	21	365	5	145	55	9	**600**
	21 – 30		205	12	122	57	6	**402**
	31 – 40		210	20	42	121	31	**424**
	Over 40		15		8		12	**35**
	Total	21	795	37	317	233	58	**1461**

Table 7 - Column Age (continued)

Column Material	Age (Years)	Number of Columns by Mounting Height						
		< 5m	5m	6m	8m	10m	12m	**Total**
Painted Steel	0 – 20	5	733	177	511	296	41	**1763**
	21 – 30	2	139	154	313	82	35	**725**
	31 – 40		169	40	168	147	23	**547**
	Over 40		731		46	220	1	**998**
	Total	7	1772	371	1038	745	100	**4033**
Pole Bracket	0 – 20		8					**9**
	21 - 30		1					**1**
	31 – 40		1					**1**
	Over 40		80	6				**86**
	Total		90	6				**96**
Subway lighting	0 – 20	147						**147**
	21 - 30							
	31 – 40	10						**10**
	Over 40							
	Total	157						**157**
Wall Brackets	0 – 20	6	3	7	8	13		**21**
	21 – 30		2	1	2	1		**6**
	31 – 40	1	6	2	5			**14**
	Over 40		8	3	3			**14**
	Total	8	21	8	18	12		**67**
	Total	211	7685	924	1957	1727	362	**12839**

Asset Condition and Assessment

8. To deliver the desirable service level as detailed in Table 2 above, the following routine inspections and tests detailed in Table 8 below are carried out. Whilst there are no current measures for serviceability, every opportunity is taken to improve serviceability when new developments and highway improvements are delivered.

Table 8

Inspection/Test	Frequency
Clean, inspect and change lamp	2 & 4 years dependant on lamp type
Structural test	6 years or recommended next test date if sooner.
Electrical test	6 years
Visual condition inspection	Every visit (No greater than 2 years)
Scouting to check light operational	28 day cycle October - March

9. All street lighting columns receive a routine/cyclic visual inspection. A visual assessment of the structural condition of each lighting column is carried out on every visit. Lighting columns thought to be structurally unsound are further assessed and may be subject to an emergency “make safe” or are replaced. The visual inspection process will continue to be developed in accordance with recommendations given within TR22 Managing a Vital Asset: Lighting Supports over the course of this HAMP.

10. Steel street lighting columns over 12 years of age are structurally tested at least every 6 years. Eddy current material thickness testing is used along with ultra sonic testing for the swage joint. Visual inspections of all columns are carried out at least every 2 years, as are brackets mounted on electricity company wooden poles, bridges and other buildings and structures not owned by the Council. Maintenance of the structure itself is the responsibility of others.

11. Electrical testing of each lighting column, feeder pillar and council-owned cable network is carried out every six years in accordance with the IEE regulations. By applying the red/amber/green condition methodology, the test results are prioritised in order of importance and programmed accordingly subject to the nature and severity of the defect and the inherent level of risk

12. It has been established that concrete lighting columns vary in structural condition according to manufacturer and this is taken into account when the routine visual inspections are carried out. Because of the destructive and disruptive nature of the standard load test, visual inspections are the preferred method of identifying column condition using the green/amber/red condition criteria.

13. Aluminium columns also vary in structural condition according to the type of construction, for example, columns with a cast aluminium base suffer from corrosion of the underground base section and cracking of the casting. Columns of a fabricated sheet construction suffer from corrosion of the underground base section and columns of an extruded construction have to date shown no significant structural defects. With this knowledge, visual inspections are the preferred method of identifying column condition using the green/amber/red condition criteria.

Management of the Asset

14. In adopting the principles of asset management, the Council is able to assess and monitor the condition and the rate of degradation and to apply colour based condition indicators to highlight the level of risk. Using a simple Red, Amber and Green traffic light system it is possible to identify priorities and deliver timely and cost effective treatments. It can also be used to allocate budgets.

    This procedure is summarised in tables 11 and 12 overleaf.

Table 11 - Prioritisation of Steel Lighting Columns

Colour Code	Loss of Thickness	Visual inspection	Outcome
Red	> 50 %	Defects found that are a danger and/or affect structural integrity.	Immediate replacement of column.
High Amber	11 – 50 %	Defects found that affect structural integrity.	Next test/inspection set for 3 years.
Low Amber	0 – 10%	Aesthetic defects which do not affect structural integrity.	Next test/inspection set for 6 years.
Green	0 – 10 %	No Defects	Next test/inspection set for 6 years.

** As per Electrical Testing Ltd 'Dipstick' (eddy current) test results.*

Table 12 - Prioritisation of all other types of Lighting Column

Colour Code	Column Condition	Visual inspection (Score in area A, B or C of column*)	Visual inspection	Outcome
Red	Bad	4	Defects found that are a danger and/or affect structural integrity.	Immediate replacement of column.
High Amber	Poor	3	Defects found that show signs of deterioration.	Next visual inspection set for 2 years or next visit (whichever is sooner).
Low Amber	Fair	2	Aesthetic defects which do not affect structural integrity.	Next visual inspection set for 2 years or next visit (whichever is sooner).
Green	Good	1	No Defects	Next visual inspection set for 2 years or next visit (whichever is sooner).

** As per ILP TR22 Appendix B where Area A relates to column base, Area B relates to column shaft and area C relates to Column Bracket.*

15. Initial consideration is normally given to the high ambers in order to prevent these assets from deteriorating further and becoming red. However, because of the high safety risk associated with column failure, it is the Council's current policy to tackle the reds before the high ambers and budgets are set accordingly.

16. At the start of each financial year, all steel columns which will reach their recommended next structural test date are programmed for retesting. From the available asset data, it has been established that steel columns have the highest percentage failure rate where the primary cause of failure is through a loss of wall thickness to the root section up to ground level as a result of corrosion.

Strategy for Minimising Whole Life Cost

17. An asset's whole life cost includes the direct costs of works, design, supervision, testing and inspections. The main factors which affect the whole life cost of an individual installation are:
    - Specification and quality of materials and equipment.
    - Degree and type of damage and degradation.
    - Age of components.
    - Speed and quality of response to damage and degradation.
    - Timing of intervention and quality of medium and long term treatments.

18. Based on these factors, the Council has adopted the following strategy in order to maintain the value of the asset over its lifecycle at minimum cost:
    - To deliver a high standard of initial installation.
    - To specify high quality materials and equipment.
    - To carry out routine electrical and structural testing.
    - To inspect lighting systems on a regular basis such that defects are identified within a reasonable period.
    - To 'scout' for out of service lighting.
    - To undertake reactive maintenance works expeditiously to prevent short term deterioration and keep in a safe condition.
    - To maintain an up-to-date inventory of lighting stock to facilitate asset management and enable competitive purchase of energy.
    - To bulk-change lamps to maintain light output at satisfactory levels.
    - To replace end of service life columns.

    The above strategy is based on good practice and will continue to be developed over the course of this HAMP in accordance with national guidelines. .

19. To reduce the Council's carbon footprint and reduce energy and maintenance costs over the life cycle of the asset, consideration is also given to the replacement of aged and inefficient lanterns, lamps and control gear. Inefficient lanterns are being replaced with energy efficient LED lanterns on existing columns where the residual service life of the column allows. LED luminaires provide improved quality 'white' light which supports serviceability, and have an expected useful life of 25 years and so reducing our overall maintenance liability.

20. From time to time, additional budget is made available for the conversion to LED lanterns for energy saving reasons. This is considered to be outside the scope of this HAMP, however it does have a positive impact on the condition of the asset.

Budgets

21. The street lighting service is delivered using capital and revenue funding where capital is used to replace lanterns with low maintenance energy efficient LED types in an effort to reduce the Council's energy spend, carbon footprint and revenue maintenance costs and deliver street lighting improvements. In terms of revenue budget, approximately 50% of the budget is spent on routine maintenance functions (fault repairs/lamp changes/ inspections/ knock down columns etc) and the remaining 50% targeting those columns identified by routine inspections and structural testing as in need of replacement.

Table 13 – Treatment options/costs

Asset Type	Material	Treatment Type	Service Life Years	Height m	Unit Cost £
Columns	Steel**	Painting	7	All	50
		Replacement	40	5.0	750*
				6.0	800*
				8.0	1050*
				10.0	1350*
				12.0	1450*
	Concrete**	Replacement	40	5.0	750*
	Aluminium**	Replacement	40 +	5.0	750*
				6.0	800*
				8.0	1050*
				10.0	1350*
				12.0	1450*
Lamps****	SOX	Replacement	4		18.99
	SON	Replacement	4		6.83
	CDO	Replacement	3		27.60
	COSMO	Replacement	3		22.62
	Fluorescent	Replacement	2		1.55
Lanterns***	LED	Replacement	25		400.00
	SOX	Replacement	25		250.00
	SON	Replacement	25		250.00
	CDO	Replacement	25		250.00
	COSMO	Replacement	25		250.00
Electrical components	Under the present contract, electrical components are replaced as part of an annual maintenance lump sum. In addition, the lanterns include for all the main components apart from the isolator and photocell. Compared to the key assets, their replacement cost is small and therefore have been included within the replacement cost of a column.				

** Excluding DNO service transfer cost*

*** Concrete and Steel columns are replaced with extruded aluminium where design parameters allow.*

**** Lanterns are replaced with LED equivalents where designs parameter allow. Where it is not possible to fit an LED equivalent, the lantern will be replaced on a like for like basis. All replacement lanterns include lamps.*

***** To cover the various wattages, an average cost of a lamp has been calculated for valuation/assessment purposes.*

Maintenance Options

22. TR22 recommends that columns that have been identified as ‘Threat 3’ (Priority score of > 15, refer to table 16), should be programmed for replacement condition, however, local knowledge has shown that column age and type are not the only factors which dictate the life cycle of a column. In order to validate the TR22 deterioration predictions and target replacement with greater accuracy, structural testing is carried on all steel columns over 12 years old. In addition, full visual inspections in compliance with TR22 are carried out to all columns at least every two years.

23. The limited number of types of lighting installation and ways in which they deteriorate, lead to a relatively short list of maintenance treatments. The key assets are summarised in Table 13 overleaf. Short-term treatments are dictated by safety and serviceability requirements. Decisions on when to intervene with medium and long-term treatments are determined in accordance with the asset management strategy.

Column Painting

24. In 2002, the Council introduced a standard where extruded aluminium columns would be used for new installations and to replace existing columns. The benefits of using aluminium columns are::
    - To reduce routine maintenance costs
    - To reduce the whole life cost of the asset
    - To improve passive safety

25. Over time, aluminium columns will replace the current stock of steel columns, however, in managing the current stocks, unless painting is required for aesthetic reasons, the Council has adopted a non painting policy for the following reason. Whilst painting will arrest external corrosion, most corrosion occurs at or below ground level or internally and therefore painting of the exterior will not guarantee an extension to the service life of a column.

Lamp Replacement

26. Most non LED lamp types have an expected service life between 2 and 4 years. In order to meet the set service levels, it is deemed more economical to replace lamps at the recommended intervals in order to minimise expensive reactive replacements, for example, control gear and lamp failure.

Performance

27. Whilst there are no current national indicators for street lighting, the following national indicators have been retained as local indicators for reporting performance and for setting service levels:
    - BVPI 215a: Average number of days to repair a street light under the control of the Local Authority.
    - BVPI 98: The percentage of street lights not working as planned under the control of the Local Authority.

A summary of results for the period 2009 to 2013 is shown in Table 9 below.

Table 9

	2009/10	2010/11	2011/12	2012/13	2013/14
LI 215a (formally BV 215a)	3.75	6.22	6.09	4.67	3.05
LI 98 (formally BV 98)	1.04	1.17	1.09	0.94	0.65

Risks

28. The risks involved in implementing the lifecycle action plan have been assessed against the Council's standard grid of likelihood versus impact and are detailed in Tables 14 and 15 below, with an outline of the mitigation to be planned. The 'red' risks from each lifecycle plan are documented in the Highways and Transport Service Plan.

Table 14

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

Table 15

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

Appendix E

Skid policy

Introduction

1.1 The purpose of West Berkshire Council's Skid Resistance Policy is to manage and maintain an appropriate level of skidding resistance on the carriageway, with the overall aim of reducing the frequency of skid related accidents in wet conditions.

1.2 West Berkshire carries out skid resistance surveys on its classified road network, referred to as the "critical network". A and B class roads are surveyed in both directions annually and C class roads are surveyed in one direction one year and in the opposite direction the following year. For survey coverage please refer to Annex D.

1.3 Whilst a high skid resistance does not prevent the emergency braking situation from arising or improve driver judgment, it can help alleviate the effects of driver error and reduce the risk of an accident occurring/the severity of a collision. In addition, the implementation of a robust skid resistance policy can also provide cost savings to the community as well as a defense against litigation.

1.4 By providing appropriate procedures and guidance, the aim of this policy is to enable the Council to measure skid resistance consistently and prioritise remedial works to help maintain an appropriate level of skidding resistance on the highway network.

1.5 Highways England has produced a standard for skid resistance referred to as HD28/15, which forms part of the Design Manual for Roads and Bridges (DMRB). This standard describes how the provision of appropriate levels of skid resistance for the UK's strategic road network will be managed.

1.6 The Skid Resistance policy for West Berkshire Council is based on Highways England standard HD28/15 (Section 3 of Volume 7 of the Design Manual for Roads and Bridges (DMRB)). It should be noted, however, that HD28/15 is specifically for the management of skid resistance for motorways and trunk roads. As a consequence, in developing this policy, the following key documents for managing skid resistance on the local road network have also been considered:

- County Surveyors Society (CSS) Guidance Note on Skidding Resistance
- Horses and Highway Surfacing ENG 03/05
- Code of Practice for Highway Maintenance Management
- Interim Advice Note IAN 49/03
- Skid resistance studies on local roads in the UK carried out by WDM

1.7 As previously stated, this policy applies to the critical network (A, B and C class roads). Whilst there is no formal skid testing carried out on the unclassified network, where sites are identified with an accident history, a targeted investigation is undertaken. This will include a Griptester survey and a detailed investigation (see paragraph 4.7) to determine an appropriate remedy.

2. Skid Resistance Testing

2.1 The term 'skid resistance' refers to the frictional properties of the road surface, measured using an approved testing device, under controlled conditions. In West Berkshire, the Sideway-force Coefficient Routine Investigation Machine (SCRIM) is used to measure skid resistance. It records skid resistance by measuring the force between a rubber tyre against

a wet road surface. The resulting value, referred to as the Sideway-force Coefficient (SFC), relates to the coefficient of friction and provides an indication of the polished state of the road surface.

2.2 West Berkshire Council undertakes a single annual survey of the network to determine a 'Characteristic SCRIM Coefficient' (CSC). This method uses measurements from the preceding 3 years to characterise the long-term skid resistance of the network, with testing carried out over successive years in either early, middle or late season. Further information regarding this survey and the processing requirements for determining a CSC value based on a single annual survey approach is detailed in Annex 2 of HD28/15.

2.3 Measurements obtained from skid resistance testing in conjunction with individual site characteristics and accident statistics are used to assess the need for maintenance.

3. Site Categories

3.1 To accommodate the variable nature of the network, specific sites with different characteristics have been identified and categorised with set intervention levels (IL). The site categories and associated investigatory levels that have been assigned to the critical network have been derived from HD28/15 and in conjunction with WDM, adjusted to reflect lower levels of traffic and the more diverse nature of roads within West Berkshire. These are summarised in Table 1 overleaf.

3.2 A survey is carried out every three years to establish the category most appropriate to the layout of each site from the table above. If more than one site category applies then the highest IL is assigned.

Table 1 - Site Categories and Investigatory Levels

Site Category and Definition		Investigatory Level at 50 km/h for CSC data							
		0.30	0.35	0.40	0.45	0.50	0.55	0,60	0.65
B	Dual Carriageway non-event		I						
C	Single Carriageway non-event			I					
Q1	Approaches to and across minor and major junctions				I				
Q2	Approaches to roundabouts					I			
K	Crossings and other high risk situations						I		
R	Roundabout				I				
G1	Gradient 5-10% longer that 50m				I				
G2	Gradient >=10% longer than 50m					I			
S1	Bend radius <=500m – dual carriageway				I				
S2<100	Bend radius <=100m – single carriageway					I			
S2>100	Bend radius > 100m and <=250m – single carriageway (>=50mph Only)				I				
S2>250	Bend radius >250m and <500m – single carriageway (>=50mph Only)				I				

Notes:

1. Investigatory levels are for the mean CSC calculated for the appropriate averaging length.
2. The averaging length is normally 100m or the length of a feature if it is shorter, except for roundabouts (R), where the averaging length is 10m.
3. Investigatory levels for site categories Q1, Q2 and K are based on the 50m approach to the feature, but shall be extended when justified by local site characteristics.

4. Site Identification

4.1 To identify and prioritise skid related remedial repairs, the following two stage investigation is undertaken.

- an initial investigation to analyse the SCRIM and accident data and assess the need for a detailed investigation.
- a detailed investigation to establish justification for remedial works and to prioritise based on the risk.

Initial Investigation

4.2 On receipt of the annual SCRIM survey data, the data is recorded, processed, and analysed to identify those sites which are at or below the designated IL for that particular site based on average lengths in Table 1.

4.3 Injury accident data is collated for each site with an IL at or below the required level. A list of sites and a SCRIM survey deficiency map is then developed for detailed investigation where there is both a deficiency and a history of injury accidents over the past 3 years.

4.4 Sites identified as having a skid resistance well below the required IL (typically -0.2 or less) are included as part of the detailed investigation, irrespective of any occurrence of injury accidents.

4.5 Sites identified for reasons other than a deficiency in skid resistance are investigated separately by the Road Safety Team at West Berkshire Council.

4.6 If no action is taken because deficient sites have no accident history (and are not well below the required IL – see 4.4), sites will automatically be reviewed again following the next SCRIM survey if they remain at or below the IL.

Detailed Investigation

4.7 Following the initial investigation, for each identified site, a detailed investigation is carried out to collate and assess the information in order to establish the best course of action.

4.8 Following an on-site investigation, a Site Investigation Report (SP2 Form) is completed for each site. Along with other detail, a priority score and recommended remedial treatment, if any, is recorded on the form. For further information regarding the detail collected, please refer to Annex A – Form SP2.

4.9 Remedial treatment to restore skidding resistance, usually in the form of surface dressing, re-texturing or resurfacing will be recommended, if one or both of the following are encountered for the site:

- The CSC within the site is at or below the IL and there is a history (last 3 years) of wet injury accidents.
- The CSC within the site for the appropriate averaging length is -0.2 or less than the required IL.

4.10 If the on-site investigation identifies any characteristic of the site or road users' behavior that suggests other road safety engineering measures may be appropriate, these are included as part of the remedial treatment where appropriate following consultation with the Council's Traffic Management and Road Safety teams.

5 Prioritisation

5.1 Funding levels currently allow the Council to treat all deficient sites requiring remedial treatment the financial year following the investigation as part of the annual highway improvement programme. In the event where there is insufficient funding to complete all the identified schemes, the remedial treatment programme is developed and prioritised using the score given on SP2 form.

6 Use of Warning Signs

6.1 The erection and removal of slippery road warning signs provides a targeted use of signs. The policy has been designed to avoid a proliferation of this type of sign which otherwise could undermine their effectiveness and would not make the best use of limited resources.

6.2 Slippery road signs are erected to warn road users where:

- Remedial works to improve skidding resistance have been identified as part of the detailed investigation and work cannot start within a reasonable period of time.
- the CSC within the site for the appropriate averaging length is -0.2 or less than the required IL.

6.3 Following the detailed investigation warning signs are erected as soon as is practical and the SP2 Form is updated. For each site requiring warning signs, details including the “Date of Erection” and “Date of Positional Check” are recorded on Form SP3 (please refer to Annex B).

6.4 Once a site has been treated and the latest SCRIM survey has confirmed the skidding resistance is adequate, the warning signs are removed as soon as is practical and the SP3 Form is updated documenting their removal.

6.5 Where a site has warning signs but has not been treated due to budget constraints/ timescale and wet injury accidents have decreased to zero for the preceding 3 year period, the signs are removed as soon as is practical.

7 Early Life Skidding Resistance

7.1 To address early life skidding resistance on new stone mastic asphalt (SMA) surfaces slippery road warning signs are erected with an under plate stating ‘New Surfacing’ on all approaches to newly laid SMA surfaces for a period of 12 months at the following locations:

- areas where there is a speed limit of 40mph or greater.
- high risk sites (an IL of 0.50 or above - see Table 3.1) where there is a speed limit of 30mph.

7.2 Further advice on early life skidding resistance is available from Highways England, Interim Advise IAN 49/03 and County Surveyors’ Society Guidelines.

8 Horses on the Highway

8.1 The Council follows the advice outlined in the CSS/British Horse Society (ENG 03/05) guidance document which highlights the responsibilities of both the Local Authority and the horse rider.

8.2 In areas where horses are known to travel, grit is applied to newly laid SMA surfaces to increase grip in accordance with this guidance. Slippery road warning signs are also be erected as soon as is practical on completion of the works.

8.3 If a report of a horse slipping is received, the complainant completes an Incident Report Form, designed by the CSS in conjunction with the BHS. A copy of the form (SP4) has been included in Annex C and is available on the Council's website at www.westberks.gov.uk. A similar form is also available on the BHS website at www.BHS.org.uk.

8.4 On receipt of the incident report form, an investigation is carried out to establish whether the road surface in question contributed towards the slip and where appropriate, details of the horse including the condition of its shoes at the time of the incident. On completion of the investigation, any remedial measures are included in the following year's highway annual improvement programme.

8.5 Equestrian users are expected to follow the British Horse Society's (BHS) advise, namely, all riders using the highway in any context must exercise their duty of care as a road user'. This duty of care includes regular appointments at their farrier for foot trimming or shoeing and to check the level of wear on the shoe. It is the responsibility of the horse rider/owner to ensure the horse is not taken on the public highway if the shoes are shiny and/or thin.

9 Delegation of Authorised Officers

9.1 This implementation of this policy is the responsibility of the Highways Manager.

9.2 The day to day overseeing and management of this policy including the analysis of the SCRIM data, site investigations, recommended treatments, and prioritisation is the responsibility of the Principal Engineer (Asset Management) or his/her delegated responsible officer.

9.3 With the exception of SMA sites, setting the location and erection of warning signs is the responsibility of the Principal Traffic and Road Safety Engineer or his/her delegated responsible officer. For SMA sites, the erection of signs is the responsibility of the appointed Project Engineer for the resurfacing works.

9.4 Gritting of newly laid SMA where horses are known to frequently use the highway is the responsibility of the appointed Project Engineer for the resurfacing works.

ANNEX A - Site Investigation Form

Form SP2

Road Number		Site Investigation Ref No.	
Road Name		Investigating Officer	
From Desc.		Date of Investigation	
To Desc.			
C'Way/Lane		Length Of Site	
Speed Limit			

Site Details

Reason for Site Investigation	
Current Visual Condition	

Current Site Category		Current I.L.	

Has there been any substantial change to the site since the last Site Cat. Survey	

Type of Surface		Date of Last Surface Treatment	

Accident History (Summary)

Number of Accidents in the Last 3 Years		Number of WET Accidents in same Period	

Pavement Condition Data

Latest CSC Value (Lowest)		Date of Latest CSC Survey	

What are the variations in CSC Value over the site	

Is the lowest CSC located where road users have a specific need to stop or manoeuvre		Does the site contain a sharp lefthand bend in combination with traffic braking or accelerating e.g Rbt approach	

Pavement Condition Data (Continued)

What is the texture depth e.g. Low, Med or High (SCANNER or Visual)		Do areas of low texture coincide with areas of low CSC values	

Visual Assessment

Current Surface Type (HRA, SD, SMA etc)		Is the Inspection of the surface condition consistant with Mechanical survey data such as SCANNER	
Is there evidence of mud/surface water etc contaminating the c'way		Are there any blocked gullies, outlets, grips or any other evidence of poor drainage	
Are there any deep ruts or longitudinal profile variance that may affect drainage or vehicle handling		Is the pavement free of defects e.g. Potholes	

Road Users

What is the observed traffic volume and type (Heavy, Med, Light - HGV route)		What and how heavy is the site for Vunerable users (Peds/Children, Cyclists, M/C, Wheelchainrs, Horses)	
If there is major variation in traffic volume, type or speed during the day, does this affect the likelihood of accidents at different times		Is there any evidence that road users regularly fail to negotiate the site successfully e.g. tyre tracks into verge or broken fencing etc.	

Road Layout

Are there features that could require users to stop suddenly or manoeuvre to avoid an accident e.g. junction, layby, bends, gradients		Is the carriageway particularly narrow	
Could there be queuing traffic during peak times		Are the ends of likely vehicle queues visible to approaching motorists	

Results & Actions

Is Surface Treatment Recommended	
If Yes, then what (Resurface, Overlay, SD, High Friction, Hydro-Texture) Incl. Patching etc.	
If No, Why not? E.g. no evidence of skid related accidents, low traffic speeds etc.	
Should consideration be given to changing the I.L.	
Any other actions recommended e.g. sweeping / Signage / Road Markings	
Are Erection of Warning Signs required? Include Reasons for erecting signs	

Scores for Priority of Treatment (HD28/15)

Crash History	No of wet crashes	0	1	2	+3
	Score	**0**	**4**	**8**	**12**
Likely Impact of a Crash	Likely Injury	Slight	Slight/Serious		Serious/Fatal
	Score	**1**	**3**		**5**
CSC Difference from IL	Deficiency (How much below IL)	0 to-0.049	-0.05 to-0.09	-0.1 to-0.149	<=-0.15
	Score	**1**	**3**	**6**	**12**
Texture (Speed limit <=40mph - LT 0.6mm UT 0.3mm) (Speed limit >=50mph - LT 0.7mm UT 0.4mm)	Texture Depths (Sourced from SCANNER	>LT	>UT and > LT		<UT
	Score	**0**	**3**		**5**
For sites with speed limit >40mph, has site got Skid Deficiency and poor texture at same location	**Roads > 40mph ONLY**		NO		YES
	Score		**0**		**5**
Site Features	From Site Inspection	Investigators Assessment			
	Score	**0**	**3**		**5**
	TOTAL PRIORITY SCORE				

Name of Investigating Officer		**Date of Site Investigation**	
Approved By		**Date of Approval**	
Notes			

ANNEX B - Slippery Road Warning Sign Form

Form SP3

Road Number		Site Investigation Ref. No.	
Road Name		Investigating Officer	
Start Location		Date	
End Location		Approved By	
C'Way/Lane		Date	

Site Description	
Length Of Site	
Map of Site Attached	

Current Site Category		Current I.L.	
Latest CSC Value		Date of Survey	
Last 3 yr Injury Accidents		No. of WET accidents in same period	
Range of CSC Below I.L.	0 - 0.1 0.1 - 0.2 >=0.2	Texture Depth (SCANNER)	
Priority Score from Form SP2		Estimated Year of Treatment	

Reason for Sign Erection (SCRIM Deficient / Early Life Skid Resist.	

Request for Sign Erection Sent to		Date Sent	
Date Signs Were Erected		Date Erection was Checked On-Site	

Reason for Removal of Signs	
Date of Removal of Signs	

ANNEX C - Horse Incident Report Form

Form SP4

Rider Details

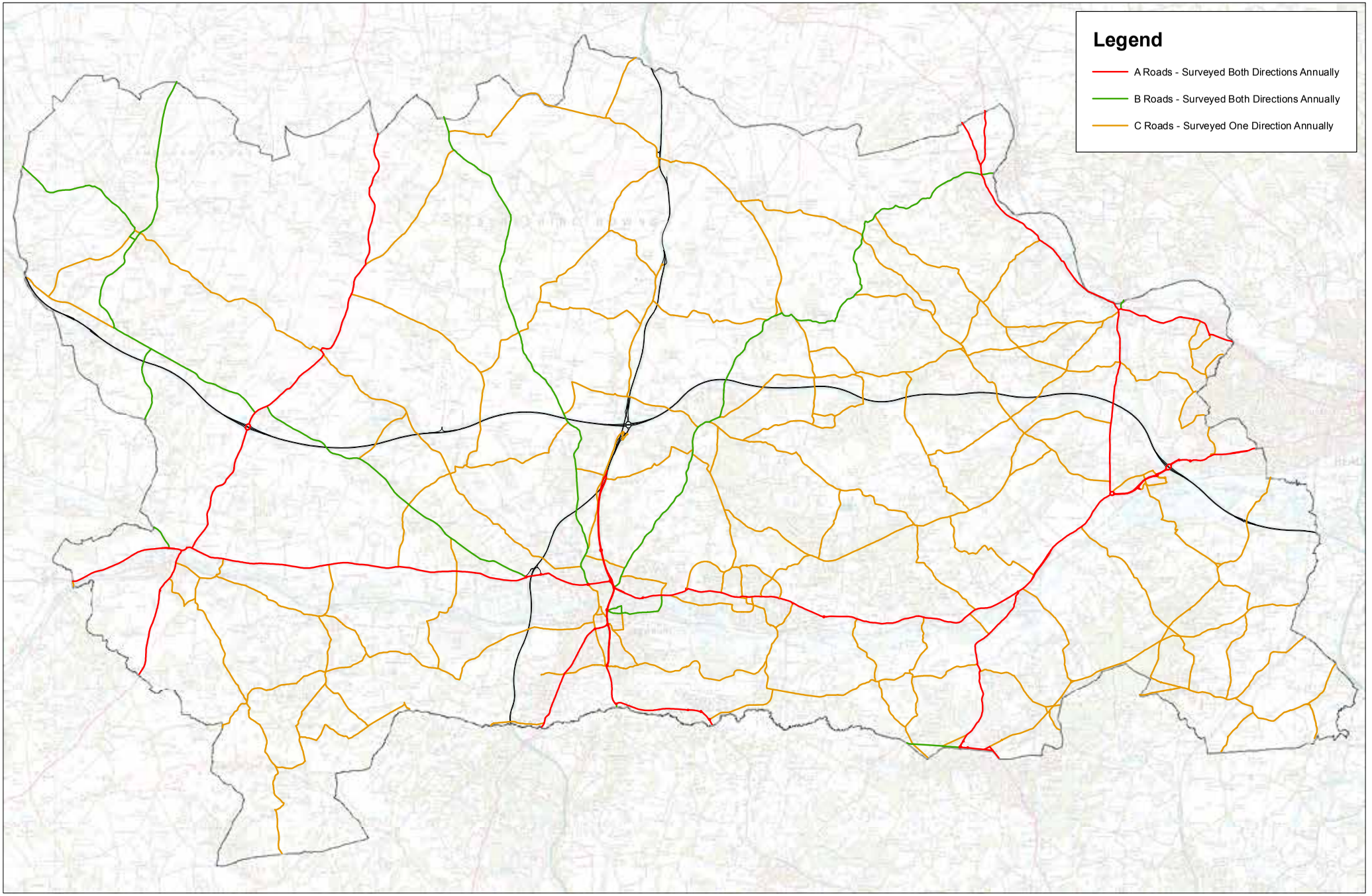
Full Name of Rider		Riding School Name (If appl.)	
Address		Address	
Telephone No.		Telephone No.	

Incident Details

Date of Incident		Road Condition (Dry/Damp/Wet/Ice)	
Details of the Incident			
Location of Incident (As detailed as possible)			
Did the road have a verge?		Did the Incident occur on a Gradient?	
Time of Incident?		Any other vehicles/people involved?	
Were you riding the normal line or was there a reason to be elsewhere in the road?		Was normal control maintained or had the horse been disturbed by other factors?	
How long have you been riding a horse on the highway?		Have you had BHS training for riding a horse on the highway? (If YES, please give details)	
Did you suffer any injuries? (If YES, please give details)		Did the horse you were riding suffer any injuries? (If YES, please give details)	
Did the horse have shoes fitted at the time of the incident?		Was the horse using road studs? (If YES, what type - removable, nails etc.)	
Have you been in contact with this Highways Authority before regarding a horse incident on this particular road? (If YES, please specify who, where and what was reported)			
Any further details you may feel relevant			
Signature		Date	

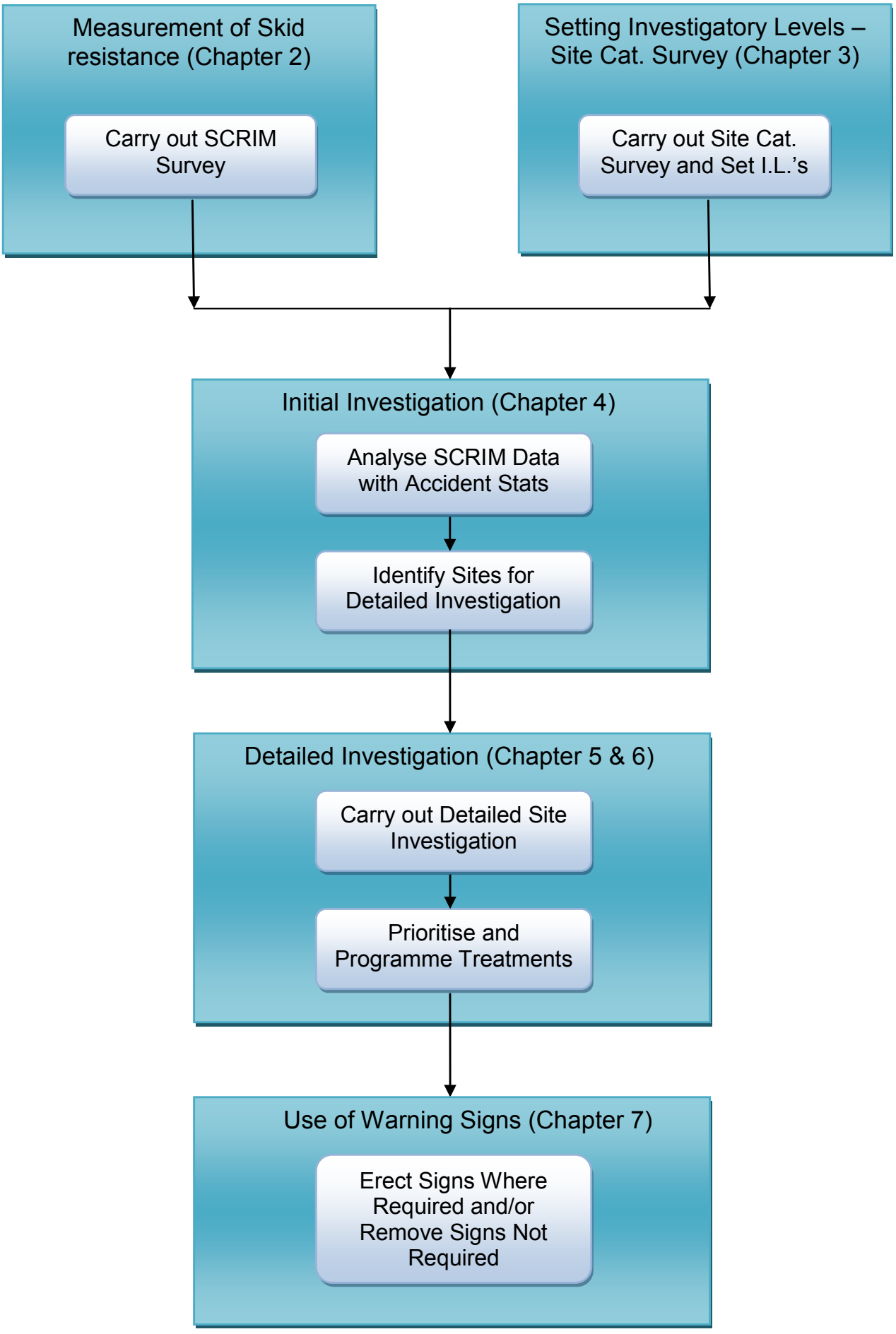
Appendix D - SCRIM Survey Coverage Plan

02/03/2016
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Overview of Workflow Process



Appendix F

Initial Asset Valuation for West Berkshire

1. Introduction

1.1 In 2010, CIPFA published the Code of Practice on Transport and Infrastructure Assets. This code provides guidance on the development and use of financial information to support asset management, financial management and reporting of local transport infrastructure assets.

1.2 The Code has been developed in collaboration with the Highways Asset Management Information Group (HAMFIG), whose work is supported by a number of government funded research projects.

1.3 This appendix describes the analysis carried out to produce the first valuation for our highways assets in accordance with the CIPFA guidance. The most detailed work has been carried out on carriageways and street lighting but simplified estimates have been made for footways, structures, traffic management and street furniture as detailed in the Gross Replacement Cost return on page F-4. The second version of the HAMP will include a more detailed analysis for these assets.

2. Carriageways, Footways and Cycletracks

2.1 The road lengths and categories are taken from R199B, an annual return of network length. The categories are A, B, C and unclassified roads, split between urban and rural, where rural is defined as roads with a speed limit of over 40 mph.

2.2 For each road class, the average carriageway width has been calculated using measurements from Ordnance Survey MasterMap data and the Council's United Kingdom Pavement Management System (UKPMS) as supplied by WDM Ltd.

2.3 The UKPMS specification provides a national standard for management systems for the assessment of local road network condition and for the planning of investment and maintenance on paved areas of roads, kerbs, footways and cycletracks on local roads within the UK.

2.4 The estimated Gross Replacement Cost (GRC) has been calculated using the Carriageway and Footway Gross Replacement Cost Calculator as published by CIPFA. This calculator uses default unit construction rates for all classes of road as developed by the Highways Asset Management Financial Information Group (HAMFIG).

2.5 Adopting the Code of Practice - Well Maintained Highways classifications and the urban/ rural split in accordance with the CIPFA recommendations, the annual depreciation has been calculated for each asset group using UKPMS and combined to produce a gross depreciation value for the network.

Depreciation and Net Value of Carriageways

2.6 For all classes of road, the condition of the road network is determined using SCANNER surveys and the results are reported annually through national indicators. The condition indicators refer to the percentage of the road category that is exhibiting sufficient defects to merit repair. This is sometimes referred to as the "red" portion. The next level down is referred to as the "amber" portion, which suggests that it is acceptable at present, but will require attention in the future.

2.7 Depreciation parameters, including default renewal unit rates, total useful life and deterioration models for each road class are used to establish the Depreciated Replacement Cost (DRC). The calculation is carried out using the United Kingdom Pavement Management System (UKPMS) in accordance with the guidance given in the Code of Practice on Transport/ and Infrastructure Assets 2010 and UKPMS Technical Note TN46 Part 1 June 2010.

2.8 The net value of the carriageway asset can then be determined by deducting from the Gross Replacement Cost (GRC) the DRC, where the GRC is the total cost of renewing the asset.

2.9 A summary report detailing the current GRC and DRC is included within this appendix

Depreciation and Net Value of Footways

2.10 n 2008/9, BV187 was formally removed by the Government as a national indicator. This indicator was calculated in UKPMS using condition data collected from annual detailed visual inspection (DVI) surveys on the Category 1 and 2 footway networks.

2.11 Following this change and with the knowledge that the routine safety inspection process would continue to identify any defects on the footway network in its entirety, the asset inventory and machine based condition surveys on the carriageway became the main focus point.

2.12 Using the estimated areas of each footway category, it has been possible to calculate the GRC for the footway network. However, in order to calculate the DRC, a detailed survey of the footway network is required in order to determine the necessary asset data. To achieve this, the Council has embarked on a full Footway Network Survey (FNS) and the depreciation modelling will be developed over the life of the HAMP using the collected condition data.

2.13 A summary report detailing the current GRC and DRC is included within this appendix

3. Bridges

3.1 Although it was not a requirement to produce a valuation for bridges in 2010/11, the Council has estimated the GRC and DRC using the Roads Liaison Group's Guidance Document for Highway Infrastructure Asset Valuation 2005 Edition. The methodology has been subsequently updated following the publication of CIPFA guidance in 2012.

3.2 This Asset Valuation includes all the following Asset Groups.

- bridges
- culverts
- subways
- footbridges

3.3 In West Berkshire, footbridges on surfaced and un-surfaced public rights of way are maintained as part of the highway infrastructure asset and so have been included in this valuation.

3.4 A summary report detailing the current GRC and DRC is included within this appendix.

4. Street Lights

4.1 This asset valuation includes all the following asset groups.

- columns
- bollards
- illuminated signs

4.2 A summary report detailing the current GRC and DRC is included at the back of this appendix.

5. Other Highway Assets including Land

5.1 In accordance with the CIPFA Code of Practice, the recommendation is for authorities to use rates broadly comparable to the two types of measures used in the Code until national rates have been published. Rural land will, therefore, be valued using the rates for mixed agricultural use and urban land at residential land values, which are at the upper end of the developed land values. These two measures are used because they are believed to provide good representative values for urban and rural land as a whole.

5.2 The urban/rural split has been determined using the standard local road urban/rural classification which is based on speed limits. This provides a good indicator of the nature of the adjacent land and it is one that can be applied readily and consistently.

We are committed to being accessible to everyone. If you require this document in an alternative format or translation, please call Melvyn May on Telephone 01635 519873.

West Berkshire Council
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Revenue Budget 2018/19

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	19 February 2018
Report Author:	Andy Walker
Forward Plan Ref:	C3277

1. Purpose of the Report

1.1 To consider and recommend to Council the 2018/19 Revenue Budget, which proposes a Council Tax requirement of £94.84m requiring a Council Tax increase of 2.99% in 2018/19 with a 3% precept ring-fenced for adult social care. The Council Tax increase will raise £2.7m and the precept will raise a further £2.7m ring-fenced for adult social care.

1.2 This report also proposes the Fees and Charges for 2018/19 as set out in Appendix H and the Parish Special Expenses as set out in Appendix I, and recommends the level of General Reserves as set out in Appendix F and Appendix G.

2. Recommendations

2.1 The Council is recommended to resolve as follows:

(1) That Council approves the 2018/19 Council Tax requirement of £94.84 million, based on accepting Business Rates Pilot status across Berkshire, requiring a Council Tax increase of 2.99% with a 3% precept ring-fenced for adult social care.

(2) That the Fees and Charges are approved as set out in Appendix H and the appropriate statutory notices be placed where required.

(3) That the Parish Special Expenses are approved as set out in Appendix I.

(4) That the responses received to each of the public facing savings proposals in the public consultation exercise undertaken on the 2018/19 budget be acknowledged and noted.

(5) That, in relation to the Garden Waste Collection Service, if the proposal is approved then it is recommended that delegated authority be granted to the Head of Transport and Countryside in consultation with the Section 151 Officer, Monitoring Officer and the Portfolio Holder for Waste to enable the necessary contract changes to be made to facilitate the changes to the Garden Waste Collection Service.

(6) That it be noted that the following amounts for the year 2018/19 in accordance with regulations made under Section 31B of the Local

Government Finance Act 1992, as amended (by the Localism Act 2011):-

(a) 64,890.66 being the amount calculated by the Council, (Item T) in accordance with regulation 31B of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended by the Localism Act 2011), as its council tax base for the year.

(b) Part of the Council's area as per Appendix M being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amounts of its council tax base for the year for dwellings in those parts of its area to which a Parish precept relates.

(7) Calculate that the Council Tax requirement for the Council's own purposes for 2018/19 (excluding Parish precepts) is £94,838,347.

(8) That the following amounts be now calculated by the Council for the year 2018/19 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992, amended by the Localism Act 2011:-

(a) £312,550,626 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2), (a) to (f) of the Act taking into account all precepts issued to it by Parish councils.

(b) £213,525,349 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3), (a) to (d) of the Act.

(c) £99,025,277 being the amount by which the aggregate at 8(a) above, exceeds the aggregate at 8(b) above, calculated by the Council, in accordance with the Section 31A(4) of the Act, as its Council Tax requirement for the year (Item R).

(d) £1526.03 being the amount at 8(c) above (Item R), all divided by 6(a) above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the 'basic amount of its Council Tax for the year (including Parish precepts)'.

(e) £4,186,930 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per Appendix M).

(f) £1461.51 being the amount at 8(d) above less the result given by dividing the amount at 8(e) above by the amount at 6(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relates.

(9) That it be noted that for the year 2018/19, Police and Crime Commissioner for Thames Valley & The Royal Berkshire Fire and

Rescue Service have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Councils area as indicated in Appendix M.

(10) That the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix M as the amounts of Council Tax for 2018/19 for each part of its area and for each of the categories of dwellings.

3. Implications

3.1	**Financial:**	These are contained in further detail within the report. The key implication is the proposed 2.99% Council Tax increase with a 3% precept ring-fenced for adult social care, which leads to a savings and income generation programme of £5.2m in 2018/19. The Council has a good track record of delivering past savings programmes and monitors and reports on progress on a monthly basis.
3.2	**Policy:**	None
3.3	**Personnel:**	There will be some implications for staff which are detailed in a separate report. The trade unions have been consulted and the reductions in staffing will be handled in accordance with the Organisational Change Procedure.
3.4	**Legal:**	Requirement to produce a Revenue Budget under the various Local Government Finance Acts. The savings proposals have been out to public consultation in order to meet the Council's Public Sector Equality Duty and responses considered in setting the budget. Challenges may be made to certain proposals by means of judicial review as well as under employment legislation in respect of staffing reductions. All cases have been assessed in order to reduce risk of challenge regarding the lawfulness of proposals. The Public Sector Equality Duty (149 (1) requires a Local Authority in exercise of its functions to have due regard to the need to: (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act. (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

3.5 **Risk Management:** As part of the 2018/19 financial monitoring, savings proposals will be kept under monthly review to ensure they are deliverable. Appendices F and G set out how the impact of increased volatility in Local Government finance will be managed and considers the impact on levels of reserves.

3.6 **Property:** The full property implications will need to be determined and a strategy developed for dealing with the impact where the Council retracts from the whole or part of a property. There could be a number of options to be investigated when the decision on the revenue budget has been agreed from; sale of the site, re-development, shared use, and/or change of use or re-letting for another purpose.

3.7 **Other:** In the light of the funding reductions required for 2018/19 the options available to the Council for making savings were very limited and it is acknowledged that in some cases the Council will be providing the minimum level of service for some of its Statutory Services.

4. Other options considered

4.1 We are proposing to increase Council Tax by 2.99% with a 3% precept ring-fenced for adult social care. If these options were not taken, the savings requirement would be £5.4m higher. We have considered all options available to us in order to keep the savings requirement to the level it is.

Executive Summary

5. Introduction

5.1 The purpose of this paper is to consider and recommend to Council the 2018/19 Revenue Budget, which proposes a Council Tax requirement of £94.84m requiring a Council Tax increase of 2.99% with a 3% precept ring-fenced for adult social care. The Council Tax increase will raise an additional £2.7m and the precept will raise a further £2.7m ring-fenced for adult social care.

5.2 In order to arrive at a balanced budget for 2018/19, £5.2m of savings and income generation proposals have been recommended, including reductions in street cleansing, introducing a charge for garden waste collection, further transformation in the way adult social care is provided, demand and cost management in social care, investment in commercial property to generate new income streams and many others. A public consultation exercise was undertaken on each of the public facing proposals and detail on the responses is included in Appendix N. The proposed savings will have some implications for staff which are detailed in a separate report.

5.3 This report also proposes the Fees and Charges for 2018/19 as set out in Appendix H and the Parish Special Expenses as set out in Appendix I and recommends the level of General Reserves as set out in Appendix F and Appendix G.

6. 2017/18 In Year Position

6.1 The 2017/18 budget was built with a savings programme of £4.7m. Transitional grant funding has helped services transition to a new model of operation, but despite this, at Quarter Three, we are forecasting an over spend of £860k.

6.2 Adult Social Care is seeing increased complexity of client needs and inflationary increases in commissioning services for nursing and residential care, leading to a forecast over spend of £485k. Overall client numbers have not increased significantly which is in part attributable to the success of our preventative and demand management strategies. However, this is not enough to offset the complexity and cost pressures and the delayed realisation of savings plans. The Education Service is forecasting a £364k over spend and Children and Family Services are forecasting an over spend of £389k, both predominantly as a result of residential placement pressures. Other services across the Council have been able to generate under spends in order to bring down the overall level of over spend.

7. Local Government Settlement

7.1 In October 2016, West Berkshire Council accepted a four year financial settlement offered by Government. Whilst this settlement commits the Council to a continued reduction in Government funding, it provides some financial certainty from 2016/17 to 2019/20 on which the Council can plan ahead and build other sources of income.

7.2 The provisional Local Government Finance Settlement 2018/19 was issued on 19 December 2017, with the final settlement announced on 6 February 2018. The Secretary of State for local government has approved a bid submitted collectively by the six unitary authorities in Berkshire to inform the development of a new funding system for local government. Along with nine other proposals from groups of authorities across England, the creation of a business rates pilot across Berkshire in

2018/19 will help the Government develop its detailed proposals to devolve business rate income to local authorities, replacing the current grant funding arrangements. During the pilot year, it is estimated that an additional £35m of business rates income collected in Berkshire will be retained within the county, rather than being returned to Whitehall as at present. The Berkshire authorities have committed to set aside 70% of the additional funding to make improvements to transport infrastructure in the Reading – Wokingham and Slough – Heathrow corridors. The works will be taken forward by the Thames Valley Berkshire Local Enterprise Partnership (LEP). The remaining 30% of additional funding will be distributed to the individual local authorities in Berkshire, in proportion to their respective contribution to the overall growth. The pilot has been agreed for one year only.

7.3 As part of the pilot, the Revenue Support Grant (RSG) will become part of our baseline funding. For West Berkshire the RSG for 2018/19 is £120k which is 97% less than in 2017/18, equating to a loss of £3.6m

7.4 The New Homes Bonus (NHB) funding for 2018/19 amounts to £2.7m. The number of years for which payments are made has been reduced to four years from 2018/19.

7.5 A one-off Adult Social Care Support Grant was announced in the final settlement and for West Berkshire this amounts to £313k for 2018/19. This will be used to replenish the service risk reserve.

8. Council Tax

8.1 West Berkshire Council's main source of funding is from Council Tax. The recommendation included within this report is a Council Tax increase of 2.99% for 2018/19 with a 3% precept ring-fenced for adult social care. The Council Tax increase will raise £2.7m and the precept will raise a further £2.7m ring-fenced for adult social care. Adult social care makes up over a third of the Council's net revenue budget. Whilst efficiencies are being made in the way the Council operates this Service, the precept will go towards funding the mounting pressures faced in the areas of learning disability, demographic increases, increased costs, additional staffing requirements.

9. Funding Statement

9.1 The Funding Statement for 2018/19 shows the funding available to the Council which can be used to fund the budget requirement.

2018/19 Funding Statement		
Income	**£m**	**£m**
Council Tax income		94.84
Revenue Support Grant		0.00
Adult Social Care BCF ringfenced funding		5.43
Adult Social Care iBCF ringfenced funding		0.58
Adult Social Care Support Grant		0.31
Other Non-Ringfenced Grants		0.08
Retained Business Rates		22.23
New Homes Bonus		2.69
Council Tax Collection Fund deficit		-0.73
Funds Available		**125.44**
Expenditure	**£m**	**£m**
Opening budget	114.76	
Budget growth	2.55	
Contract inflation	1.76	
Service pressures	4.49	
Capital financing	0.50	
Savings or income requirement	-5.23	
Annual Budget Requirement		**118.83**
One off provision for other risks		0.60
Net Budget Requirement for Management Accounting		**119.43**
One off Adult Social Care BCF ringfenced funding		5.43
One off Adult Social Care iBCF ringfenced funding		0.58
Increase in reserves		1.24
Use of reserves		-1.24
Budget Requirement		**125.44**
£10k roundings may apply		

10. Reserves

10.1 As part of the financial planning process, the Council considers the establishment and maintenance of reserves. Reserves are categorised into usable and unusable reserves. Usable Reserves consist of the General Reserve and Earmarked Reserves. The Council s151 officer (Head of Finance and Property) recommends that the General Reserve is a minimum of 5% of the Council's net revenue budget, which for 2018/19 would be £6.3m.

10.2 During 2017/18, usable reserves are expected to reduce by £2.67m to fund the forecast revenue over spend, fund exit costs arising from savings plans, fund transformation projects and release earmarked reserves.

10.3 In 2018/19, the Council's share of the Council Tax collection fund deficit of £727k and a shortfall in Dedicated Schools Grant funding of £191k will be funded on a one off basis from earmarked reserves. £325k will be released from the waste reserve to support the waste savings plans. Total planned use of reserves is therefore £1.24m. Budget provision been made to ensure planned use of reserves is funded by an equivalent increase in reserves.

11. Proposals

(1) That Council approve the 2018/19 Council Tax requirement of £94.84 million, based on accepting Business Rates Pilot status across

Berkshire, requiring a Council Tax increase of 2.99%, with a 3% precept ring-fenced for adult social care.

(2) That the Fees and Charges be approved as set out in Appendix H and the appropriate statutory notices be placed where required.

(3) That the Parish Special Expenses be approved as set out in Appendix I.

(4) That the responses received to each of the public facing savings proposals in relation the public consultation exercise undertaken on the 2018/19 budget be acknowledged and noted.

(5) That, in relation to the Garden Waste Collection Service, if the proposal is approved then it is recommended that delegated authority be granted to the Head of Transport and Countryside in consultation with the Section 151 Officer, Monitoring Officer and the Portfolio Holder for Waste to enable the necessary contract changes to be made to facilitate the changes to the Garden Waste Collection Service.

12. Conclusion

12.1 The Council is forecasting an over spend in 2017/18 which will reduce our level of reserves. The ongoing effect of these budget pressures and the impact on reserves has been factored into the 2018/19 budget, and together with the reductions in government funding, we have had to close a funding gap of £10.6m. This has been achieved by £5.2m of savings and income generation proposals, a Council Tax increase of 2.99% raising £2.7m, and a 3% precept ring-fenced for adult social care raising a further £2.7m. The precept will help to fund the increased demand, complexity of care and cost pressures we are facing in this area.

12.2 West Berkshire Council has an excellent track record of delivering on its savings proposals and of reacting to ongoing pressures in order to minimise the budgetary impact.

13. Appendices

Appendix A – Equalities Impact Assessment
Appendix B – Supporting Information
Appendix C – Contract inflation
Appendix D – Service pressures
Appendix E – Savings and Income proposals
Appendix F – Reserves statements
Appendix G – Adequacy of reserves and robustness of budget
Appendix H – Fees and Charges
Appendix I – Parish Special Expenses
Appendix J – Council Tax Collection Fund
Appendix K – Unison comments – to be tabled
Appendix L – Minutes of the Business Panel information meeting held on 12th February 2018
Appendix M – Council Tax Resolution
Appendix N – Consultation Papers

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- ***(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- ***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
  - ***(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
  - ***(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- ***(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***

(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(3) Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

What is the proposed decision that you are asking the Executive to make:	Approval of Revenue Budget 2018/19
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Andy Walker
Date of assessment:	31.1.2018

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	Set a revenue budget for 2018/19
Objectives:	A balanced budget
Outcomes:	
Benefits:	Statutory requirement

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

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

Group Affected	**What might be the effect?**	**Information to support this**
Age		
Disability		
Gender Reassignment		
Marriage and Civil		

Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Further Comments relating to the item:		

3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	**No**
Please provide an explanation for your answer: Any impacts have been assessed and have been publicly consulted on where necessary	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	**No**
Please provide an explanation for your answer: Any impacts have been assessed and have been publicly consulted on where necessary	

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

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

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Andy Walker **Date: 31.1.2018**

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

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Appendix B

Revenue Budget 2018/19 – Supporting Information

1. Introduction

1.1 The purpose of this paper is to consider and recommend to Council the 2018/19 Revenue Budget, which proposes a Council Tax requirement of £94.84m, based on accepting Business Rates Pilot status across Berkshire, requiring a Council Tax increase of 2.99% with a 3% precept ring-fenced for adult social care. The Council Tax increase will raise £2.7m and the precept will raise a further £2.7m ring-fenced for adult social care.

1.2 In order to arrive at a balanced budget for 2018/19, £5.2m of savings and income generation proposals have been recommended, including reductions in street cleansing, introducing a charge for garden waste collection, further transformation in the way adult social care is provided, demand and cost management in social care, investment in commercial property to generate new income streams and many others. A public consultation exercise was undertaken on each of the public facing proposals and detail on the responses is included in Appendix N. The proposed savings will have some implications for staff which are detailed in a separate report.

1.3 This report also proposes the Fees and Charges for 2018/19 as set out in Appendix H and the Parish Special Expenses as set out in Appendix I and recommends the level of General Reserves as set out in Appendix F and Appendix G.

2. Background

2.1 Over the previous eight years, West Berkshire Council has had to find over £55m of revenue savings, which has been achieved through efficiencies, staff reductions, service transformation and income generation. This level of savings has been necessary as a result of a number of factors:

(1) Since 2010, Council funding from Central Government has significantly reduced as part of the deficit reduction programme.

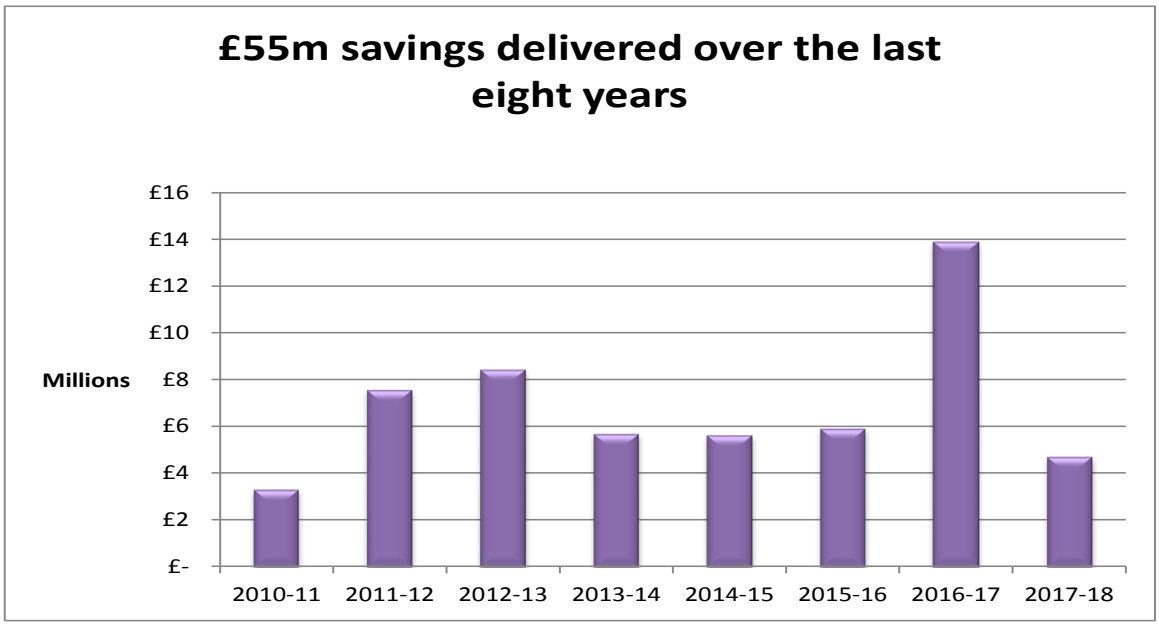
(2) Since 2013/14, the Council has been exposed to the volatility of our local business rate generation. This represents both an opportunity to benefit from growth, but also a risk. Since the introduction of local business rate retention, growth has stagnated and a number of large appeals from business to the Valuation Office have reduced the Council's income.

(3) The Care Act 2014 came into force in April 2015, introducing the most significant changes to social care legislation for 60 years. Despite the Government stating they would meet the costs of the Care Act in full, the Council has been left to cover an annual funding gap of £3m.

(4) The Council's costs rise by about 3% each year to perform exactly the same functions with no new demands. There have also been new cost

pressures the most significant being demand and cost increases in adult social care and increased demands on children's placements.

2.2 Since 2010, the Council has put in place a programme to remain within our budget which has delivered savings of over £55m as shown in the following chart:



3. 2017/18 In-Year Position

3.1 The 2017/18 budget was built with a savings programme of £4.7m. Transitional grant funding has been used to help services transition to a new model of operation, but despite this, at Quarter Three of 2017/18, we are forecasting an over spend of £860k. Adult Social Care is seeing increased complexity of client needs and inflationary increases in commissioning services for nursing and residential care, leading to a forecast over spend of £485k. Overall client numbers have not increased significantly which is in part attributable to the success of our preventative and demand management strategies. However, this is not enough to offset the complexity and cost pressures and the delayed realisation of savings plans. The Education Service is forecasting a £364k over spend and Children and Family Services are forecasting an over spend of £389k, both predominantly as a result of residential placement pressures. Other services across the Council have been able to generate under spends in order to bring down the overall level of over spend.

3.2 Any 2017/18 over spend will have a negative impact on our reserves. We have made budget provision for the ongoing pressures that have arisen during 2017/18 and will continue into 2018/19.

4. Local Government Settlement

4.1 In October 2016, West Berkshire Council accepted the Government's offer of a four year funding settlement from 2016/17 to 2019/20. The Government made a clear commitment to provide minimum allocations for each year of the Spending Review period. Whilst this settlement commits the Council to a continued reduction in the Revenue Support Grant (RSG), it provides some financial certainty on which the Council can plan ahead and build other sources of income. The Spending Review included proposals for further major transformation of local government funding,

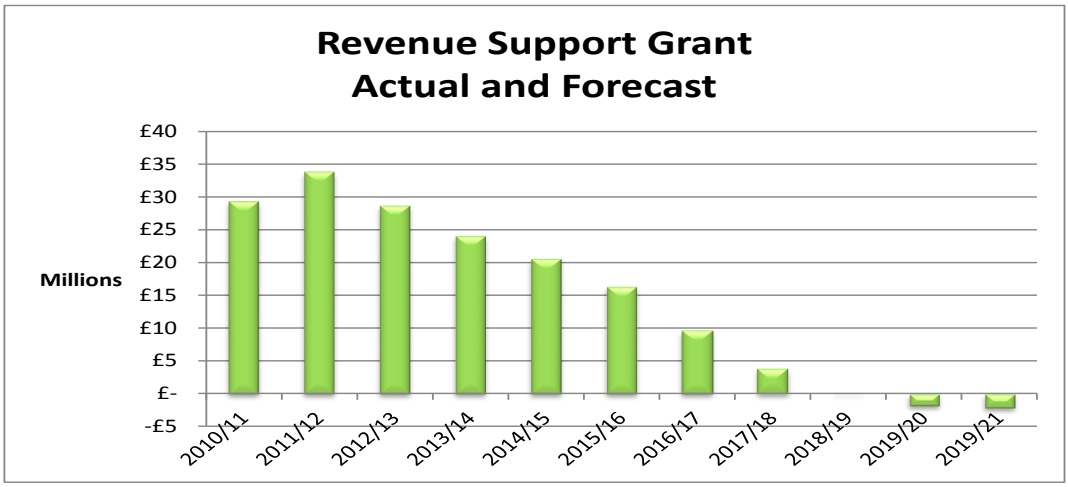
including proposals for local authority retention of 100% of business rates by 2020, now revised to 75%.

4.2 The provisional Local Government Finance Settlement 2018/19 was issued on 19 December 2017, with the final settlement announced on 6 February 2018. The Secretary of State for local government has approved a bid submitted collectively by the six unitary authorities in Berkshire to inform the development of a new funding system for local government. Along with nine other proposals from groups of authorities across England, the creation of a business rates pilot across Berkshire in 2018/19 will help the Government develop its detailed proposals to devolve business rate income to local authorities, replacing the current grant funding arrangements.

4.3 During the pilot year, it is estimated that an additional £35m of business rates income collected in Berkshire will be retained within the county, rather than being returned to Whitehall as at present. This sum represents growth in the overall level of business rates income achieved since the current system of funding was introduced in 2013 and is an incentive designed to encourage local councils to invest in their local economies. Respecting this, the Berkshire authorities have committed to set aside 70% of the additional funding to make improvements to transport infrastructure in the Reading – Wokingham and Slough – Heathrow corridors. The works will be taken forward by the Thames Valley Berkshire Local Enterprise Partnership (LEP), an organisation with both private and public sector representation that has helped inform the Berkshire proposal.

4.4 The remaining 30% of additional funding will be distributed to the individual local authorities in Berkshire, in proportion to their respective contribution to the overall growth. Detailed arrangements for all of the approved Pilot areas will be agreed with the Department for Local Government and Communities over the coming months to ensure the business rates pools are established in time for the new financial year in April. For West Berkshire, of the £86m we expect to raise locally in 2018/19, we expect to retain £22m (26%). In 2017/18 we collected £85m and retained £19m (22%). The pilot has been agreed for one year only.

4.5 As part of the pilot, the Revenue Support Grant (RSG) will become part of our baseline funding. For West Berkshire the RSG for 2018/19 is £120k which is 97% less than in 2017/18, equating to a loss of £3.6m. The scale of RSG cuts are shown in the following graph.



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

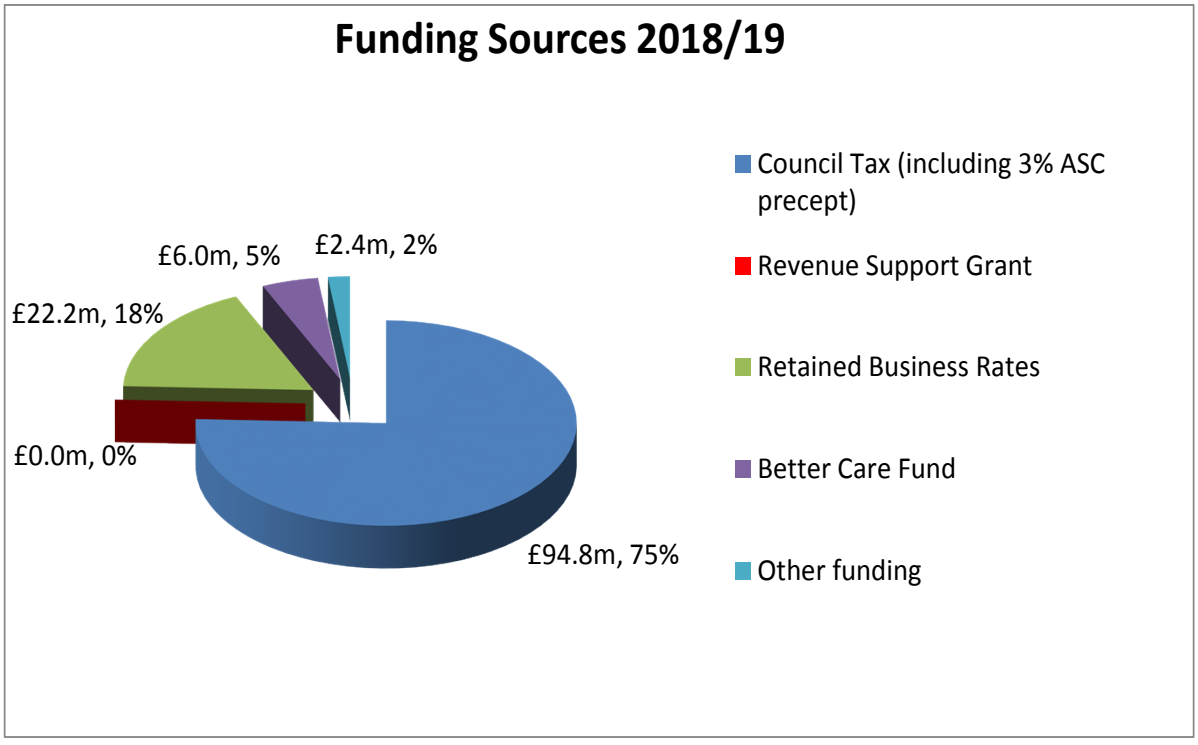
4.6 From 2019/20 we will be charged an additional tariff on our business as a 'negative RSG'. The additional tariff amounts to £3.5m in 2019/20, which under the 50% retention scheme would be an impact of £1.79m for West Berkshire. Government is expected to address negative RSG, but it is not yet clear if it will be removed.

4.7 The New Homes Bonus (NHB) funding for 2018/19 is £2.7m for West Berkshire. The number of years for which payments are made has been reduced to four years from 2018/19. The baseline for housing growth remains at 0.4% of the council tax base. Housing growth below this level will not receive a New Homes Bonus allocation.

4.8 A one-off Adult Social Care Support Grant was announced in the final settlement and for West Berkshire this amounts to £313k for 2018/19. This will be used to replenish the service risk reserve.

5. Sources of Funding

5.1 The main sources of funding for the revenue budget for West Berkshire Council in 2018/19 are shown in the following chart. This does not include other ring-fenced grants which are used to fund specific areas.



5.2 **Council Tax.** West Berkshire Council's main source of funding is from Council Tax, which is collected from local residents based on the value of the property in which they live. The recommendation included within this report is a Council Tax increase of 2.99% for 2018/19 with a 3% precept ring-fenced for adult social care. Income from Council Tax is expected to increase as a result of growth in the tax base and changes to the Council Tax Support Scheme. This increase is forecast to be 1.26% in 2018/19. This is based on a collection rate of 99.4%. Council Tax is our largest source of funding at 75% amounting to £94m in 2018/19.

5.3 **Revenue Support Grant (RSG).** Councils receive a general grant from Government to support the services provided. There are no restrictions on how this is used, within a council's legal powers. West Berkshire Council will receive Revenue Support Grant of £120k as part of the baseline funding in 2018/19.

5.4 **Retained Business Rates.** From 2013/14, councils keep a proportion of the income they receive from business rates raised in their area. Of the £85m collected locally in 2017/18, the vast majority was paid over to central government leaving the Council with £19m (22%). For 2018/19, West Berkshire will be part of the Berkshire business rates pilot and of the £86m we raise locally, we expect to retain £22m (26%).

5.5 **Better Care Fund.** Department of Health funding via the Better Care Fund to be spent locally on health and care with the aim of achieving closer integration and improve outcomes for patients and service users and carers. The fund is allocated to local areas where it is put into pooled budgets under Section 75 joint governance arrangements between CCGs and councils.

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

(1) **New Homes Bonus.** This is paid to councils to encourage them to build new homes and gives councils a grant equivalent to their increase in Council Tax income for a period of years for each new home. There is additional money if any of these new homes are affordable housing. West Berkshire Council will receive £2.7m from this grant in 2018/19. The number of years for which payments are made has been reduced to four years from 2018/19. The reform also introduced a baseline for housing growth set at an initial level of 0.4% of the council tax base. Housing growth below this level will not receive a New Homes Bonus allocation.

(2) **Adult Social Care Support Grant.** Announced as part of the final settlement, West Berkshire has been awarded £313k for 2018/19. This will be used to replenish the Adult Social Care risk reserve.

(3) **Collection Fund Deficit.** A collection fund deficit of £727k has arisen because council tax debits raised have not matched expectations when the taxbase was set in December of the previous year. The taxbase reflects the actual number of properties liable to council tax adjusted for any relevant discounts and exemptions and with a further adjustment for the effect of new build property. In 2017/18 the taxbase growth from development has been slower than previously estimated. The deficit will be funded from Earmarked Reserves.

5.7 **Ring-fenced Funding.** The Council receives ring-fenced funding which must be spent on these specific areas. The largest of these are detailed below:

(1) **Dedicated Schools Grant (DSG).** The DSG does not form part of the revenue budget as it is a ring-fenced grant which can only be spent on school/pupil activity. In 2018/19, the DSG will consist of four funding blocks:

(i) Schools

(ii) Central Schools Services (new block for 2018/19)

(iii) Early Years

(iv) High Needs.

The DSG settlement was announced by Government on 19 December 2017, although the Early Years and High Needs blocks are provisional. The following table sets out the 2018/19 DSG settlement for each block together with the estimated expenditure budget.

2018/19 Estimate	DSG Funding £m	Expenditure Budget £m	Difference £m
Schools Block	97.905	97.913	-0.008
Central Schools Services Block	0.993	1.328	-0.335
Early Years Block	10.066	10.212	-0.146
High Needs Block	19.165	20.144	-0.979
Total	**128.129**	**129.597**	**-1.468**

All blocks are currently showing a deficit position, which was expected.

Proposals to balance the deficit in the Central Schools Services Block are going to the Schools Forum on 12 March 2018. The main implication for the Council revenue budget 2018/19 is the proposal to fund £191k of the budget shortfall from Council reserves, subject to Council approval. This proposal would fund the total cost of strategic planning of the Education Service and finance support for Education services for one year only, as the level of grant funding available in 2018/19 is insufficient to bear the full cost of these services. The remainder of the shortfall is proposed to be funded from other DSG blocks, from a change to management arrangements in the Education Welfare Service and from the Council's capital programme.

Options for balancing the Early Years and High Needs blocks are being presented to Schools' Forum on 12 March 2018 for a final decision.

(2) **Public Health Grant.** West Berkshire Council receives a ring-fenced grant to fund public health functions. The grant is to remain ring-fenced until 31 March 2020. In 2018/19 and we will receive £5.853m (2017/18: £6.007m).

6. Revenue Expenditure

6.1 **Base Budget Growth:** This is the budget increase required for the Council to perform exactly the same functions year on year. As part of the budget setting

process, the Council provides for general inflationary pressures such as salary increases (2% assumption) based on the established number of posts, together with salary increments and increases to National Insurance and pension contributions.

6.2 **Contract Inflation:** Budgets are inflated where a contract is in place and is subject to annual inflationary increases. This amounts to £1.8m in 2018/19. The largest single item of contract inflation is from the waste PFI contract. This contract increase is based on the RPIx measure in January of each year and is estimated to be £690k for 2018/19. Full details of contract inflation are given in Appendix C.

6.3 **Service Pressures:** Each year new unavoidable service pressures arise and need to be built into the revenue budget. The service pressures for 2018/19 amount to £4.5m. The majority of pressures have arisen in adult social care. It has been necessary to invest £3.4m into the 2018/19 budget for adult social care due to rising demand, price increases, additional staffing requirements, new responsibilities such as the National Living Wage, and in the area of learning disability where new clients require support and when children move to adult support packages. Full details of the Council pressures are given in Appendix D.

6.4 **Capital financing:** The revenue cost of financing the capital programme requires a budget increase of £500k in 2018/19.

6.5 **Provision for Other Risks:** The Council is facing a number of risk items that could arise in 2018/19 but cannot yet be quantified. These include increase in demand for services over and above budget assumptions, inflationary pressures and income from business rates at risk. There is a risk to delivering some savings plans in full, and this risk increases in line with the size of the savings programme. We have allocated £600k funding in the 2018/19 revenue budget to help fund these items.

7. Council Tax

7.1 The Council is proposing a Council Tax increase of 2.99% with a 3% precept ring-fenced for adult social care. This will raise a total of £5.4m, of which £2.7m will be ring-fenced for adult social care.

7.2 Adult social care makes up over a third of the Council's net revenue budget. Whilst efficiencies are being made in the way the Council operates this Service, the precept will go towards funding the mounting pressures faced in the areas of learning disability, demographic increases, increased costs and additional staffing requirements. Adult social care will receive budget increases for inflation, base budget increases and pressures amounting to £4.2m, and the precept of £2.7m will go some way to funding this.

8. Revenue Budget Consultation 2018/19

8.1 The Council launched its 2018/19 public consultation on its revenue budget on 27 November and this concluded on 10 January 2018. A total of 1138 responses were received to the individual proposals.

8.2 The three public facing proposals were published on the Council's consultation finder database with information disseminated to all registered consultees. The proposals were also e-mailed round to around 900 members of the community panel as well as information being posted on Facebook and Twitter accounts. A press release was also issued drawing attention to the public consultation exercise.

8.3 CAWB were contacted and a meeting held prior to the consultation exercise going live so were aware of the proposals and the potential impact on them.

8.4 The consultation asked the following generic questions although in some cases other more specific questions were also asked:

1. What would be the impact on you or your community?

2. What can you do to help mitigate this impact?

The total number of responses received to each proposal is set out below.

Proposal	With Comments	Total
Citizens Advice West Berkshire	251	264
Garden Waste Collection Service	740	777
Neighbour Notification Letters for Planning Applications	96	97
TOTAL	**1,087**	**1,138**

8.5 The feedback to the consultation exercise has been captured in three documents, namely, Summary Report, Overview of Responses and Recommendations and an Equality Impact Assessment. These are attached to this report.

8.6 The general themes coming out of the consultation for the three areas are set out below:

Citizens Advice West Berkshire

(i) CAWB are a much valued and respected organisation.
(ii) CAWB provide services which support the most vulnerable in our society although their services are available to all.
(iii) The introduction of Universal Credit will result in some clients presenting with significantly complex cases and the Council will not have the capability of capacity to manage these cases.
(iv) If CAWB had to close their operation in Newbury then clients would merely present to the Council for support.
(v) CAWB should review its overhead costs with a view to becoming more efficient and cost effective.

Neighbour Notification Letters for Planning Applications

(i) The main theme coming out of this proposal was that the elderly, disabled, partially sighted and those individuals who did not have access to the internet could be impacted.
(ii) 43% of those responding suggested that better use should be made of the orange site notices
(iii) Applicants should write to neighbours.
(iv) Developers should engage with the communities more.

Garden Waste Collection Service

(i) The proposed annual subscription is not affordable.
(ii) The proposal would have a negative impact on poorer households.
(iii) The proposal could result in greater amounts of waste being placed in black bins.
(iv) The elderly and the vulnerable would be impacted.
(v) The use of shared bins would help mitigate the impact of this proposal.
(vi) Neighbours should liaise with one another with a view to transporting garden waste to a recycling centre.

In relation to the Garden Waste Collection Service, if the proposal is approved then it is recommended that delegated authority be granted to the Head of Transport and Countryside in consultation with the Section 151 Officer, Monitoring Officer and the Portfolio Holder for Waste to enable the necessary contract changes to be made to facilitate the changes to the Garden Waste Collection Service.

8.7 Since the consultation closed, Members and officers have read and assessed in depth all of the comments that have been received. The Revenue Budget papers have included, as Appendix N, the summary of officer conclusions and recommendations together with consultation summary reports, overview of responses and recommendations and Equality Impact Assessment Stage 2 for each of the savings that were consulted on. The verbatim comments are available on our website.

8.8 The Public Sector Equality Duty (149 (1) requires a Local Authority in exercise of its functions to have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.9 The Public Sector Equality Duty requires “decision makers” to keep the welfare of service users and their families at the forefront of their mind particularly those that are most disadvantaged. This is an important consideration when setting the 2018/19 budget.

9. Levies and Capital Financing Costs

9.1 This budget includes approximately £10.8 million for principal and interest payments on the long term loans which the Council has taken out to fund its capital programme. This cost is offset by interest earned on the Council’s investments estimated at about £0.4 million. The remaining budget also includes levies set by the Environment Agency and the Thames Valley Magistrates Courts Service.

10. Fees and Charges

10.1 There are generally two types of charges; statutory and discretionary and the rationale behind the proposed increases to each Directorates fees and charges are included in detail in Appendices H (1) to H (4).

11. Funding Statement

11.1 The Funding Statement for 2018/19 shows the funding available to the Council which can be used to fund the budget requirement.

2018/19 Funding Statement		
Income	**£m**	**£m**
Council Tax income		94.84
Revenue Support Grant		0.00
Adult Social Care BCF ringfenced funding		5.43
Adult Social Care iBCF ringfenced funding		0.58
Adult Social Care Support Grant		0.31
Other Non-Ringfenced Grants		0.08
Retained Business Rates		22.23
New Homes Bonus		2.69
Council Tax Collection Fund deficit		-0.73
Funds Available		**125.44**
Expenditure	**£m**	**£m**
Opening budget	114.76	
Budget growth	2.55	
Contract inflation	1.76	
Service pressures	4.49	
Capital financing	0.50	
Savings or income requirement	-5.23	
Annual Budget Requirement		**118.83**
One off provision for other risks		0.60
Net Budget Requirement for Management Accounting		**119.43**
One off Adult Social Care BCF ringfenced funding		5.43
One off Adult Social Care iBCF ringfenced funding		0.58
Increase in reserves		1.24
Use of reserves		-1.24
Budget Requirement		**125.44**

12. Reserves

12.1 As part of the financial planning process, the Council considers the establishment and maintenance of reserves. Reserves are categorised into unusable and usable reserves. Unusable reserves includes those reserves which are kept to manage the accounting processes for non-current assets, retirement and employee benefits. These do not represent usable resources for the council. Usable Reserves consist of the General Reserve and Earmarked Reserves. The General Reserve exists to cover a number of non-specific items and risks. The Council s151 officer (Head of Finance and Property) recommends that the General Reserve is a minimum of 5% of the Council's net revenue budget, which for 2018/19 would be £6.3m. Earmarked Reserves are held for specific future projects or service risks.

Usable Reserves Summary	Actual 1.4.2017 £m	2017/18 Use of Reserves £m	Estimate 31.3.2018 £m	Planned use of Reserves £m	Planned increase in Reserves £m	Estimate 1.4.2018 £m
General Fund	5.32	-	5.32	0	-	5.32
Risk Fund	1.03	-	1.03	0	-	1.03
Total General Reserve	**6.35**	**0.00**	**6.35**	**0.00**	**0.00**	**6.35**
Earmarked Reserves	12.85	-2.67	10.18	-1.24	1.24	10.18
Total Usable Reserves	**19.20**	**-2.67**	**16.53**	**-1.24**	**1.24**	**16.53**

12.2 During 2017/18, usable reserves are expected to reduce by £2.67m to fund the forecast revenue over spend, fund exit costs arising from savings plans, fund transformation projects and release earmarked reserves.

12.3 In 2018/19, the Council's share of the Council Tax collection fund deficit of £727k and a shortfall in Dedicated Schools Grant funding of £191k will be funded on a one off basis from earmarked reserves. £325k will be released from the waste reserve to support the waste savings plans. Total planned use of reserves is therefore £1.24m. Budget provision been made to ensure planned use of reserves is funded by an equivalent increase in reserves.

12.4 Reserves are detailed in Appendix F and G.

13. Parish Special Expenses

13.1 There are five Parish Special Expenses areas within the District and the special expenses to be levied are detailed below:

Hungerford Footway Lighting	£5,270
Kintbury – St Mary's Churchyard	£7,280
Shaw – St Mary's Churchyard	£3,100
Theale – Holy Trinity	£1,890
North Fawley – St Mary the Virgin	£830
Total	**£18,370**

13.2 The Parish Special Expenses are detailed in Appendices I (1 to 7).

14. Options for Consideration

14.1 The scale of pressures we are facing has left the Council with limited options. We are proposing to increase Council Tax by 2.99% with a 3% precept ring-fenced for adult social care. If these options were not taken, the savings requirement would be £5.4m higher. We have considered all options available to us in order to keep the savings requirement to the level it is.

15. Proposals

(1) That Council approve the 2018/19 Council Tax requirement of £94.84 million, based on accepting Business Rates Pilot status across

Berkshire, requiring a Council Tax increase of 2.99%, with a 3% precept ring-fenced for adult social care.

(2) That the Fees and Charges be approved as set out in Appendix H and the appropriate statutory notices be placed where required.

(3) That the Parish Special Expenses be approved as set out in Appendix I.

(4) That the responses received to each of the public facing savings proposals in relation the public consultation exercise undertaken on the 2018/19 budget be acknowledged and noted.

16. Conclusion

16.1 The Council is forecasting an over spend of £860k in 2017/18 which will reduce our level of reserves. The ongoing effect of these budget pressures and the impact on reserves has been factored into the 2018/19 budget, and together with the reductions in government funding, we have had to close a funding gap of £10.6m. This has been achieved with £5.2m of savings and income generation proposals, a Council Tax increase of 2.99% raising £2.7m and a 3% precept ring-fenced for adult social care raising a further £2.7m. The precept will help to fund the increased demand, complexity of care and cost pressures we are facing in this area.

16.2 West Berkshire Council has an excellent track record of delivering on its savings proposals and of reacting to ongoing pressures in order to minimise the budgetary impact.

Subject to Call-In:
Yes: ☐ No: ☒

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

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

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

☒ **BEC1 – Improve educational attainment**
☒ **BEC2 – Close the educational attainment gap**

☒ **SLE1 – Enable the completion of more affordable housing**
☒ **SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
☒ **P&S1 – Good at safeguarding children and vulnerable adults**
☒ **HQL1 – Support communities to do more to help themselves**
☒ **MEC1 – Become an even more effective Council**

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Appendix C

Contract inflation			2018/19
Directorate	**Service**	**Description**	**£000**
Resources	All	General inflation	38
		Total	**38**
Economy & Environment	Transport and Countryside	BBOWT contract	6
Economy & Environment	Transport and Countryside	Waste based on RPIx	690
Economy & Environment	Transport and Countryside	Highways maintenance contract	96
Economy & Environment	All	General inflation	81
		Total	**873**
Communities	Adult Social Care	ASC modelled inflationary increases	819
Communities	Adult Social Care	Birchwood lease	21
Communities	All	General inflation	12
		Total	**852**
		Total Contract Inflation	**1,763**

Appendix D

Service Pressures			2018/19
Directorate	**Service**	**Description**	**£000**
Resources	Finance & Property	Housing Benefit Admin grant reduction	45
Resources	Finance & Property	Increased insurance premium for liability policy	43
Resources	Finance & Property	Loss of insurance income from schools converting to Academy	31
Resources	Finance & Property	Property valuations	7
Resources	Finance & Property	Building maintenance and income pressures	10
Resources	Finance & Property	Credit card charges	30
Resources	Strategic Support	Loss of EU election funding	30
Resources	Legal	Coroner's Service increased costs	22
		Total	**218**
Economy & Environment	Public Protection & Culture	Anticipated unachievable library saving based on needs assessment findings	60
Economy & Environment	Transport and Countryside	Waste - Tax Base adjustment	33
Economy & Environment	Development & Planning	South East Shadow Partnership Board - to progress regional transport issues	10
Economy & Environment	Development & Planning	Housing Advisor post 1FTE	27
		Total	**130**
Communities	Adult Social Care	Learning Disability Transitions re children scheduled to transition into Adult Social Care	630
Communities	Adult Social Care	Commissioning Budgets modelled increases	2,396
Communities	Adult Social Care	Extra care housing contract	60
Communities	Adult Social Care	Adult Placement Shared Lives carers	96
Communities	Adult Social Care	Increased costs due to National Living Wage	256
Communities	Children and Family Services	Placement Budgets modelled increases	256
Communities	Prevention & Safeguarding	QAAS Team - new 0.6 LADO post as work can't be absorbed by existing staff	31
Communities	Education	Disabled Childrens' Budgets increased demand	325
Communities	Education	Occupational therapist team restructure due to case load demand	60
Communities	Education	0.5fte Educational Psychologist for SEN case load	34
		Total	**4,144**
		Total Service Pressures	**4,492**

				2018/19 £
	Total Recommendations			**5,234,300**

Ref	Recommendations	Implications	Category	£
	Communities Directorate			
	Adult Social Care			
1	Transforming lives - delivering care to existing clients with complex needs differently	This is the third year of these savings and the savings have not been achieved in full in either 2016/17 or 2017/18. Consequently this target will be a challenge. However we are now considering other options including use of assistive technology, working with providers to change how some care is delivered (particularly at night) and also looking at developing a West Berks offer including incentives to providers.	Efficiency	175,000
2	New Ways of Working	The measure of the delivery of this service is that the number of people who go on to receive a long term service is only 5% of the number who come "to our front door". We have had minimal growth in our LTS users based on the snapshot information but there is an increase in complexity and rates making this target challenging.	Transformation	225,000
3	Resource Centre review	This saving is linked to no. 5 below and requires marketing of available room space at the Resource Centres (particularly Phoenix) to attract new organisations into available space and hence generate more income.	Income	20,000
4	Increasing client contributions by changing the benefits included the clients financial assessed charge.	Local residents will be paying a higher contribution towards their care without any increase in their income	Income	270,000
5	Increasing fees and charges by 5% in the Resource Centres.	There is a risk that the increased price could mean some businesses and charities currently renting space move to different premises. If this is the case then we will need to find more organisations willing to pay rental fees.	Income	8,300
6	Charging full cost clients an annual fee for arranging their care	Full cost clients may choose to arrange their own care, and hence we are unable to generate the fees	Income	28,000
7	Sell shared lives placements to other local authorities	This is achievable as long as new carers can be attracted into the market and we have sufficient staffing arrangements in place to support these carers	Income	20,000
8	Introduction of charges for probate activity after a Deputyship client has died	The only risk associated with this is that families will choose not to use our service	Income	4,000
9	Income generation by charging supporting families to make Lasting Power of Attorney and Deputyship Applications	The risk associated with this is that families will choose not to use our service, and the Council may have to become the 'deputy'	Income	5,100
				755,400
	Children & Family Services			
10	Castlegate Transformation	Castlegate Service is being transferred to Education Services by 01.01.18 alongside the Short Breaks Provision as part of the transformation arrangements. This is alongside the consideration that as Short Breaks and Castlegate placements are frequently brokered with the DCT service, for these services to be within the same service should maximise use and reduce spend. Success is also been seen in Hampshire agreeing to 'buy' placements from Castlegate.	Income	50,000
11	Placements demand mgt/Family Safeguarding/lower cost placements	This is being transferred through the Family Safeguarding Project, and a transformation as to how we lessen demand on our placements in regard to volume and cost. This project launched in November 2017 and is being monitored through independent evaluators from the DfE.	Transformation	200,000
12	Childcare Lawyers demand management	Proceedings and legal demand has been seen to gradually reduce over the last year. The current joint legal arrangements have been considered by both RBWM and Slough Councils who have considered other options for delivery and have both considered JLT give best value. If further consideration be given for alternative delivery options within West Berkshire this may best be led by Legal Services.	Transformation	200,000
13	Youth Offending Team - Casual Staffing under spend	This saving has been achieved through holding vacancies	Efficiency	10,000
14	Youth Offending Team - rent to mortgage	Through the purchase of Merchant House a reduction has been successfully achieved	Transformation	16,000
				476,000
	Education Services			
15	Continuing Healthcare	Officers continue to seek funding contribution from Health to cover the cost of medical needs	Efficiency	40,000
16	Increasing fees levied for the provision of home to school transport	Moving to full cost recovery	Income	8,200
17	Home to school transport	Moving to full cost recovery	Income	75,000
18	Looked After Children Education Services Benchmarking identify savings to make Council more comparable with neighbours	More appropriate use of Pupil Premium Plus to meet cost of service provision	Efficiency	50,000
19	Trading of Services, business support to child minders and other early years providers	Expanded trading offer being developed, but income based on take-up	Income	7,000
20	Remodelling budget (Support 16-24 year olds) under Elevate project to make savings	Reapportioning of funding to better align with expenditure – no direct impact	Efficiency	30,000

21	Remodelling budgets Central East and West family hubs to make savings	Efficiency savings across Hubs and Early Years aimed at minimal impact on delivery	Efficiency	30,000
22	Increase income in buy-back of Educational Psychology services (10%).	Based on increased staffing to deliver net benefit if bought by schools	Income	7,500
23	Remodelling budget (SENCO) training to find savings	Less face to face training and more use of on-line materials	Efficiency	12,000
24	Income generation from introduction of service charge for caretakers living in LEA provided accommodation (11% for existing caretakers), (12% for new).	Fair increase to caretaker contributions	Income	3,800
				263,500
	Prevention & Safeguarding			
25	Family Group Conferencing	This is a challenging target, due to the FGC service being composed of two workers and over stretched by income targets this financial year	Income	20,000
26	Emotional Health Service	This target is challenging, due to the income targets already set against the EHA. The proposal to KPMG Foundation is the core proposal for generating external financial investment into the EHA.	Income	20,000
27	Merging LSCB Boards	The three LSCB Boards in Berkshire West are expected to merge into one Board from April 2018. This will create efficiencies in Independent Chair costs, LSCB Management and administration arrangements.	Income	15,000
28	Trading expertise for the conduct of Family Group Conference	The FGC service is very small (see above) however, this target is more achievable as it is a management function. The LSCB & Systems Change manager is working on proposals to expand the external trading offer.	Income	6000
				61,000
	Total Communities			**1,555,900**
	Economy & Environment Directorate			
	Planning & Development			
29	Minerals and Waste Planning - end of plan	Budget reduction at the end of Minerals and Waste plan preparation project	Disinvestment	160,000
30	Ceasing letters to neighbours of properties subject to planning applications	Orange notices will continue to be erected on or adjacent to proposed sites and residents can register on the Council's website to receive automatic notification of new planning applications in their area	Efficiency	17,500
31	Providing Planning applications to parish councils by electronic copy only	Parish Councils will have access to electronic versions of all planning applications and will have access to the Council's print service where they will be able to request copies of plans for a charge	Efficiency	11,100
32	Increase rent levels charged for temporary accommodation	The new rent levels will be rolled out as temporary accommodation becomes vacant to minimise the impact on existing clients	Income	13,000
				201,600
	Public Protection & Culture			
33	Cease funding to Watermill	Arrangements all in place, no further implications	Disinvestment	18,000
				18,000
	Transport & Countryside			
34	Waste Service Review	Introduction of an inspection and response approach to street cleansing and litter picking (no change in town centres); reduction in internal operations budget; and charging for the garden waste collection service (part year).	Disinvestment/Income	1,700,000
35	Grounds Maintenance Contract	Officers are exploring ways to make this saving in the new contract from April 2018	Disinvestment	20,000
36	Concessionary Fares, was a one off investment in 16/17 for bulk renewal of bus passes	This was to enable all renewed passes to have different end dates so that future replacement can take place gradually, rather than in one annual bulk change. No implications for front line services.	Disinvestment	54,000
37	Car Parking	No implications for front line services	Efficiency	30,000
38	Income generation by increasing services fees and charges	Fees and charges are to be increased to reflect demand after benchmarking against other authorities	Income	13,000
39	Income from S74 charges	Income derived from charges raised from utility companies overrunning permitted working periods; reinvested directly in traffic services.	Income	20,000
40	Income generation from introduction of a scheme to allow advertising on highway	This proposal builds on income generated from advertising on roundabouts. The intention is to roll it out to other areas of public highway.	Income	5,000
41	Capitalising the service's spend	This reflects the changing nature of capital/revenue spend in highways. There are no implications for front line services.	Efficiency	70,000
42	Income targets for service budgets	This saving relates to certain income targets for the service and so is subject to demand. There are no front line service implications	Income	54,000
43	Reduced spend in departmental supplies and services cost centre	Following an under spend in this cost centre in 2017/18 it has been decided to reduce the budget for 2018/19. This may mean unmet requests from officers for non-statutory training and supplies and services.	Efficiency	20,000
44	Increase number of CEOs by 1.5FTE and include CEOs into the debate for Site/Street inspections.	The PRIMARY aim of parking regulations is to keep traffic moving safely and efficiently, and not to raise income. However, Civil Enforcement Officers generate income by deterring illegal parking or non-payment of parking charges and also contribute enforcement income. It is forecast that increasing their presence will also increase income. Income raised in this way is directly re-invested in traffic services .	Income	35,600
45	Saving initiatives for less well used car parks	80% of income from parking near Newbury Station is already made by mobile phone, the most efficient and safe method of revenue collection. By increasing this to 100%, valuable savings can be made.	Income	12,500

46	Income from further on street charging	This proposal builds on income from on-street charging by introducing pay to park by mobile phone at Broadway and High Street Thatcham	Income	10,900
47	Income from Football Club car park	This proposal is to bring the tariffs at this car park in line with those at Goldwell Park car park, the other car park on the outskirts of the town	Income	1,000
				2,046,000
	Total Economy & Environment			**2,265,600**
	Resources Directorate			
	Customer Services & ICT			
48	ICT Service systems cost reductions	Some disruption possible as we transition from existing to cheaper systems	Efficiency	30,000
49	Corporate call costs reduction through renegotiated contract	None	Efficiency	22,000
50	ICT staffing reductions	Less capacity in Service, may impact response times and/or resilience	Disinvestment	50,000
51	Grow print room income	None	Income	10,000
52	Capitalisation of ICT posts	No operational impact, but does increase Capital Programme costs	Efficiency	70,200
53	Wide Area Network cost reductions	None	Efficiency	12,600
54	Multifunction device (MFD) cost reductions	None	Efficiency	6,000
55	Staffing reduction (2FTE) in Contact Centre	Less capacity in Service, may impact response times and/or resilience	Efficiency	46,100
				246,900
	Finance & Property			
56	Housing Benefit overpayment claw back	None	Efficiency	36,000
57	Finance and Property Review	To be determined depending on options taken	Efficiency	121,000
58	Finance - Webrisk	None	Efficiency	9,000
59	Finance - Insurance cancellation of policies	None	Efficiency	6,000
60	Finance - insurance costs recovered through schools trading	Cost recovery through schools trading	Income	27,000
61	Commercial Property Investment	Delivery of Council's Commercial Property Investment Strategy	Transformation	500,000
62	Reduce charges for external audit	None	Efficiency	17,000
63	Moving Capital and Financial Planning to capital funding	None	Efficiency	16,000
64	Funding Maintenance services - schools through DSG or by schools	None	Efficiency	9,000
				741,000
	Human Resources			
65	Review of staffing and other budgets	Reduction in funding for ILM will mean services will need to fund themselves or access via the levy. Equalities and diversity training will move to e-learning. Reduction in HR Assistant resource means tasks will take longer as less staff to do work. Stress at work training will move to e-learning for employees. Reducing funding for counselling would mean staff will need to access free services from the NHS via their GP or the service might decide to pay for the counselling. Increased income target for corporate training- HR staff will be redirected to provide corporate training which will reduce HR staff resources for other projects and tasks which could lead to delays.	Disinvestment	59,000
66	Recruitment Advertising reductions	The implications of reducing this budget would mean that HR could no longer produce promotional materials, carry out additional recruitment advertising to promote either the council or to assist with recruitment of hard to fill posts.	Efficiency	5,500
67	Increase fees and charges for Corporate Training	The implications of increasing fees and charges for training could result in a reduced take up of courses leading to a drop in attendance and therefore income or pressures on other budgets within the Council.	Income	7,500
68	Introduce salary sacrifices AVCs to save on National Insurance	The savings on NI are dependent on take up and offset against the costs of implementing the scheme and recruiting an additional member of payroll staff to assist with the work involved in implementing the scheme. If take up is low then the savings will be reduced.	Efficiency	24,000
69	Additional savings identified on various Cost Centres	HR Supplies & Services- there will be a reduced investment in the HR & Payroll systems which could lead to inefficiencies in systems and processes. This is the opposite focus that is being maintained elsewhere to increase digitisation. SCT General- No implications, related to under spend year on year for consumables. Superannuation- The saving is based on the forecasted pension costs over the past few years. If these forecasts are over optimistic then the savings may not meet the expected target.	Efficiency	23,500
				119,500
	Strategic Support			
70	Voluntary Sector - Citizens Advice Bureau - reduce grant	This proposal could result in CAWB closing down and this would have implications for the Council given that some of CAWB clients would expect to come to the Council for the advice and support currently provided by CAWB.	Disinvestment	40,000

71	Staffing, training, IT reductions	The reduction in staffing has seen the Elections support officer moving to the Land Charges team. This will mean that at times of elections there may be a requirement to hire casual staff in order for the Returning Officer to fulfil his obligations.	Disinvestment	36,000
72	Use of Public Health Funding	No implications	Transformation	15,000
73	Income generation by introduction of internal recharging for services provided by Graphics Team	The internal recharging of any service is a risk in that the internal market may decide to do things for themselves or procure from outside. Cross charging should be trialled for a year and then the situation will be reviewed.	Income	68,000
				159,000
	Legal			
74	Ceasing requirement for solicitors to be present at every committee meeting - available for attendance when necessary only.	Concerns have been raised about the risks that may arise if lawyers stop attending committees. However, lawyers would still attend meetings if a particularly high profile or controversial application was being considered, so any risk is considered to be low.	Efficiency	3,000
75	Charging for Public Protection Partnership for prosecutions	The PPP may instruct alternative lawyers to undertake this work on their behalf, which will result in the income target not being achieved.	Income	12,500
76	Set up an arms length trading company for the trading of training and external clients and consider potential for the arrangement to be extended to encompass the provision of training from other services within the authority.	None	Income	2,000
77	Capitalisation of 1 FTE	None	Efficiency	42,900
				60,400
	Commissioning			
78	Establishment of a framework for S12 specialist GPs for Deprivation of Liberty safeguards for Adult Social Care	None	Efficiency	6,000
				6,000
	Total Resources			**1,332,800**
	Corporate			
79	Essential Car User Saving		Disinvestment	30,000
80	Corporate Digitisation Enablers		Transformation	50,000
	Total Corporate			**80,000**
	Total Recommendations			**5,234,300**

Appendix F

Reserves Statements

The Statement of Accounts that we produce each year details all our reserves and explains why we hold each of them. Reserves are reported in two categories: unusable and usable reserves. Unusable reserves include those reserves which are kept to manage the accounting processes for non-current assets, retirement and employee benefits. Unusable reserves cannot be used to provide Council services. Usable reserves are those reserves that a Council may use to provide services or reduce local taxation, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use.

The level of usable reserves the Council holds is reviewed each year as part of the budgetary process. Consideration is given to the current financial standing of the Council, the funding outlook into the medium term and the financial risk environment we are operating in.

Councils generally hold usable reserves for a number of reasons:

- To use at a later date to support investment projects
- To temporarily hold unused portions of grants that can be legally used at a later date
- To insure themselves against major unexpected events such as flooding
- To guard against general risk
- To smooth the impact of cuts
- To guard against emergent specific risks, such as business rate appeals, increased demand, and the impact of social care reform.

The Council's usable reserves are as follows:

- General Reserve: held for non-specific items and risks
- Earmarked Reserves: amounts held for specific future projects or service risks

During 2017/18, usable reserves are expected to reduce by £2.67m to fund the forecast revenue over spend, fund exit costs arising from savings plans, fund transformation projects and to release earmarked reserves.

In 2018/19, the Council's share of the Council Tax collection fund deficit of £727k and a shortfall in Dedicated Schools Grant funding of £191k will be funded on a one off basis from earmarked reserves. £325k will be released from the waste reserve to support the waste savings plans. Total planned use of reserves is therefore £1.24m. Budget provision has been made to ensure planned use of reserves is funded by an equivalent increase in reserves. A summary is shown in the following table:

Usable Reserves Summary	Actual 1.4.2017	2017/18 Use of Reserves	Estimate 31.3.2018	Planned use of Reserves	Planned increase in Reserves	Estimate 1.4.2018
	£m	£m	£m	£m	£m	£m
General Fund	5.32	-	5.32	0	-	5.32
Risk Fund	1.03	-	1.03	0	-	1.03
Total General Reserve	**6.35**	**0.00**	**6.35**	**0.00**	**0.00**	**6.35**
Earmarked Reserves	12.85	-2.67	10.18	-1.24	1.24	10.18
Total Usable Reserves	**19.20**	**-2.67**	**16.53**	**-1.24**	**1.24**	**16.53**

The General Reserve

The purpose of the General Reserve is to act as a fund to be used in emergencies and to protect council taxpayers from any steep rises in future Council Tax if the Council over spends against its budget. The s151 officer (Head of Finance & Property) recommends that the General Reserve totals, as a minimum, 5% of the Council's net revenue expenditure, which for 2018/19 would be a minimum reserve of £6.3m.

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

- The impact of significant increases in demand
- The delivery of all savings targets
- Economy measures and service reductions always contain some degree of uncertainty as to whether their full effects will be achieved
- Unforeseen events such as the flooding during January 2014
- Risks in relation to litigation
- Risk of changes from specific grants to the non ring fenced government grants
- Risks of grants being introduced or removed mid year, requiring authority contributions
- The need to retain a general contingency to provide for unforeseen circumstances
- The need to retain reserves for general day to day cash flow needs and avoid unnecessary temporary borrowing
- Risk of reduced income due to deferred income and social care clients' property decreasing in value

Earmarked Reserves

The Council has other reserves which are earmarked for specific purposes.

Earmarked Reserves	Actual 1.4.2017	2017/18 Movement	Estimate 31.3.2018	Planned use of Reserves	Planned increase in Reserves	Estimate 1.4.2018
	£m	£m	£m	£m	£m	£m
Schools Balances	4.07	0.00	4.07	0	0	4.07
Parish Special Expenses	0.01	0.00	0.01	0	0	0.01
Self Insurance Fund	0.71	0.26	0.97	0	0	0.97
Long Term Committment	0.84	-0.06	0.78	0	0	0.78
Waste Management Strategy	0.53	-0.20	0.33	-0.33	0	0.00
Specific Earmarked Reserves	6.69	-2.67	4.02	-0.92	1.24	4.35
Total Earmarked Reserves	**12.85**	**-2.67**	**10.18**	**-1.24**	**1.24**	**10.18**

Schools Balances
This is an amalgamation of unspent and overspent balances.

Parish Special Expenses
These are explained in detail in Appendix I.

Self Insurance Fund
This fund has been established to ensure that costs to the Council in relation to claims, can be met whilst limiting the impact of higher premiums on the Council's revenue budget. The fund is used to pay the first £250k of any property claim and the first £100k of other claims. External insurance covers the balance of claims.

Long term commitment
Funding specifically set aside for capital financing purposes; either funding for future capital schemes or financing costs for future principal payments on maturity loans. These vary according to the progress of capital schemes and the utilisation of s106 monies.

Waste Management Strategy

A fund set up to help to meet the revenue and capital costs associated with the Council's PFI arrangement for the provision of waste collection and disposal services. This reserve will be used during 2018/19 to support the waste savings plans.

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

Specific Earmarked Reserves	Actual 1.4.2017 £m	2017/18 Movement £m	Estimate 31.3.2018 £m	Planned use of Reserves £m	Planned increase in Reserves £m	Estimate 1.4.2018 £m
Service Specific Risk Funds	2.64	-1.50	1.14	0	0.31	1.46
Transformation Fund	1.00	-0.34	0.66	0	0	0.66
Restructuring Provision	0.78	-0.06	0.72	0	-0.5	0.22
Schools in Financial Difficulty	0.00	0.00	0.00	0	0.5	0.50
Other	2.27	-0.77	1.50	-0.92	0.93	1.51
Total Specific Earmarked Reserves	**6.69**	**-2.67**	**4.02**	**-0.92**	**1.24**	**4.35**

Service Specific Risk Funds

Three reserves have been created to meet known risks within Adult Social Care, Children and Family Services and Legal Services. At Quarter Three 2017/18, there are over spends in Adult Social Care and Children & Family Services and if the over spend continues, at year end the Executive will decide how to fund any over spend. The table below shows what impact the 2017/18 forecast over spend would have on these risk funds, if they were used.

	Reserve Balance 1.4.2017	Change to level of Reserve 2017/18	Current Reserve Balance	Risks arising 2017/18	Potential Reserve Balance 31.3.2018
Service	**£000**	**£000**	**£000**	**£000**	**£000**
Adult Social Care	2,090	-1,046	1,044	0	1,044
Children & Family Services	500	-114	386	-337	49
Legal Services	50	0	50	0	50
Total	**2,640**	**-1,160**	**1,480**	**-337**	**1,143**

Transformation Fund

In order to support the Medium Term Financial Strategy to deliver its transformation plans, the Executive set aside £1m from the 2017/18 Transitional Grant funding. This will ensure that the Council has the resources to pursue plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation. The following table shows the allocations made to date.

Directorate	Service	Project Description	Transformation Funding Awarded
			£000
		Opening Balance	**1,000**
Resources	Commissioning	Invest to save posts in commissioning	-225
Resources	HR	Post - Apprenticeship Coordinator	-74
Communities	C&FS	Emotional Health Academy	-5
Resources	Legal	Shared service advice	-12
Communities	Education	Family Hub transformation	-28
		Total awarded	**-344**
		Closing Balance	**656**

Restructuring Provision

This fund is used to cover the exit costs associated with some of the savings proposals. The estimated exit costs coming out of the reserve are in the region of £64k for the 2018/19 savings proposals. £500k has been moved from this reserve to the Schools in Financial Difficulty reserve. The balance remaining in the restructuring provision at the end of the financial year will be rolled forward to fund any future restructuring costs to the Council.

Schools in Financial Difficulty

The reserve was fully used in 2016/17 to support the successful transition of John O'Gaunt School to an Academy. £500k has been put into this reserve from the restructuring provision in order to recognise the risk of further schools going into financial difficulty. The reserve will be used to fund any additional support that the Council may need to provide to schools in financial difficulty.

Other

Other specific earmarked reserves are in place to support specific service requirements or projects.

A full list of the Council's reserves are disclosed in the Council's financial statements 2016/17 available on our website.

Please note that these reserves estimates are before any changes from the 2017/18 financial year end.

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Appendix G

Adequacy of Reserves and Robustness of Budget Estimates
s151 Officer Statement

1. Section 25 of the Local Government Act 2003 requires the Section 151 Officer (Head of Finance & Property) 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 1 March 2018.

2 Adequacy of Reserves

2.1 This statement focuses upon the unallocated general reserve and excludes schools' budgets and schools' unspent balances, which will be reviewed by the schools funding forum when Governing Bodies have submitted their budgets. The minimum prudent level of reserves that the Council should maintain is a matter of judgement and cannot be judged merely against the current risks facing the Council as these can and will change over time.

2.2 The consequences of not keeping a prudent minimum level of reserves can be serious. In the event of a major problem or a series of events, the Council would run a serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.

2.3 CIPFA (Chartered Institute of Public Finance and Accountancy) have issued a notification from the LAAP (Local Authority Accounting Panel) stating that there should be no imposed limit on the level or nature of balances required to be held by an individual Council (except under section 26 where this has been imposed by ministers). West Berkshire Council policy has consistently kept a prudent minimum level of balances of 5% of net revenue expenditure (NRE); this represents £6.3m for the 2018/19 budget.

It is recommended that general reserve balances be set at a minimum of 5% of net revenue expenditure

3 Robustness of Estimates

3.1 <u>The treatment of inflation and interest rates</u>

The 2018/19 pay award for staff has been estimated in line with the Government's pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels. Interest rates for 2018/19 have been assumed to increase by 0.5% over and above current levels for new long term borrowing. Increases to fees and charges have been set in line with inflation where appropriate.

3.2 <u>Efficiency saving and productivity gains</u>

The budget contains proposals to deliver £5.2m of savings or income. The Medium Term Financial Strategy (MTFS) includes a three year savings or income programme to ensure that future revenue budgets remain in financial balance to ensure the Council has adequate resources to deliver its Council Strategy outcomes.

3.3 <u>Budget and Financial management</u>

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

- 2010/11 £ 580k under spend 0.48% of budget
- 2011/12 £ 491k under spend 0.39% of budget
- 2012/13 £620k under spend 0.50% of budget
- 2013/14 £449k under spend 0.37% of budget
- 2014/15 £30k over spend 0.02% of budget
- 2015/16 £115k over spend 0.10% of budget
- 2016/17 £7k over spend 0.006% of budget
- *2017/18 £860k over spend as at M9 0.73% of budget*

This level of control is achieved by significant management and policy action to ensure that spending is kept within budgets each year. All relevant reports to the Executive have their financial effects identified and Operations Board keeps any emerging budget pressures under review during the year. Monthly reports are received by Corporate Board and quarterly reports to the Executive, and the Overview and Scrutiny Management Commission detail both budgetary and performance indicators. A traffic light system of indicators is used.

The Council has a number of demand led budgets. The Council has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year.

3.4 Adequacy of insurance and risk management

Strategic risk management is being embedded throughout the Council to ensure that all risks are identified, ameliorated and managed appropriately. The Council's insurance arrangements are a balance of external insurance premiums and internal funds to self-insure some areas. As well as an internal risk manager the Council also make use of an external consultant to advise on the level of funds required to underpin those risks not externally insured.

3.5 Overall financial standing of the authority

West Berkshire Council borrows money to support the Council's capital programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 99.4% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £890k and any surplus or deficit on the collection fund is apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Thames Valley Police Authority.

4 Maintaining balances

4.1 The balance of the in year budgetary position against the proposed budget will be managed against the General Reserve and service specific reserves. If budget pressures emerge then it is first for the Service to contain, then the Directorate and finally a Corporate issue. If there is still a pressure at year end then General Reserves and service specific reserves will reduce. If the General Reserve falls below the minimum recommended level, it would need to be replenished up to a 5%

level. This helps ensure that the Council is in a position to maintain its service provision without drastic actions.

4.2 If an event occurs that is so serious it depletes the Council reserves to below the limit set, then the Council will take appropriate measures to raise general fund reserves to the recommended level in as soon a timeframe as possible without undermining service provision.

Andy Walker
Head of Finance & Property
February 2018

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Appendix H 1

Communities Directorate
Fees and Charges Proposals 2018/19

1 Adult Social Care and Care Commissioning

1.1 Councils have the power to charge for certain social care services, and are required to have a charging policy that is demonstrably fair and does not undermine the overall objectives of social care – that is, to promote both independence and social inclusion of service users. It is recognised that the level of fees and charges can have a direct impact on usage and take up, and in some instances work against the Council's social inclusion agenda by effectively discriminating against those who are less able to pay.

1.2 The Council's policy is therefore to charge service users an 'affordable' amount, which is uplifted by inflation each year where appropriate. However, where other local authorities, or Health organisations, are purchasing Council services on behalf of their service users, the charges made to these organisations are designed to reflect the actual costs of the service.

1.3 West Berkshire Council's Charging Policy for Adult Social Care services, introduced in 2015, states the individual will have one assessed charge for all services. All services will be added together before a service user is financially assessed.

1.4 The guidance allows for a prescribed list of allowances, for example, rent, mortgage, council tax, buildings insurance etc plus disability related costs, for example, community alarm system, extra heating costs that meet an individuals presenting care needs.

1.5 These allowances are then deducted from the total income to give an assessable income when an individual is receiving care in a non-residential setting.

1.6 From April 2012 any new or reviewed eligible individual requiring support from Adult Social Care receives this in the form of a Personal Budget through which they can arrange their support. As of 1st April 2011 individuals have been charged for each day they have booked at a Resource Centre and only in exceptional circumstances will charges be waived for non attendance.

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

Discretionary Charges

1.8 The Council has chosen to increase prices for 2018/19 by 5%.

1.9 Community Based Services will be charged at the actual cost of the service, including administration costs.

1.10 The charge to other local authorities and Health organisations for places in West Berkshire Resource Centres will be increased by 5% for 2018/19.

1.11 Other Day Centre and Transport will be charged at the actual cost.

Statutory Charges

1.12 The method of assessing contributions from clients in long-term residential care is covered by section 14 of the Care Act 2014, the Care and Support (Charging and Assessment of Resources) Regulations 2014, the Care and Support Statutory Guidance and the Council's ASC Charging Policy 2015.

1.13 The charges to full cost payers in WBC Homes, 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 is to increase by 5%.

1.14 Deputyship Fees are set by the Court of Protection.

Figure 1 - Adult Social Care Fees and Charges

Adult Social Care		
Description	**Fees 2017/18**	**Proposed Fee 2018/19**
Residential care independent sector homes - full cost per week	Actual cost	Actual cost
Residential care WBC Homes - full cost per week	Willows Edge £760.00 Notrees £760.00 Walnut Close £760.00	Willows Edge £800.00 Notrees £800.00 Walnut Close £800.00 Birchwood £830.00
Nursing care WBC Homes - full cost per week	N/a	Birchwood £830.00 excludes Funded Nursing Care
Meals provided in WBC Resource Centres	£4.85	£5.10
WBC Resource Centre outreach workers	£18.10	£19.00
WBC Transport - maximum charge per journey	£8.30	£8.70
WBC Foot Care service regular appointment	£19.60	£20.60
WBC Foot Care Equipment	£11.90	£12.50
External day activities	Actual cost	Actual cost
WBC Resource Centres - charge to other Local Authorities and Clinical Commissioning Groups: - Older People - Learning Disability - Physical Disability	 £63.50 £103.60 £96.70	 £66.70 £108.80 £101.50
Charges to any organisation using WBC Resource Centres: Greenfield, Hungerford & Phoenix	Actual cost	Actual cost
WBC Resource Centres - charge per day	£45.50	£47.80

Administration fee for commissioning care for full cost clients	N/a	£200 per annum
Administration fee for deferred payers	N/a	£200 per annum
Probate administration following the death of a Deputyship client	N/a	£100 per hour
Support in making a Lasting Power of Attorney application	N/a	£150
Support in making a Deputyship application	N/a	£300
Residential and Nursing care WBC Homes - charge the assessed contribution whilst in hospital if bed retained at the home	Assessed charge	Assessed charge
Residential and Nursing care WBC Homes - charge the assessed contribution from date of admission even if client subsequently decides to leave the home during the review period	Assessed charge from date of admission	Assessed charge from date of admission
Transporting clients from care homes to resource centres (charge to provider)	Actual cost	Actual cost
Adult Placement - management fee	£100.00 per week for a full time placement. £30.00 per week for an overnight respite session. £4.00 per hour for day support.	£105.00 per week for a full time placement. £31.50 per week for an overnight respite session. £4.20 per hour for day support.

Figure 2 - Adult Social Care Fees and Charges

Resource Centre - Rental Charges						
	Fees 2017/18			Proposed Fees 2018/19		
Room	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Phoenix Resource Centre						
Ground floor woodwork room	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
External car washing facility	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
Ground floor Theatre (with lighting and audio system)	From £80.00 to £140.00	From £42.00 to £75.00	From £20.00 to £36.00	From £84.00 to £147.00	From £44.10 to £78.80	From £21.00 to £37.80
Audience seating (setting up and taking down)	£75.00	£75.00	£75.00	£78.80	£78.80	£78.80
First floor Theatre office	£15.00	£15.00	£15.00	£15.80	£15.80	£15.80
Ground floor frailty and dementia suite (Lilac Lounge)	£55.00	£30.00	£11.00	£57.80	£31.50	£11.60
Ground floor physical disability suite (Sunshine Room)	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
Ground floor sensory cooking room	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
Ground floor sensory room	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
Ground floor optimusic room	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
Ground floor dining room	£80.00	£42.00	N/a	£84.00	£44.10	N/a
Ground floor dining room and kitchen	£90.00	£47.00	N/a	£94.50	£49.40	N/a
Ground floor small activity room	£26.50	£13.50	£6.00	£27.80	£14.20	£6.30
First floor Craft activity room	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
First floor computer suite	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
First floor activity / office space - full space (large)	£104.00	£53.00	£19.00	£109.20	£55.70	£20.00
First floor activity / office space - medium	£80.00	£42.00	£15.00	£84.00	£44.10	£15.80
First floor Art room	£53.00	£27.00	£9.50	£55.70	£28.40	£10.00
First floor large meeting room without equipment	£33.00	£17.00	£7.00	£34.70	£17.90	£7.40
First floor large meeting room with equipment	£43.00	£21.00	£8.50	£45.20	£22.10	£8.90
First floor small meeting rooms	£20.00	£10.50	£4.00	£21.00	£11.00	£4.20
Accessible shower facility and personal care rooms	N/a	N/a	£9.00	N/a	N/a	£9.50

Room	Fees 2017/18			Proposed Fees 2018/19		
	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Hungerford Resource Centre						
Ground floor main activity room	£93.00	£47.00	£16.50	£97.70	£49.40	£17.30
Ground floor computer suite	£47.50	£24.00	£8.50	£49.90	£25.20	£8.90
Ground floor quiet room	£24.00	£12.50	£5.00	£25.20	£13.10	£5.30
Ground floor hairdressing salon	£24.00	£12.50	£5.00	£25.20	£13.10	£5.30
First floor meeting room 1	£47.50	£24.00	£8.50	£49.90	£25.20	£8.90
First floor meeting room 2	£47.50	£24.00	£8.50	£49.90	£25.20	£8.90
Accessible shower facility and personal care rooms	N/a	N/a	£9.00	N/a	N/a	£9.50

Room	Fees 2017/18			Proposed Fees 2018/19		
	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Greenfield Resource Centre						
Atrium	£93.00	£47.00	£16.50	£97.70	£49.40	£17.30
Computer suite	£47.50	£24.00	£8.50	£49.90	£25.20	£8.90
Frailty and dementia suite	£70.00	£35.50	£12.50	£73.50	£37.30	£13.10
Physical disability suite	£70.00	£35.50	£12.50	£73.50	£37.30	£13.10
Learning disability suite	£47.50	£24.00	£8.50	£49.90	£25.20	£8.90
Optimusic / sensory room	£47.50	£24.00	£8.50	£49.90	£25.20	£8.90
Small office	£24.00	£12.50	£5.00	£25.20	£13.10	£5.30
Accessible bath facility and personal care rooms	N/a	N/a	£9.00	N/a	N/a	£9.50
Security opening and locking building at weekends	£17.00	N/a	N/a	£17.90	N/a	N/a

Hourly rate applies for bookings of between 1 and 2.5 hours, all bookings over this time duration are charged as a half day.

Family Well-Being Hubs

2.1 The Family Well-Being Hubs may enter into hire agreements in order to deliver services to children, young people, families and the local community. Children's centres are non-profit making organisations and as such it is agreed that West Berkshire Children Centres have a reduced charge for statutory providers for use of the Centres' facilities where they are delivering services for families with children 0-5 years that fall within the remit of Children's Centres e.g.

- Family Groups and contact visits held by Children Services
- Clinics and drop-in's held by Health Professionals

2.11 No increase has been made to profit organisations room/hire charges for 2018/19 as the Family Well-Being Hubs are already charging at the top end of the scales in their reach areas.

Figure 3 – Family & Wellbeing Hubs Fees and Charges (charges per hour)

Family & Wellbeing Hubs						
	Fees 2017/18			Proposed Fees 2018/19		
Room Hire	**Non profit Organisation**	**Profit Organisation**	**Statutory Services**	**Non profit Organisation**	**Profit Organisation**	**Statutory Services**
East District - Calcot	£8.50	£15.50	£4.50	£8.50	£15.50	£4.50
Central District - Thatcham Park Lane	£8.50	£15.50	£4.50	£8.50	£15.50	£4.50

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

Figure 4 – Family Wellbeing Hubs Additional Fees and Charges (Out of hours)

Room Hire	*Caretaker Opening Charge	*Caretaker Waiting Time Charge
1 Hour	£10.00	N/A
2 Hours	£10.00	£7.00
3 Hours	£10.00	£10.50
4 Hours	£10.00	£14.00
5 Hours	£10.00	£17.50
6 Hours	£10.00	£21.00

*Charges after 6pm Weekdays and on Saturdays

Home to School Transport

2.12 The Standard Rate has increased by £23 per year from £703 (academic year 2017/18) to £726 (academic year 2018/19) to reflect increasing transport costs, especially in relation to provision in rural areas. The Rate represents £3.82 for a return journey per school day. The Rate applies across West Berkshire so that rural communities are not disadvantaged with a higher price.

Figure 5 – Home to School Transport Fees and Charges

Home to School Transport		
Banding	**Fees 2017/18**	**Fees 2018/19**
Standard rate	£703	£726
Replacement bus pass admin fee	£15	£15
Rail pass admin fee	£20	£20

Appendix H2

Economy and Environment Directorate
Fees and Charges Proposals 2018/19

1. Introduction

1.1 The starting point for the base budget for the 2018/19 budget build is that Fees and Charges should increase in order to maximise income accepting that:

- Fees and charges can have a direct impact on usage and take up;
- In some circumstances the Council is providing services in direct competition to the private sector. Where this is the case, price is likely to have a direct link with demand and it is important that the Council does not price itself out of the market. In some areas benchmarking has taken place to ensure West Berkshire can compete with other authorities.
- Raising fees and charges can in some instances work against the Council's social inclusion agenda by effectively discriminating against those who are less able to pay.
- For some services there is a clear expectation that fees and charges will reflect the costs incurred in providing the service; the Council may be subject to legal challenge if increases in fees and charges cannot be justified.
- Where a 10% increase in Fees and Charges was identified in the Financial Challenge Review

1.2 Within the Environment Directorate fees and charges deliver an annual income of approximately £8,704k (2017/18 original budget).

2. Development and Planning

The income budget for Development and Planning was set at £1,481k for 2017/18. Areas of income generation are as follows:

2.1 Housing

The rental costs of temporary accommodation, secure tenancies, Gypsy and Traveller accommodation owned or let by West Berkshire Council, will

be increased in line with the Local Housing Allowance, Do It Yourself Shared Ownership (DIYSO) will be increased according to the lease terms. The Council is not a registered provider and therefore the national rent formula is not applicable.

Rents for new temporary accommodation assets will be set at Local Housing Allowance rates for the relevant sized property.

2.1.1 The Council also charge for homeless households placed in Bed and Breakfast accommodation. Households will need to claim Housing Benefit, or will be charged up to the amount Housing Benefit would pay, if they were eligible, in addition households will need to pay the ineligible charges detailed in appendix H3.

2.1.2 The Council may also charge applicants who are placed in emergency bed provision at Two Saints Hostel. Applicants are unable to claim Housing Benefit when placed in an emergency bed. A charge of £1 a night may be made for E-bed provision for people who are not employed and £5 a night for people who are in part-time or full-time employment.

2.1.3 In some instances, the Council provides transport to temporary accommodation for households who have no other means of getting to that accommodation. The cost of providing the transport will be recharged, in full to the client.

2.1.4 The Council can assist with providing removals and/or storage for homeless applicants. The full cost of providing this service will be recharged to the client.

2.1.5 The Council can assist with securing cattery or kennel provision for homeless applicants in temporary accommodation, as pets are not permitted in temporary accommodation. The full cost of providing this service will be recharged to the client.

2.1.6 The Council provides repairs and maintenance to a small supply of temporary accommodation, including an out-of-hours service. In the event that a tenant or licensee uses the emergency service for a non-emergency repair, or fails to attend an appointment for a contractor to attend to a repair, a charge of £30 will be made to cover the call-out. Where repairs arise as a result of neglect or damage caused by the tenant or licensee, or a member of their household, or a visitor to their home, the full cost of the repair will be recharged to the tenant or licensee.

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

2.2 Development Control

2.2.1 Fees for planning applications are set centrally by the DCLG.

3 Transport and Countryside

The original budget for income from fees and charges for the Transport and Countryside Service in 2017/18 was £5,100k. Fees and charges have been reviewed in order to generate additional income wherever possible. Fees and charges are generated from the following areas:

3.1 Car Park Charges

There were several changes to Car Parking tariffs in 2017. There is no proposal to increase fees in 2018/19.

3.2 Licence Fees, Permits and Other Charges

Fees are charged for a range of services e.g. where Highway Authority approval is required to place items or to work on the public highway. These include vehicular crossings, skips, scaffolds, table and chairs on the highway, issuing permits for and inspecting utility operations, temporary or permanent traffic regulation orders.

3.3 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.

3.4 Charges to Householders for Sewage Treatment

Approximately 150 properties, mainly in rural areas, are connected to small sewage treatment plants. These are the responsibility of West Berkshire Council to maintain, having previously been the ownership of Newbury District Council from when the housing stock was transferred to Sovereign Housing Association. The householders pay a fee to the Council which contributes to the maintenance costs.

3.5 Hire of sports facilities

Sports facilities at Henwick Worthy, Holy Brook, Northcroft, Moorside and The Diamond at Greenham. It is proposed to increase the charges for use of our sports facilities by 3% in 2018/19.

3.6 Waste

Fees include bulky household collection, provision of additional wheelie bins for garden waste collection.
The Waste Service is proposing increasing its current charges in line with inflation. There is a further proposal to introduce a charge for the collection of garden waste in 2018.

4 Public Protection and Culture

The original budget for 2018/19 for income from fees and charges for Public Protection and Culture was £2,122k. Income is generated from the following areas:

4.1 Public Protection Partnership

The Public Protection Partnership Fees and Charges currently cover West Berkshire and Wokingham with Bracknell currently having separate fees and charges, this situation is to be addressed in 2018/19 so that all members of the Partnership will be charging the same fees.

The Fees and Charges for this service include weights and measures, licences for petroleum, taxi licensing, temporary events, premises, food safety etc.

4.2 Culture

Fees and charges fall into four main areas: Leisure, Shaw House hire fees, heritage and tourism services and libraries.

4.3 Leisure

The leisure centres are managed by Parkwood Leisure. The actual level of charge is set in accordance with Parkwood's own marketing policies. Taking account of the Council's objectives for the residents' leisure card the Council agrees the maximum fee that can be charged for admission. Increases in Parkwood's prices are agreed in December for January implementation and they have no impact on the Council's budget.

4.4 Shaw House

The highest priority is to develop a sustainable income stream by marketing Shaw House to the business, public and community sectors as a venue for hire for meetings, conferences, training, civic occasions, celebrations and other events and activities. To this end there is no proposal to increase hire charges in 2018/19.

4.5 Heritage

The West Berkshire Historic Environment Record (HER) is a public record used by many enquirers for a variety of purposes: decision-making, planning, conservation, research, education and personal interest. Information is currently provided to all by the HER officer, and a charge is made for commercial enquiries to cover the costs of staff time; there is no charge for the data itself. There is no charge for reasonable enquiries from the public.

4.6 Libraries

Charges are made for the hire of DVDs, games CDs etc. together with reference and research enquiries, vocal scores, book group and request services.

4.7 Registration Services

Registration fees are largely controlled by statute. Regular benchmarking exercises are undertaken in order to ensure our charges are commensurate with the other Berkshire authorities.

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Economy and Environment Proposed Fees and Charges **Appendix H3**

Description		2017/18			2018/19 Proposed		Notes
Transport and Countryside							
		Single Booking	**Block Booking**		**Single Booking**	**Block Booking**	
Henwick Worthy Sports Ground:							
Cricket – 1st Hand Wicket (per match)	Adult	£94.80	£78.60		£97.60	£81.00	
	Junior	£38.60	£38.70		£39.80	£39.90	
Cricket – 2nd Hand Wicket (used grass)	Adult	£58.70	£58.90		£60.50	£60.70	
	Junior	£28.50	£28.60		£29.40	£29.50	
Cricket – Artificial Wicket	Adult	£63.30	£52.90		£65.20	£54.50	
	Junior	£32.30	£27.00		£33.30	£27.80	
Cricket – 2nd (Reserve) Artificial Wicket	Adult	£31.50	£26.40		£32.40	£27.20	
	Junior	£31.50	£26.40		£32.40	£27.20	
Football – Grass (per game)	Adult	£72.00	£60.20		£74.20	£62.00	
	Junior	£35.30	£29.50		£36.40	£30.40	
Football - Mini Pitch	Adult	£40.80	£34.10		£42.00	£35.10	
	Junior	£20.40	£17.00		£21.00	£17.50	
Rugby – Grass (per game)	Adult	£72.00	£60.20		£74.20	£62.00	
	Junior	£35.30	£29.50		£36.40	£30.40	
Rugby Training	Cost per Hour	£19.60	£16.30		£20.20	£16.80	
Use of Portable Lights	Cost Per Hour	£19.60	£16.30		£20.20	£16.80	
Full Pitch Artificial Grass - peak	30 Mins	£39.00	£32.60		£40.20	£33.60	
	1hr Only	£78.10	£65.20		£80.40	£67.20	
	1hr 30mins (11 a side)	£117.10	£97.90		£120.60	£100.80	
Half Pitch Artificial Grass - peak	30 Mins	£21.80	£18.20		£22.50	£18.70	
	1hr Only (5 a side)	£43.70	£36.50		£45.00	£37.60	
	1hr 30mins	£65.50	£54.70		£67.50	£56.30	
Full Pitch Artificial Grass – off-peak	30 Mins	£18.20	£15.20		£18.70	£15.70	
	1hr Only	£36.40	£30.40		£37.50	£31.30	
	1hr 30mins (11 a side)	£54.60	£45.70		£56.20	£47.10	
Half Pitch Artificial Grass – off-peak	30 Mins	£9.50	£7.90		£9.80	£8.10	
	1hr Only (5 a side)	£19.00	£15.90		£19.60	£16.40	
	1hr 30mins	£28.50	£23.80		£29.40	£24.50	
Hardcourt Activities:							
Netball (per court per hr)	Adult	£21.00	£17.60		£21.60	£18.10	
	Junior	£10.80	£9.00		£11.10	£9.30	
Tennis (per court per hr)	Adult	£6.10	£5.10		£6.30	£5.30	
	Junior	£3.10	£2.50		£3.20	£2.60	
Moorside:							
Football - Grass (Per Game)	Adult	£60.30	£50.40		£62.10	£51.90	
	Junior	£29.30	£25.00		£30.20	£25.80	
The Diamond -Greenham:							
Football - Grass (Per Game)	Adult	£60.30	£50.40		£62.10	£51.90	
	Junior	£29.30	£25.00		£30.20	£25.80	
Holybrook Park:							
Football – Grass (per game)	Adult	£59.10	£50.40		£60.90	£51.90	
	Junior	£29.30	£25.00		£30.20	£25.80	
Northcroft Recreation Ground:							
Football - Grass (per game)	Adult	£59.10	£50.40		£60.90	£51.90	
	Junior	£29.30	£25.00		£30.20	£25.80	
Tree Preservation Order		£25.00			£25.80		
Michaelmas Fair		£2,166.00			£2,231.00		
Public Rights of Way							
Search fees		£68.50			£70.60		
Path order fees		£1,435-£3,568			£1,478-3675		
Statutory Declarations		£200 flat rate with rights to increase if the work required is onerous					
Highways Act Charges:							
Land charges		£45.00			£49.50		10% increase
Vehicular Crossing (S.184)		£110.00			£121.00		10% increase
Skips on the Highway (S.139)	Initial fee	£40.00			£44.00		10% increase
	per week	£47.00			£51.70		10% increase
Scaffold/hoarding on the Highway (S.169/172)	Initial fee	£80.00			£88.00		10% increase
	per week	£46.00			£50.60		10% increase
Tables and Chairs on the Highway (based on number of Chairs) (S.115)	1 to 10	£200.00			£220.00		10% increase
	11 to 26	£330.00			£363.00		10% increase
	27+	£660.00			£726.00		10% increase
Storing Materials on the Highways (S.171)	Initial fee	£75.00			£82.50		10% increase
	per week	£25.00			£27.50		10% increase
Temporary Excavation in the highway (S.171)		£100.00			£110.00		10% increase
Cranes, machinery, structure on the highway (S.178)		£145.00			£159.50		10% increase
Per Necessary inspection		£55.00			£60.50		
S142 Licence to plant in the highway		£120.00			£132.00		10% increase
Permits under SI 2014 No. 3110 Highways, England and the Traffic Management (West Berkshire Council) Permit Scheme Order 2014							
Permit Fee Provisional Advance Authorisation		£62-£77			£62-£77		No change. The Permit Scheme is required to be self funding which it currently is. Any proposed change will require consultation with utility companies. This will be reconsidered for 2019/20.
Permit Fee Major Activity [over 10 days] and all major works requiring a traffic regulation order.		£125 - £199			£125-£199		
Permit Fee Major Activity [4 – 10 days]		£130			£130.00		
Permit Fee Major Activity [up to 3 days]		£65			£65.00		
Permit Fee Standard activity		£111			£111.00		
Permit Fee Minor Activity		£52			£52.00		
Permit Fee Immediate activity		£47			£47.00		
Permit Variation Fee		£35 - £45			£35 - £45		
Other Licences and Charges:							
Licence to place advertising sign on public highway (A board or similar) in Newbury Town Centre					£50.00		New charge
Streetworks licence (S.50 NRSWA)		£250.00			£250.00		
Utility Works Inspection (NRSWA/TMA)		£50.00			£50.00		Nationally agreed fee
Fixed Penalty Charge (Utility Companies) NRSWA/TMA		£120/£80			£120/£80		Nationally agree fee - £120 discounted to £80 if paid within 29 days.

Description	2017/18				2018/19 Proposed		Notes
Temporary Traffic Regulation Orders Section 14(1)		£600.00			£660.00		Excludes agency and advertising costs.
Temporary Traffic Regulation Orders Section 14(2), Section 16A where appropriate & Section 21 of PTCA		£70.00			£77.00		Officer time to process and inform statutory consultees of emergency road closures.
Tourist / Direction signs		£460.00			£506.00		Officer time for designing, ordering and supervision costs for signs.
Traffic Signs / Signals Equipment damaged by Road Traffic Accident or other event		£385.00			£423.50		Officer time for making safe damaged signs and arranging replacement signs.
Use of permanent Traffic Regulation Order for railway crossing works					£77.00		New Charge
Access Protection Marking		£110.00			£121.00		10% increase
Sewerage treatment property charge		£335.00			£350.00		Applicable to properties not connected to mains drainage but to WBC owned sewerage treatment plants.
Events/Promotions on the Public Highway		£100.00 to £1,000.00 per day			£110.00 to £1,100.00 per day		Cost will vary depending on size of event/promotion and whether the organiser is marketing/selling etc. Non profit making events/promotions benefiting the community & charitable events will not usually be charged a fee unless it is necessary to cover our costs. 10% increase.
Cycle Training		£40.00			£40.00		No change - This is our reimbursement for the fee that we pay Bikeability Trainers per pupil .
Recovery and storage of unauthorised signs		£120.00			£132.00		Signs will be stored up to 28 days. 10% increase
Public Transport							
Charge for bus and coach services leaving Newbury bus station		£0.50			£0.50		Per departure for services not contracted to WBC. This charge will be reviewed when new Wharf bus station opens to reflect operational costs.
Charge for bus and coach waiting at Newbury bus station		£0.00			£0.00		There is currently no charge for waiting at Market St bus station, but a charge will be introduced at the new combined Wharf bus and coach station to reflect operational costs.
Provide temporary bus stop facility for utility company or other 3rd party carrying out streetworks		£130.00			£143.00		This fee is to cover: amendments to Real Time Passenger Information (RTPI) and Traveline information databases; creation, printing and installation of customer information notices; identification of suitable location for temporary stops and deployment of those stops
Provision of information at bus stops for services not subsidised by WBC	Per stop	£10.00			£10.00		
Concession bus pass replacement fee		£15.00			£15.00		
Highway search enquiries					£0.00		
One A4 plan covering 100 metres of highway		£45.00			£46.00		
Additional 100 metres		£12.00			£12.00		
Additional question		£12.00			£12.00		
Provision of Data							
Provision of recorded injury accident Data		£125.00 + £40.00 per additional block of up to 10 accidents			£130 + £45 per additional block of up to 10 accidents		Cost per request for up to and including 10 recorded injury accidents. There will be a further charge of £40.00 for up to each additional block of 10 recorded injury accidents (eg 11-20 accidents would cost £165.00; 21-30 accidents would cost £205.00 etc).
Provision of Traffic Data		£120.00			£132.00		Cost per request per site for data up to 1 year old. 10% increase.
		£95.00			£104.50		Cost per request per site for data up to 3 years old
		£70.00			£77.00		Cost per request per site for data over 3 years old
Highways Development Control Fees:							
New Road Construction Supervision (S38)		10%					No change
Highways Works Supervision (S278)		10%					No change
Licence to work on highway (S.115E)		£450.00			£495.00		10% increase
Street naming and numbering		£75.00			£82.50		10% increase
Production of current statutory undertakers schedule for commercial companies		£55.00			£57.00		
Provision of Pre-Planning Application Advice							
Transport Assessment Scoping Note					£45.00		New Charge
Draft Transport Assessment					£180.00		New Charge
Provision of Private Access					£45.00		New Charge
Highway Advice for New Developments:							
Less than 5 Dwellings					£45.00		New Charge
5 to 25 dwellings					£90.00		New Charge
26 to 79 dwellings					£90.00		New Charge
80 to 200 dwellings					£135.00		New Charge
More than 200 dwellings					£180.00		New Charge
0 to 249 sqm					£45.00		New Charge
250 sqm to 999 sqm					£45.00		New Charge
1,000 to 9,999 sqm					£70.00		New Charge
over 10,000 sqm					£135.00		New Charge
Newbury - Car Park Charges (Mon to Sun inc Bank Holidays)							
Kennet Centre and Northbrook Multi-storey Car Parks							
Up to 1 hour		£1.50			£1.50		No change
Up to 2 hours		£2.70			£2.70		No change
Up to 3 hours		£3.90			£3.90		No change
Up to 4 hours		£5.20			£5.20		No change
Up to 6 hours		£7.20			£7.20		No change
Up to 8 hours		£8.70			£8.70		No change
Over 8 hours		£12.00			£12.00		No change
Evening Charge		£2.00			£2.00		No change
Short and Long Stay Car Parks - Pelican Lane, West Street, 8 Bells, Market Street , Bear Lane, Central and Library							
Up to 1 hour		£1.50			£1.50		No change
Up to 2 hours		£2.70			£2.70		No change
Up to 3 hours		£3.90			£3.90		No change
Up to 4 hours		£5.20			£5.20		No change
Up to 6 hours		£7.20			£7.20		No change
Up to 8 hours		£8.70			£8.70		No change
Over 8 hours		£12.00			£12.00		No change
Evening Charge		£2.00			£2.00		No change
Short Stay Car Parks – Northcroft Lane and The Wharf							
Up to 1 hour		£1.50			£1.50		No change

Description		2017/18			2018/19 Proposed		Notes
Up to 2 hours		£2.70			£2.70		No change
Up to 3 hours		£3.90			£3.90		No change
Up to 4 hours		£5.20			£5.20		No change
Over 4 hours		£12.00			£12.00		No change
Evening Charge		£2.00			£2.00		No change
Long Stay Car Parks – Northcroft Lane West 08:00 am to 10:00pm							
Up to 2 hours		£1.70			£1.70		No change
Up to 4 hours		£3.20			£3.20		No change
Over 4 hours		£5.20			£5.20		No change
Long Stay Car Parks – Newbury Football Club and Market Street staff car park. Market Street (Saturday's only).							Football Club charges reduced to align with Goldwell Park
Up to 2 hours		£1.70			£1.70		No change
Up to 4 hours		£3.20			£3.20		No change
Over 4 hours		£5.20			£5.20		No change
Evening Charge		£2.00			£2.00		No change
Goldwell Park							
Up to 4 hours		£1.00			£1.00		Football Club charges reduced to align with Goldwell Park
Over 4 hours		£2.00			£2.00		Football Club charges reduced to align with Goldwell Park
No Evening Charge							
Coach Park							
Up to 2 hours		£4.00			£4.00		No change
Over 2 hours		£8.00			£8.00		No change
Evening charge		£2.00			£2.00		No change
Newbury Car Park Charges (Sunday)							
All car Parks							
Daily charge up to 6.00pm		Same as Mon to Sat			Same as Mon to Sat		No change
Evening charge from 6.00pm		£2.00			£2.00		No change
Newbury on-street Charges (Mon to Sat inc Bank Holidays)							
Northbrook Street (west side) - either side of Albert Road Broadway (east side)- near Clock Tower Cheap Street (west side) Bartholomew Street	30 Mins 1 hour	Free £1.00			Free £1.00		No change
Kings Road West	30 Mins	Free			Free		No change
	1 Hour	£1.00			£1.00		No change
	2 Hours	£1.50			£1.50		No change
	4 Hours	£3.00			£3.00		No change
Newtown Road (north of St John's Road) West Mills	30 Mins						No change
	2 hours	£1.00			£1.00		No change
	4 hours	£2.00			£2.00		No change
Pelican Lane (west side)	30 mins	Free			Free		No change
	1 hour	£1.00			£1.00		
	2 hours	£2.20			£2.20		
Newtown Road (south of St John's Road) -west side	4 hours	£1.00			£1.00		No change
	over 4 hours	£2.00			£2.00		No change
Catherine Road and Link Road	2 hours	£1.00			£1.00		No change
	4 hours	£2.00			£2.00		
	over 4 hours	£3.80			£3.80		
Station Road	2 hours	£1.00			£1.00		No change
	4 hours	£2.00			£2.00		
	over 4 hours	£3.80			£3.80		
Old Bath Road (south side) west of Leys Gardens	2 hours	£0.50			£0.50		No change
	4 hours	£1.00			£1.00		
	over 4 hours	£1.50			£1.50		
Faraday Road area	30 mins	Free			Free		No change
	2 hours	50p			50p		
	4 hours	£1.00			£1.00		
	over 4 hours	£1.50			£1.50		
							No change
Newbury On-Street Charges (Sunday)							
Standard daily charge of £1.00 at all locations where on-street charging applies. The 30 minutes free parking will be retained at all locations where it applies Monday to Saturday as will the 50p charge for up to 2 hours parking at the two locations where it applies (Old Bath Road and Faraday Road).		£1.00			£1.00		No change
Newbury Season Ticket Prices:							
Kennet Centre:							
Per Quarter		£350.00			£350.00		No change
Northbrook MSCP:							
Per Quarter		£350.00			£350.00		No change
Per Annum		£1,150.00			£1,150.00		No change
Newbury "General":							
Per Quarter		£300.00			£300.00		No change
Per Annum		£1,150.00			£1,150.00		No change
Out of Newbury Car Park Hourly Rates:							
Hungerford: Church St							
Up to 1 hour		£0.80			£0.80		No change
Up to 2 hours		£1.30			£1.30		No change
Up to 3 Hours		£1.70			£1.70		No change
Up to 4 Hours		£2.00			£2.00		No change
Up to 10 hours		£4.00			£4.00		No change
Over 10 hours		£10.00			£10.00		No change
Hungerford: Station Road							
Up to 1 hour		£0.80			£0.80		No change
Up to 2 hours		£1.30			£1.30		No change
Up to 3 Hours		£1.70			£1.70		No change
Up to 4 Hours		£2.00			£2.00		No change
Up to 10 hours		£4.00			£4.00		No change
Over 10 hours		£6.00			£6.00		No change
Hungerford High Street							
Up to 1 hour		£0.80			£0.80		No change
Up to 2 hours		£1.30			£1.30		No change
Up to 4 hours		£3.80			£3.80		No change
Up to 8 hours		£6.00			£6.00		No change
Over 8 hours		£10.00			£10.00		No change
Pangbourne Station Road:							

Description	2017/18				2018/19 Proposed		Notes
Up to 1 hour		£0.80			£0.80		No change
Up to 2 hours		£1.30			£1.30		No change
Up to 3 hours		£1.70			£1.70		No change
Over 3 hours		£5.50			£5.50		No change
Pangbourne River Meadow							
Up to 1 hour		£0.80			£0.80		No change
Up to 2 hours		£1.30			£1.30		No change
Up to 3 hours		£1.70			£1.70		No change
Up to 4 hours		£2.00			£2.00		No change
Up to 8 hours		£2.50			£2.50		No change
Over 8 hours		£5.50			£5.50		No change
Thatcham Kingsland Centre							
Up to 1 hour		£0.80			£0.80		No change
Up to 2 hours		£1.30			£1.30		No change
Up to 3 hours		£1.70			£1.70		No change
Over 3 hours		£3.00			£3.00		No change
Thatcham Gilbert Court							
Up to 1 hour		Free			Free		No change
Up to 2 hours		£0.60			£0.60		No change
Up to 3 hours		£0.90			£0.90		No change
Over 3 hours		£2.00			£2.00		No change
Thatcham Burdwood Centre							
Up to 2 hours		Free			Free		No change
Up to 3 hours		£0.90			£0.90		No change
Over 3 hours		£2.00			£2.00		No change
Thatcham Station							
Off Peak (arrival after 10.00 am and return by midnight same day and up to 24 hours Saturdays and Sundays)		£2.00			£2.00		No change
Up to 24 Hours Monday to Friday (arrival before 10.00 am)		£3.40			£3.40		No change
Thatcham Broadway & High Street On-Street Charges (every day except Sundays & Market Days in central area of Broadway)	30 Mins 1 hour				Free £1.00		
Theale Main							
Up to 2 hours		£0.80			£0.80		No change
Over 2 hours		£1.30			£1.30		No change
Theale West							
Up to 1 hour		£0.80			£0.80		No change
Up to 2 hours		£1.30			£1.30		No change
Over 2 hours		£5.50			£5.50		No change
Out of Newbury Season Tickets							
Hungerford - Annual		£425.00			£425.00		No change
Pangbourne							
Per Quarter		£160.00			£160.00		No change
½ year		£315.00			£315.00		No change
Annual		£500.00			£500.00		No change
Theale - Annual		£160.00			£160.00		No change
West Berkshire Residents Parking Permits		£30.00			£30.00		No change
West Berkshire Visitor Parking Permits		£1.00			£1.00		No change
Blue Badge (new application)		£10.00			£10.00		Charge is governed by the DfT Blue Badge Improvement Service
Replacement Blue Badge		£10.00			£10.00		
Waste Services:							
Special Collection Charges (Bulky Household Collection)							
Normal (within 7 days)		£37.00			£41.00		
Within 7 days by appointment outside property		£55.50			£57.00		
Within 7 days by appointment inside property		£66.00			£68.00		
Provision of wheelie bin		£27.00			£27.00		
Chargeable extra garden waste collection service		£40.00			£41.00		This charge will not exist if the Members agree to the charge for the collection of garden waste
Collection of garden waste for year (scheduled)					£50.00		TBC New for 18/19 subject to public consultation and Council decision
Removal of fly tipping on private land		P.O.A			P.O.A		
Removal of graffiti up to $2m^2$ area		P.O.A			P.O.A		
HWRC non-household waste charges							
Soil and Rubble	Per 25L bag or equivalent/ single item	£2.45			£2.50		
	Standard Car/Hatchback	£13.90			£14.30		
	Trailer	£23.10			£23.80		
	Small Van /Estate Car	£27.80			£28.60		
	Transit van or similar	£92.40			£95.20		
Plasterboard	Per 25L bag or equivalent	£4.10			£2.10		
	Standard car / Hatchback	£12.50			£12.90		
	Trailer	£20.80			£21.40		
	Small Van / Estate car	£25.00			£25.80		
	Transit Van or similar	£83.10			£85.60		
Tyres	Motorised mini bike / motorised go-kart	£2.50			£2.50		
	Standard tyre off rim (car/motorcycle)	£5.00			£5.00		
	Standard tyre on rim (car motor cycle)	£7.00			£7.00		
	Medium tyre off rim (large 4 x4 / large van)	£9.00			£9.00		
	Medium tyre on rim (llarge 4 x 4 / large van)	£11.00			£11.00		
	Solid tyre	£9.00			n/a		Cost incorporated in miscellaneous tyres
	Miscellaneous tyres	£2.50			£2.50		
Gas canisters		£6.00			£6.00		

Description	2017/18				2018/19 Proposed		Notes
Development and Planning							
Planning Applications	**Government Set Fees**						Government set fees
Housing							
Copy of Housing Needs Assessment		No charge					Local Authorities do not charge for this
Average rent for temporary accommodation per week		£131.35			In line with Local Housing Allowance		Rents vary according to the size of the accommodation offered. This shows the average charge per week.
Do It Yourself Ownership rent		1.5% on individual contracts			1.5% on individual contracts		2018-19 +1.5%
Bed and Breakfast charging		See table below			See table below		Policy adopted 15/12/11
Transport costs to temporary accommodation		Actual cost			Actual Cost		Policy adopted 15/12/11
Gypsy Traveller rent per week, per plot.		£91.05			£92.41		FHC rents to be reviewed following refurbishment
Home Improvement Agency (HIA) fee for private adaptation work		n/a			12% of total cost of works		The HIA has previously been outsourced and did not carry out private work. It is now in-house and has potential to charge for private work i.e. Any resident who is not eligible for mandatory grants.
Ineligible Charges for Bed and Breakfast Accommodation	Heating, lighting and hot water	Breakfast	Total per Week	Total per Day			
Single person	£37.80	£3.30	£41.10	£5.87			Charges are unchanged from last year as part of the benefit freeze
Couple - no children	£37.80	£6.60	£44.40	£6.34			
Single person + 1 child	£37.80	£6.60	£44.40	£6.34			
Single person + 2 children	£37.80	£9.90	£47.70	£6.81			
Single person + 3 children	£37.80	£13.20	£51.00	£7.29			
Single person + 4 children	£37.80	£16.50	£54.30	£7.76			
Couple + 1 child	£37.80	£9.90	£47.70	£6.81			
Couple + 2 children	£37.80	£13.20	£51.00	£7.29			
Couple + 3 children	£37.80	£16.50	£54.30	£7.76			
Couple + 4 children	£37.80	£19.80	£57.60	£8.23			
Public Protection and Culture							
Environmental Protection							
Prevention of Damage by Pests							
Pest Site survey		£69.00			£71.00		
Rat treatment		£69.00			£71.00		
Any other Pest treatment	Visit	£69.00			£71.00		
	Per additional visit	£53.00			£55.00		
Dog Warden Services:							
Stray Dogs - Not taken to Kennel		£60.00			£61.00		
Stray Dogs - Taken to Kennel		£85.00			£86.00		
Kennels Cost		Recharge based on cost			Recharged based on cost		
Trading Standards							
Weights and Measures Fees (per hour)		£59.50			£61.00		
Explosives Licenses / Registrations - set by statute							Set by statute
Support with Confidence:							
Individual Supplier / 1-5 employees		£56.60			£58.00		All disbursements charged at cost
Businesses 5-20 employees		£112.90			£116.00		As above except fee reduced to £50 if registered with confidence
Businesses >20 employees		£282.30			£291.00		As above except fee reduced to £50 if registered with confidence
Approved Trader Scheme Background Checks		£50.00			£52.00		
Petroleum Licensing Fees - set by statute							Set by statute
Food and Nutrition Training:							
Level 2 Award in Nutrition		£74.00			£76.00		
Food Hygiene Training:							
CIEH Level 1		£38.00			£39.00		
CIEH Level 2		£75.00			£77.00		
CIEH Level 3		£322.00			£332.00		
Online Accredited Training		Full cost Recovered			Full cost recovered		
Food Export Certificates		Full cost Recovered			Full cost recovered		
Anti-Social Behaviour Act:							
High Hedges Fee (Class A – Fee Discretionary)		£1,113.00			£1,146.00		
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
Pre-Application Advice, Hourly charge	Min 1 Hr	£53.00			£55.00		New 17/18
Premises Licence – Annual Fee (Class B – Statutory Fee)							Separate listing for Bracknell
Band A		£70.00			£70.00		Statutory - no increase
Band B		£180.00			£180.00		Statutory - no increase
Band C		£295.00			£295.00		Statutory - no increase
Band D		£320.00			£320.00		Statutory - no increase
Band E		£350.00			£350.00		Statutory - no increase
Personal Licence - (Class B – Statutory Fee)		£37.00			£37.00		Statutory - no increase
Temporary Event Notices (TEN's) - (Class B – Statutory Fee)		£21.00			£21.00		Statutory - no increase
Application for copy licence		£10.50			£10.50		Statutory - no increase
Application to vary D(S/transfer licence/interim notice		£23.00			£23.00		Statutory - no increase
Application for making a provisional statement		£315.00			£315.00		Statutory - no increase
Minor variation		£89.00			£89.00		Statutory - no increase
Application to disapply mandatory DPS condition		£23.00			£23.00		Statutory - no increase
Pre-Application Advice, hrly charge	Min 1 Hr	£50.00			£50.00		Statutory - no increase
Gambling Licenses							Separate listing for Bracknell
Casinos (small)	New Application	£6,000.00			£6,000.00		Set at 75% of Statutory Maximum - no increase
	Provisional Statement	£6,000.00			£6,000.00		Set at 75% of Statutory Maximum - no increase
	Application with Prov Statement	£2,250.00			£2,250.00		Set at 75% of Statutory Maximum - no increase
	Variation	£3,000.00			£3,000.00		Set at 75% of Statutory Maximum - no increase
	Transfer/Reinstatement	£1,350.00			£1,350.00		Set at 75% of Statutory Maximum - no increase
	Annual Fee	£3,750.00			£3,750.00		Set at 75% of Statutory Maximum - no increase
Bingo Clubs	New Application	£2,625.00			£2,625.00		Set at 75% of Statutory Maximum - no increase
	Provisional Statement	£2,625.00			£2,625.00		
	Application with Provisional Statement	£900.00			£900.00		

Description	2017/18				2018/19 Proposed		Notes
	Variation	£1,312.50			£1,312.50		Set at 75% of Statutory Maximum - no increase
	Transfer Reinstatement	£900.00			£900.00		Set at 75% of Statutory Maximum - no increase
	Annual Fee	£750.00			£750.00		Set at 75% of Statutory Maximum - no increase
Betting Premises	New Application	£2,250.00			£2,250.00		Set at 75% of Statutory Maximum - no increase
	Provisional Statement	£2,250.00			£2,250.00		Set at 75% of Statutory Maximum - no increase
	Application with Provisional Statement	£900.00			£900.00		
	Variation	£1,125.00			£1,125.00		Set at 75% of Statutory Maximum - no increase
	Transfer Reinstatement	£900.00			£900.00		Set at 75% of Statutory Maximum - no increase
	Annual Fee	£750.00			£750.00		Set at 75% of Statutory Maximum - no increase
Tracks	New Application	£1,875.00			£1,875.00		Set at 75% of Statutory Maximum - no increase
	Provisional Statement	£1,875.00			£1,875.00		Set at 75% of Statutory Maximum - no increase
	Application with Provisional Statement	£712.50			£712.50		
	Variation	£937.50			£937.50		Set at 75% of Statutory Maximum - no increase
	Transfer Reinstatement	£712.50			£712.50		Set at 75% of Statutory Maximum - no increase
	Annual Fee	£750.00			£750.00		Set at 75% of Statutory Maximum - no increase
Family Entertainment Centres	New Application	£1,500.00			£1,500.00		Set at 75% of Statutory Maximum - no increase
	Provisional Statement	£1,500.00			£1,500.00		Set at 75% of Statutory Maximum - no increase
	Application with Provisional Statement	£712.50			£712.50		
	Variation	£750.00			£750.00		Set at 75% of Statutory Maximum - no increase
	Transfer Reinstatement	£712.50			£712.50		Set at 75% of Statutory Maximum - no increase
	Annual Fee	£562.00			£562.00		Set at 75% of Statutory Maximum - no increase
Adult Gaming Centres	New Application	£1,500.00			£1,500.00		Set at 75% of Statutory Maximum - no increase
	Provisional Statement	£1,500.00			£1,500.00		
	Application with Provisional Statement	£900.00			£900.00		
	Variation	£750.00			£750.00		
	Transfer Reinstatement	£900.00			£900.00		
	Annual Fee	£750.00			£750.00		Set at 75% of Statutory Maximum - no increase
Lotteries and Amusements	New Application	£40.00			£40.00		Statutory - no increase
	Annual Fee	£20.00			£20.00		Statutory - no increase
All Licences	Notification of change	£37.50			£37.50		
	Copy of Licence	£18.75			£18.75		
Pre-Application Advice, hrly charge	Min 1 Hr	£50.00			£50.00		
Club Gaming or Machine Permit							
Club Gaming or Machine Permit	New Application	£200.00			£200.00		Statutory - no increase
Club Gaming or Machine Permit	Existing holder	£100.00			£100.00		Statutory - no increase
Club Gaming or Machine Permit(holds a Club Premises Certificate under Licensing Act 2003)	New Application	£100.00			£100.00		Statutory - no increase
Club Gaming or Machine Permit	Renewal	£200.00			£200.00		Statutory - no increase
Club Gaming or Machine Permit(holds a Club Premises Certificate under Licensing Act 2003)	Renewal	£100.00			£100.00		Statutory - no increase
Club Gaming or Machine Permit	Annual Fee	£50.00			£50.00		Statutory - no increase
Club Gaming or Machine Permit	Variation	£100.00			£100.00		Statutory - no increase
Club Gaming or Machine Permit	Copy of Licence	£15.00			£15.00		Statutory - no increase
Licensed Premises Notifications							
To make available up to 2 gaming machines on premises which hold on premises alcohol licence	notification of intention	£50.00			£50.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Application (existing holder)	£100.00			£100.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	New Application	£150.00			£150.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Annual Fee	£50.00			£50.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence, payable within 30 days of date permit takes effect	First Annual fee	£50.00			£50.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Variation	£100.00			£100.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Transfer	£25.00			£25.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Change of Name	£25.00			£25.00		Statutory - no increase
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Copy of Permit	£15.00			£15.00		Statutory - no increase
Pre-Application Advice, hrly charge	Min 1Hr	£53.00			£55.00		New 2017/18
Sex Establishments – (Class A – Fee Discretionary)							
	Cinema	min £3,000 to max £5000			min £3,000 to max £5000		No change
	Shop	min £3,000 to max £5000			min £3,000 to max £5000		No change
	Entertainment Venue	£3,000 to max £5000			£3,000 to max £5000		No change
Pre-Application Advice, hrly charge	Min 1 Hr	£53.00			£55.00		
Street Trading Consents – (Class A – Fee Discretionary)							
	Annual Fee	£1,272.00			£1,310.00		Reviewed to cost recovery model
	6 month	£742.00			£765.00		Reviewed to cost recovery model
	Monthly Rate	£212.00			£218.00		1/12th annual fee based on cost recovery model
Refund for Street Traders	If application withdrawn	£106.00			£110.00		
Pre-Application Advice, hrly charge	Min 1 Hr	£53.00			£55.00		
Skin Piercing Registrations (one off registration) – (Class A – Fee Discretionary)							
Individual		£170.00			£175.00		Cost recovery
Premises		£265.00			£273.00		Cost recovery
Joint Application		£424.00			£437.00		Cost recovery
Pre-Application Advice, hrly charge	Min 1 Hr	£53.00			£55.00		New cost recovery model
Animal Licences – (Class A – Fee Discretionary)							
Dog Breeding Establishments		£371.00			£382.00		Cost recovery
Animal Boarding Establishments		£424.00			£437.00		Cost recovery
Home Boarding - New		£371.00			£275.00		New revised fee
Home Boarding - Renewal					£192.00		New revised fee
Pet Shops		£424.00			£437.00		
Dangerous Animal Consent - 2 yr licence	West Berks	£424.00			£437.00		Based on cost recovery
Zoo Licenses (new and renewals)	Up to 6 Years	£1,908.00			£1,965.00		
Riding Establishments	1 to 5 horses	£530.00			£546.00		
	Each additional 10 horses	£132.50			£136.00		Based on cost recovery
Performing Animals Registration		£106.00			£109.00		
Scrap Metal site -New	3 Years	£169.60			£476.00		

Description	2017/18				2018/19 Proposed		Notes
Scrap Metal Mobile collector	3 Years	£169.60			£254.00		
Scrap Metal - Variation of Licence					£350.00		New
Scrap Metal - change of site manager					£65.00		New
Scrap Metal - copy of licence					£11.00		New
Scrap Metal - Change of Name					£34.00		New
Pre-Application Advice, hrly charge		£53.00			£55.00		
Private Water Supplies (Statutory Maximums stated) Hrly Rate £34							
Risk Assessment		£500.00			£515.00		Minimum charge 1 Hr, simple risk assessment and report typically 5 hours
Sampling		£100.00			£103.00		Charge for a visit, taking a sample and delivering it to the laboratory. Typically 2.5 hours of officer time
Investigation		£100.00			£103.00		Carried out in the event of a test failure, can be substituted by the risk assessment - this does not include any required analysis costs.
Analysis - Regulation 10		£25.00			£26.00		Where a supply provides <10m^3/day or serves <50 people and is used for domestic purposes - hrly rate applies
Check Monitoring - Commercial and Public Supplies		£100.00			£103.00		Check monitoring is carried out to ensure the water complies with the standards - hrly rate applies
Audit Monitoring - Commercial and Public		£500.00			£515.00		Additional parameters sampled less often to ensure the water complies with all safety standards - Hrly rate applies
Environmental Protection Act 1991b							Statutory - no increase
Scheduled Processes - (Class B – Statutory Fee)							Statutory - no increase
Private Sector Housing							Hourly rate applies to both LAs
Inspection of Housing Premises for Immigration purposes (Class A – Fee Discretionary)		£371.00			£382.00		
Enforcement Notices served under Housing Act 2004		£106.00			£110.00		NEW cost recovery model - refer to officer guidance
HMO Licence NEW - assisted application		£1,113.00			£1,145.00		
HMO Licence RENEWAL		£742.00			£765.00		
Caravan Site Licence annual Licence (Option 2 of DCLG Guide for Charging)	1-5 Pitches	£225.00			£233.00		
	6-24 Pitches	£225.00			£230.00		
	25-99 Pitches	£318.00			£330.00		
	100-199 Pitches	£371.00			£380.00		
	200+	£477.00			£490.00		
Variation or Transfer		£106.00			£110.00		
Other Fees for Information							Hourly rate applies for both LAs minimum two charge (Class A - Fee Discretionary)
Environmental Info Individual, Non Commercial		£106.00			£110.00		Cost recovery model
Commercial and Government		£106.00			£110.00		Cost recovery model
Civil Actions (Class A – Fee Discretionary)		£106.00			£110.00		Cost recovery model
Safety Certification and administration		£106.00			£110.00		Cost recovery model
Resident and Business Advice							Hourly rate applies for both LAs minimum two charge (Class A - Fee Discretionary)
General Business Advice (non-primary authority)	free for first 30 minutes				£55 per hour		New cost recovery model - refer to officer guidance
Request for Advice					£55 per hour		New cost recovery model - refer to officer guidance
Primary Authority Advice					£55 per hour		New cost recovery model - refer to officer guidance
Taxi Licenses – (Class A – Fee Discretionary)							
Vehicle – New		£157.00			£161.00		Cost recovery plus backing plate fee as appropriate
Vehicle – Renewal of Licence		£157.00			£161.00		Cost recovery
Replacement Plate		£38.00			£39.00		Cost recovery
Backing Plate		£23.00			£24.00		Cost recovery
Transfer of Ownership		£105.00			£108.00		Cost recovery
Temporary Vehicle		£157.00			£162.00		Cost recovery
Driver – 3 year Licence		£251.00			£258.00		Cost recovery
Replacement Badge		£38.00			£39.00		Cost recovery
Replacement Licence		£38.00			£39.00		Cost recovery
HC Knowledge Test (per test)		£69.00			£71.00		Cost recovery
Missed Appointments		£34.00			£35.00		Cost recovery
Disclosure and Barring Service Check (DBS)		£60.00			£65.00		Statutory fee
Change of Address (PH & HC)		£13.00			£14.00		Cost recovery
Pre-Application Advice, hourly charge	Min 1 Hr	£53.00			£55.00		New
Private Hire Vehicles (including School and Community Services for Wokingham) – (Class A – Fee Discretionary)							
Operator – New and renewal	1-4 Vehicles (New 5 Yr)	£528.00			£545.00		Cost recovery
	5-9 vehicles (New 5 Yr)	£846.00			£870.00		Cost recovery
	9+ vehicles (New 5 Yr)	£1,317.00			£1,356.00		Cost recovery
Vehicle – New		£148.00			£152.00		Cost recovery plus backing plate fee as appropriate
Temporary Vehicle monthly issue up to 3 months maximum		£148.00			£152.00		cost recovery
Vehicle – Renewal		£148.00			£152.00		cost recovery
Vehicle with Dispensation					£207.00		new cost recovery process of checking records add 1 hour
Replacement Plate		£38.00			£39.00		cost recovery
Transfer of Ownership		£105.00			£108.00		cost recovery
Driver – 3 year Licence		£251.00			£258.00		cost recovery
Replacement Badge		£38.00			£39.00		cost recovery

Description	2017/18				2018/19 Proposed		Notes
Replacement Licence		£38.00			£39.00		cost recovery
Replacement Vehicle Plate		£38.00			£39.00		cost recovery
Replacement Licence		£38.00			£39.00		cost recovery
PH Knowledge Test (per test)		£69.00			£71.00		cost recovery
Missed Appointments		£34.00			£35.00		cost recovery
Disclosure and Barring Service (DBS)		£60.00			£65.00		statutory fee/cost recovery
Advertising on a Hackney Carriage (Wokingham)		£50.00			£52.00		
Disability Awareness Training Course		£30.00			£31.00		
Safeguarding Training					£30.00		new for 2018 charge to be confirmed external provider fee applied
Pre-Application Advice, hourly charge	Min 1 Hr	£53.00			£55.00		New for all Policy to follow
Heritage							
Shaw House - Heritage Service Fees and Charges							
Shaw House - Room Hire Charges - per hour							
West Berkshire Council		£18.50			£18.50		No Change
Registered Charity		£20 - £30.50			£20- £30.50		No Change - Competition in the market
Public Sector and Community use		£25.00 - £37.00			£25.00-£37.00		No Change - Competition in the market
Commercial use		£32.00-£50.50			£32.00 - £50.50		No Change - Competition in the market
West Berkshire - Archaeological Archive Box Fee							
First three items any size					£100.00		Charge is paid by depositor of behalf of commercial client
Finds box deposit charges -Wire Stitched acid free archival quality cardboard boxes, with lids with a depth of at least 75mm.							New charging model
Additional Boxes							
Full Box 0.4 x 0.25 x 0.22m =0.022m3					£65.00		Charge is paid by depositor of behalf of commercial client
Half Box 0.4 x 0.25 x 0.11 =0.011 m3					£32.50		Charge is paid by depositor of behalf of commercial client
Quarter Box 0.4 x 0.125 x 0.11 =0.00275 m3					£16.25		Charge is paid by depositor of behalf of commercial client
Eighth Box 0.2x 0.125 x 0.11 m= 0.00275m3					£8.12		Charge is paid by depositor of behalf of commercial client
Sixteenth Box 0.1 x 0.125 x 0.11 m one 0.2x0.63x0.11 = 0.001375m3					£4.06		Charge is paid by depositor of behalf of commercial client
Skull Box = 1/2 Box 0.2 x 0.2 x0.25 = 0.012m3					£32.50		Charge is paid by depositor of behalf of commercial client
Human Bone = 1 1/2 Box 0.6 x 0.25 x 0.25 = 0.039m2					£97.50		Charge is paid by depositor of behalf of commercial client
Map Rolls per 100 grams3					£1.42		Charge is paid by depositor of behalf of commercial client
Archive Box deposit charges							
Full Box 0.4 x 0.075 x 0.27m =0.0081m3					£23.93		Charge is paid by depositor of behalf of commercial client
Half Box 0.4 x 0.045 x 0.27 =0.0049 m3					£14.47		Charge is paid by depositor of behalf of commercial client
Archaeology - Historic Environment Record Charges							
A4 computer print out (b/w) HER Data		10p			10p		Charge set to match A4 photocopying
A4 computer print out (colour) HER data		£1.00			£1.10		Charge set to match A4 photocopying
A3 computer print out (colour) HER Data		£1.60			£1.70		Charge set to match A4 photocopying
Research charges - HER enquiries		Hourly rate of £100 exc. VAT with a minimum of £60 exe. Vat for the first half hour			Hourly rate of £120 exc. VAT with a minimum of £75 exc. VAT for the first half hour		Charges are calculated to compensate the Council for the staff time utilised to provide information for commercials or very large enquiries
Providing archaeologic information and advice for agri-environment scheme in line with nationally agreed service standards					Scale of charges from £35 to £420 depending on the type of scheme and the area covered		Natural England set the rates at which local archaeology services are reimbursed.
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			£5.15		
Photo Print - up to A5		£10.00			£10.30		
Photo Print - up to A4		£15.00			£15.45		
Laser Scan - up to A4		£5.00			£5.15		
Digital Scan - to CD		£15.00			£15.45		Charge for single image; additional images @ £5.00 each
Digital Scan - to CD - Discounted rate for West Berkshire non-profit making organisations		Free			Free		Provide on CD to be returned to Museum (refundable deposit).
Reproduction Charges							
Up to full page, B&W or Colour		£40.00			£41.00		Single non-exclusive use one country, one language; plus 50% for multiple countries & languages
Up to Full Page B&W or Colour - Discounted rate for West Berkshire non-profit making organisations		£15.00 one image; £5.00 for all subsequent images					Plus copy of publication for museum library. No charge for partnership projects, joint publications, etc.
Cover (front or back)		£75.00			£77.00		
Cover (front or back) - Discounted rate		£30.00 one image					
Local Publication		£15.00			£15.50		Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Local Publication - Discounted rate for West Berkshire non-profit making organisations		£15.00 one image; £5.00 for all subsequent images			£15.00 one image; £5.00 for all subsequent images		Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Academic Publication		£30.00			£30.90		Non-commercial, eg university or college
Academic Publication, etc - Discounted rate for West Berkshire non-profit making organisations		£15.00 one image; £5.00 for all subsequent images			£15.00 one image; £5.00 for all subsequent images		Plus copy of publication for Museum library. No charge for partnership projects, joint publications, etc.
Magazine or Newspaper		£40.00			£41.00		Commercial
Advertising or Brochure		£75.00			£77.00		
Exhibition Use		£40.00			£41.00		For non-partner museums, etc; no charge for partnership projects, outreach projects, etc. Including on-site interpretation panels
Exhibition Use - Discounted rate for West Berkshire non-profit making organisations		£30.00 one image £10.00 for all subsequent images			£30.00 one image £10.00 for all subsequent images		No charge for partnership projects, outreach projects, etc.
Website		£75.00			£77.00		One year licence, on any page of website
Website - Discounted rate for West Berkshire non-profit making organisations		£30.00 one image £10.00 for all subsequent images			£30.00 one image £10.00 for all subsequent images		One year licence, on any page of website
Copying and laminating charges							
These charges are common with the library service							
A4 Photocopy b/w		10p			10p		

Description		2017/18			2018/19 Proposed		Notes
A4 Photocopy colour		£1.00			£1.10		
A3 Photocopy b/w		30p			30p		
A3 Photocopy - colour		£1.60			£1.70		
Library Fees and Charges							
Request Charges							
Items available in SELMS libraries		£3.00			£3.00		We are obliged to charge the same as other partner authorities.
Notification charge for posted request notices Not applicable to pensioners		£1.00			£1.00		No change
Overdue Charges							
Notification charge for posted request notices Not applicable to pensioners		£1.00			£1.00		No change
Books for children		7p per day			7p per day		No change
Books for Adults		25p per day			25p per day		No change
DVDs		75p per day			75p per day		No change
Postal notification of overdue charges		£1.00			£1.00		No change
Admin fee for debt recovery process		£12.00			£12.00		No change
Printing and Photocopying charges							
A4 B&W		10p			10p		No change
A4 Colour		£1.00			£1.10		No change
A3 B&W		30p			30p		No change
A3 Colour		£1.60			£1.70		
Other Charges							
Lost Tickets		£3.00			£3.00		No increase
Reference and Research enquiry charges		£3 admin charge plus copying charge if appropriate. Also £10 per half hour for research where the enquiry takes over 30 minutes			£3 admin charge plus copying charge if appropriate. Also £10 per half hour for research where the enquiry takes over 30 minutes		No change
Book group service		£25 per annum			£26 per annum		Support from consultation for a rise
Vocal Scores		£6 per month per set of 20 scores. (loans in multiples of 20) £9 for sets from outside SE region			£6 per month per set of 20 scores. (loans in multiples of 20) £9 for sets from outside SE region		The library service is a member of a SE region co-operative arrangement for the loan of performance accordingly obliged to keep at this level
Orchestral sets from SE region		£12 per month			£12 per month		
Orchestral sets from outside the SE region		£18 per month			£18 per month		
Play sets from SE region		£6 per month			£6 per month		
Play sets from outside SE region		£9.00			£9.00		
Hire charges (Residents Card Holders)							
Gold Star (new titles) DVDs		£3 per week			£3 per week		No change
U Cert DVDs		£1.50 per week			£1.50 per week		No change
Other Cert DVDs		£2 per week			£2 per week		No change
Hire charges (Non Card Holders)							
Gold star (new titles)DVDs		£3.30 per week			£3.30 per week		No change
U Cert DVDs		£1.65 per week			£1.65 per week		No change
Other Cert DVDs		£2.20 per week			£2.20 per week		No change
							Reviewed in December due to contractual obligations
Leisure Centre Fees and Charges							
Registrars							
Decommissioned Room Fees	Mon-Thurs	£160.00			£170.00		
	Fri	£160.00			£170.00		
	Sat am	£230.00			£240.00		
	Sat pm	£230.00			£240.00		
Ceremonies at approved premises	Mon-Thurs	£380.00			£390.00		
	Fri	£380.00			£390.00		
	Sat	£410.00			£420.00		
	Sun & Bank Holiday	£470.00			£480.00		
Approved Premise Licence - One Room		£1,820.00			£1,875.00		
Approved Premises Licence (more than one room)		£2,000.00			£2,060.00		
Celebratory Services - Baby Naming/Affirmation of vows - Shaw House Mon-Fri Sat		£230.00			£240.00		
Celebratory Services - Baby Naming/Affirmation of vows - At approved premises	Mon- Fri	£230.00			£240.00		
	Sat	£320.00			£330.00		
	Sun	£305.00			£310.00		
Private Citizenship ceremony Mon to Sat		£100.00			£100.00		
Nationality Checking							
Single Application		£70.00			£75.00		
JCAP		£15.00			£16.00		
Minor		£45.00			£50.00		
New Charges							
European Passport Return Service		£10.00			£20.00		Currently pilot scheme rate - proposed fee reflects true cost of providing the service and is what other LS's are charging
Postage and Packaging Fees for Certificates	First Class	£3.50			£3.50		
	Second Class	£3.00			£3.00		
	Signed For	£4.25			£4.25		
	Special Delivery	£8.95			£8.95		

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Appendix H4

Resources Directorate
Fees & Charges Proposals 2018/19

1. Introduction

1.1 The starting point for the base budget for the 2018/19 budget build is that Fees and Charges should increase in order to maximise income accepting that:

- Fees and charges can have a direct impact on usage and take up.
- In some circumstances the Council is providing services in direct competition to the private sector. Where this is the case, price is likely to have a direct link with demand and it is important that the Council does not price itself out of the market. In some areas benchmarking has taken place to ensure West Berkshire can compete with other authorities.
- Raising fees and charges can in some instances work against the Council's social inclusion agenda by effectively discriminating against those who are less able to pay.
- For some services there is a clear expectation that fees and charges will reflect the costs incurred in providing the service; the Council may be subject to legal challenge if increases in fees and charges cannot be justified.
- A 10% increase in Fees and Charges was identified in the Financial Challenge Review.

1.2 Within the Resources Directorate the main services and functions to which fees and charges apply are detailed in the specific proposals section below.

2. Specific Proposals

2.1 Electoral Services

These charges are statutory and the Council has no discretion to vary.

2.3 Land Charges

The proposal is to increase some of the Land Charges fees by 10% in 2018/19. The fee structure complies with legislation which requires the Council to only recover cost incurred in service delivery.

Description	2017/18 Fee	Proposed 2018/19 Fee
Elections - all fees are statutory		
Local Land charges		
LLC1	£65	£71
Con29 PT1	£45	£49
Con29PT11	£22	£24
Additional Questions	£40	£44
Con29 additional parcel	£35	£38
LLC1 additional parcel	£48	£52

2.4 Legal Fees

. It is proposed to increase Legal Fees in line with inflation in 2018/19.

Description	2017/18 Fee	Proposed 2018/19 Fee
Legal		
Hourly charging costs:		
Managers	£135	£139
Team Leader	£128	£131
Solicitor	£123	£126
Legal Executive/Senior Legal	£113	£116
Trainee Solicitor	£97	£99
Landowners Statements	£1,000	£1,100
Registration of new town or Village Gree by Landowner by Owner	No Fee	No Fee
Correction for the purpose of section 19 (2)(a) of a mistake made by the Registration Authority	No Fee	No Fee
Correction for a purpose described in section 19(2)(b)(C) or (e)	£200	£200
Correction for a purpose described in section 19(2)(d) - payable per register unit	£30	£30

2.5 Social Care Training

The Government provides funding for care sector training and we use this funding to deliver a comprehensive joint training programme for staff and people working in the private and voluntary care sector. Anyone can access the training. The grant funding enables charges to local and accredited social care providers to be subsidised, hence the lower rate fee. Charging is essential to

make the funding go further and ensure people book on courses and turn up. We have applied an increase to our charges to recognise increasing costs.

The Department of Health requires Councils to work closely with its partners on joint training and to facilitate improved standards of care through training initiatives; therefore some joint training will have the same charges as the partners involved and will sit outside this charging policy

Description		2017/18 Fee	Proposed 2018/19 Fee
Social Care Training			
Voluntary/Associated Social Care/Personal Assistants	Full Day	£45.00	£46.00
	Half Day	£28.00	£28.00
Others	Full Day	£80.00	£82.00
	Half Day	£45.00	£46.00
Social Care Trainer hire to private voluntary & Independent social care providers, partners and accredited organisation	Full Day (no half day rate)	£150.00	£154.00
Social Care Trainer Hire to anyone else	Full Day (no half day rate)	£388.00	£399.00

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APPENDIX I (1)
HUNGERFORD FOOTWAY LIGHTING
FUNDING REQUIREMENT FOR 2018/19

	2017/18 £
Balance B/fwd 1/4/17	**-£801.01**
Estimated expenditure 2017/18	**-£5,066.81**
Council Tax	**£5,600.00**
Balance 31/3/18	**-£267.82**

	2018/19
Balance B/fwd 1/4/18	**-£267.82**
Estimated expenditure 2018/19	**-£5,000.00**
Council Tax	**£5,270.00**
Balance 31/3/19	**£2.18**

2018/19 Band D Equivalent Tax	**2.17**
2018/19 Tax Base Equivalent Band D properties	**2,425.16**

NOTES

2017/18 Band D Equivalent Tax	**2.34**
2017/18 Tax Base Equivalent Band D properties	**2,388.58**

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APPENDIX I (2)
SAINT MARYS CHURCHYARD KINTBURY
FUNDING REQUIREMENT FOR 2018/19

	2017/18
Balance B/fwd 1/4/17	**-£166.23**
Estimated expenditure 2017/18	**-£1,646.46**
Special Expenses - new wall 10 yr period	**-£5,576.80**
Council Tax	**£6,200.00**
Balance 31/3/18	**-£1,189.49**

	2018/19
Balance B/fwd 1/4/18	**-£1,189.49**
Estimated expenditure 2018/19	**-£1,690.00**
Special Expenses - new wall 10 yr period	**-£4,400.00**
Council Tax	**£7,280.00**
Balance 31/3/19	**£0.51**

2018/19 Band D Equivalent Tax	**6.16**
2018/19 Tax Base Equivalent Band D properties	**1,181.97**

NOTES

2017/18 Band D Equivalent Tax	**5.25**
2017/18 Tax Base Equivalent Band D properties	**1,179.88**

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APPENDIX I (3)
SAINT MARYS CHURCHYARD SHAW CUM DONNINGTON
FUNDING REQUIREMENT FOR 2018/19

	2017/18
Balance B/fwd 1/4/17	**-£535.85**
Estimated expenditure 2017/18	**-£1,427.52**
Churchyard path (10 years 2017/18 year 1)	**-£1,772.00**
Council Tax	**£3,400.00**
Balance 31/3/18	**-£335.37**

	2018/19
Balance B/fwd 1/4/18	**-£335.37**
Estimated expenditure 2018/19	**-£960.00**
Churchyard path (10 years from 2017/18 year 2)	**-£1,772.00**
Council Tax	**£3,100.00**
Balance 31/3/19	**£32.63**
2018/19 Band D Equivalent Tax	**4.94**
2018/19 Tax Base Equivalent Band D properties	**688.84**

NOTES

2017/18 Band D Equivalent Tax	**4.98**
2017/18 Tax Base Equivalent Band D properties	**682.68**

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APPENDIX I (4)
HOLY TRINITY, THEALE
FUNDING REQUIREMENT FOR 2018/19

	2017/18 £
Balance B/fwd 1/4/17	**-£84.98**
Forecast Expenditure 2017/18	**-£1,897.00**
Council Tax	**£1,550.00**
Balance 31/3/18	**-£431.98**

	2018/19
Balance B/fwd 1/4/18	**-£431.98**
Estimated expenditure 2018/19	**-£1,460.00**
Council Tax	**£1,890.00**
Balance 31/3/19	**-£1.98**
2018/19 Band D Equivalent Tax	**1.72**
2018/19 Tax Base Equivalent Band D properties	**1,101.55**

NOTES

2017/18 Band D Equivalent Tax	**1.39**
2017/18Tax Base Equivalent Band D properties	**1,084.95**

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APPENDIX I (5)
SAINT MARY THE VIRGIN - NORTH FAWLEY
FUNDING REQUIREMENT FOR 2018/19

	2017/18 £
Balance B/fwd 1/4/17	**£350.00**
Forecast expenditure 2017/18	**-£410.22**
Council Tax	**-£350.00**
Balance 31/3/18	**-£410.22**

	2018/19
Balance B/fwd 1/4/18	**-£410.22**
Estimated expenditure 2018/19	**-£420.00**
Council Tax	**830.00**
Balance 31/3/19	**-0.22**

2018/19 Band D Equivalent Tax	**11.31**
2018/19 Tax Base Equivalent Band D properties	**73.36**

NOTES

2017/18 Band D Equivalent Tax	**-4.80**
2017/18 Tax Base Equivalent Band D properties	**72.88**

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APPENDIX I (6)
SAINT MICHAEL'S TILEHURST
FUNDING REQUIREMENT FOR 2018/19

	2017/18 £
Balance B/fwd 1/4/17	**£12,500.00**
Estimated expenditure 2017/18	**£0.00**
Council Tax	**-£12,500.00**
Balance 31/3/18	**£0.00**

	2018/19
Balance B/fwd 1/4/18	**£0.00**
Estimated expenditure 2018/19	**£0.00**
Council Tax	**0.00**
Balance 31/3/19	**0.00**
2018/19 Band D Equivalent Tax	**0.00**
2018/19 Tax Base Equivalent Band D properties	**5,553.98**

NOTES

2017/18 Band D Equivalent Tax	**-2.29**
2017/18 Tax Base Equivalent Band D properties	**5,460.47**

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Appendix I (7)

	2016/17 Band D equivalent tax	2017/18 Band D equivalent tax	2018/19 Band D equivalent tax
Hungerford	2,319.92	2,388.58	2,425.16
Kintbury	1,180.35	1,179.88	1,181.97
Shaw	668.29	682.68	688.84
Theale	1,080.25	1,084.95	1,101.55
Fawley	72.88	72.88	73.36
Tilehurst	5,460.47	5,460.47	5,553.98

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Appendix J1: WEST BERKSHIRE COUNCIL

COUNCIL TAX COLLECTION FUND - 2017/2018

Income	**£**	**£**	
Net Council Tax Debit	112,142,979		
Council Tax Relief	-6,063,008		
		106,079,971	
MOD contribution (estimate based upon current amount received)	512,625	512,625	
		106,592,596	
Expenditure			
West Berkshire Council	-88,366,272		
Police	-10,912,224		
Fire	-4,004,609		
Parishes	-4,067,604		
Special Expenses	-3,900	-107,354,609	
Surplus / (-) deficit		-762,013	
Provision for w/o or non-collection	0	0	
		-762,013	
Deficit Brought Forward from 16/17		-207,585	
Recovery from Precepting Authorities		125,385	
Anticipated Collection Fund surplus(+) / deficit (-)		**-844,213**	Deficit

SIGNED :

DATE: 15th January 2018

9 App J1 J2 Collection Fund sign off 15.1.18

Appendix J2: COLLECTION FUND - 2017/2018

DISTRIBUTION OF ESTIMATED DEFICIT	£
Estimated Deficit	**- 844,213**
West Berkshire Council	**- 726,910**
Police and Crime Commissioner	**- 85,811**
Royal Berkshire Fire Authority	**- 31,491**
	- 844,213

Appendix L

Business Budget Discussion 12 February 2018

Meeting notes

Attendees: Patrick Hogan, Director, Hogan Music, Michelle Smith, CEO, Education Business Partnership, Andy Walker, WBC, Head of Finance and Property, Iain Bell, WBC, Revenues and Benefits Manager, Janet Duffield, WBC, Economic Development

1. **Apologies**
   Cllr Anthony Chadley and over 100 business representatives were invited to meeting but were unable to attend.

2. **Welcome and Introductions**
   AW gave an overview of the meeting and its purpose and introductions were made.

3. **Business Rate Retention Scheme**
   AW provided an explanation of the Business Rate Retention Scheme. IB explained that West Berkshire is one of 10 pilot areas that has been selected to retain 100% of business growth locally. The Government set a baseline based on existing business rates and anything above the baseline is considered to be growth. This retention money equates to additional funding of £35 million across the 6 Berkshire local authorities. Thames Valley Berkshire Local Enterprise Partnership (LEP) will manage £25 million of this for Berkshire-wide schemes. WBC will receive an estimated £1.5 million directly.

   The pilot is initially for 1 year from April 2018-March 2019. The Government has the intention to roll the scheme out nationally with 75% retention of growth from April 2020. It is uncertain at this stage what the situation will be for 2019/2020.

4. **Council Budget Proposals 2018/19**
   AW gave an overview of the Council Budget proposals for 2018/2019. AW explained that inflation is starting to affect the council's budget and explained that the Government's Revenue Support Grant has decreased by £23 million in 5 years. A staff pay rise of 2% is also being proposed which equates to an additional £1 million.

   £5 million of savings has been proposed. The proposals also include a 5.99% increase in domestic Council tax which is 2.99% from WBC and additional 3% for the Adult Social Care precept. The second proposal is to charge for garden waste collection bins from July 2018. This is expected to generate around £900,000. MS was concerned about this figure as it would require 18,000 households to register for the scheme. AW was asked whether WBC could simply increase Council Tax more to eliminate the administration and payment scheme required for the green bins. AW explained that WBC is legally unable to increase any further without the need for a referendum. MS also pointed out that the proposals state that the garden waste collection service "is currently delivered free" but this is not the case as it is paid for through Council Tax. AW noted this and agreed.

   Action: AW to amend wording of proposal to reflect MS's comments.

   Thirdly, street cleansing could be reduced to the statutory minimum and the impact is likely to be more noticeable in urban areas of West Berkshire than in rural ones. The final proposal is to reduce funding to the Citizens' Advice Bureau (CAB). This proposal is likely to be discussed in detail at the Council Meeting on 1 March 2018. MS said that this may be a false economy as it may cost WBC more to address issues that may be brought to the council if CAB are unable to help. IB mentioned that more residents are coming to the council since the introduction of Universal Credit benefit but WBC employees are not qualified debt counsellors.

PH asked if the BID levy would be able to pay for town centre cleaning but AW didn't think this would be the case. However, the BID may be investing a new street cleaning machine which specifically targets things like chewing gum removal.

5. Business Rate Relief Schemes

IB gave an overview of the different Business Rate reliefs currently available. In total there are 6 different schemes but 3 new ones for 2017/18 were introduced. However, the take up for the schemes from local businesses has not been as high as would have been expected. The Pub Relief Scheme, which gives £1000 relief to eligible pubs, has only had a 67% take up. This scheme continues for 2018/19. There is also the Supporting Small Business Scheme which is limited to £600 of relief. 63% of forms have been returned. Finally, Discretionary Rate Relief was introduced to help those businesses facing the greatest rate increase following re-evaluation. WBC received £500k to help. 300 businesses were identified after criteria were set and individually targeted. Only 27% returned forms.

Also to note is that Small Business Rate Relief has been doubled because of the re-evaluation exercise.

PH pointed out that his music schools is now set up as a charity, The Hogan Academy, so could possibly qualify for rate relief.

Action: IB to give PH his contact details so PH can investigate further.

6. A.O.B

There was no additional business and the meeting closed at 19:00.

BUDGET RESOLUTION 2018-19 Appendix M i)

DIRECTORATE	GROSS EXP	GROSS INC	NET EXP
	£	£	£
COMMUNITIES	**188,383,490**	**117,238,980**	**71,144,510**
ENVIRONMENT	**46,428,310**	**16,079,320**	**30,348,990**
RESOURCES	**61,758,200**	**49,198,400**	**12,559,800**
LEVIES AND INTEREST	**11,793,696**	**403,850**	**11,389,846**
MOVEMENT IN BALANCES	**0**	**0**	**0**
TOTALS FOR WEST BERKSHIRE COUNCIL (SUB TOTAL A)	**308,363,696**	**182,920,550**	**125,443,146**

FUNDED BY:

TOTAL CTX FUNDING REQUIRED FOR WEST BERKSHIRE COUNCIL			**94,838,347**
Other non ring-fenced grants, Collection Fund and reserves total (detailed in the main report)			**30,604,799**
Total funding			**125,443,146**

PARISHES	0	0	4,186,930
TOTALS FOR PARISHES (SUB TOTAL B)	**0**	**0**	**4,186,930**

Appendix M ii)

Valuation Bands

West Berkshire Council

A	B	C	D	E	F	G	H
£903.63	£1,054.24	£1,204.84	£1,355.45	£1,656.66	£1,957.87	£2,259.08	£2,710.90

Adult Social Care

A	B	C	D	E	F	G	H
£70.71	£82.49	£94.28	£106.06	£129.63	£153.20	£176.77	£212.12

Police and Crime Commisioner for Thames Valley

A	B	C	D	E	F	G	H
£121.52	£141.77	£162.03	£182.28	£222.79	£263.29	£303.80	£364.56

Royal Berkshire Fire And Rescue Service

A	B	C	D	E	F	G	H
£42.90	£50.05	£57.21	£64.36	£78.66	£92.96	£107.26	£128.72

Aggregate Of Council Tax Requirements

A	B	C	D	E	F	G	H
£1,138.76	£1,328.55	£1,518.36	£1,708.15	£2,087.74	£2,467.32	£2,846.91	£3,416.30

Appendix M iii)

Council Tax schedule 2018-19	Band A £	BandB £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
West Berkshire Council Precepts								
West Berkshire Council	£903.63	£1,054.24	£1,204.84	£1,355.45	£1,656.66	£1,957.87	£2,259.08	£2,710.90
West Berkshire Council Adult Social Care	£70.71	£82.49	£94.28	£106.06	£129.63	£153.20	£176.77	£212.12
Total West Berkshire Council Precepts	**£974.34**	**£1,136.73**	**£1,299.12**	**£1,461.51**	**£1,786.29**	**£2,111.07**	**£2,435.85**	**£2,923.02**
Other major preceptors								
Police and Crime Commisioner for Thames Valley	£121.52	£141.77	£162.03	£182.28	£222.79	£263.29	£303.80	£364.56
Royal Berkshire Fire And Rescue Service	£42.90	£50.05	£57.21	£64.36	£78.66	£92.96	£107.26	£128.72
Total for other major preceptors	**£164.42**	**£191.82**	**£219.24**	**£246.64**	**£301.45**	**£356.25**	**£411.06**	**£493.28**

Parish/town only (a)
Parish/Town, and District and Special Expenses (b)
Total with all precepts (c)

Aldermaston	(a)	£18.67	£21.78	£24.89	£28.00	£34.22	£40.44	£46.67	£56.00
	(b)	£993.01	£1,158.51	£1,324.01	£1,489.51	£1,820.51	£2,151.51	£2,482.52	£2,979.02
	(c)	£1,157.43	£1,350.33	£1,543.25	£1,736.15	£2,121.96	£2,507.76	£2,893.58	£3,472.30
Aldworth	(a)	£39.59	£46.18	£52.78	£59.38	£72.58	£85.77	£98.97	£118.76
	(b)	£1,013.93	£1,182.91	£1,351.90	£1,520.89	£1,858.87	£2,196.84	£2,534.82	£3,041.78
	(c)	£1,178.35	£1,374.73	£1,571.14	£1,767.53	£2,160.32	£2,553.09	£2,945.88	£3,535.06
Ashampstead	(a)	£24.66	£28.77	£32.88	£36.99	£45.21	£53.43	£61.65	£73.98
	(b)	£999.00	£1,165.50	£1,332.00	£1,498.50	£1,831.50	£2,164.50	£2,497.50	£2,997.00
	(c)	£1,163.42	£1,357.32	£1,551.24	£1,745.14	£2,132.95	£2,520.75	£2,908.56	£3,490.28
Basildon	(a)	£18.13	£21.16	£24.18	£27.20	£33.24	£39.29	£45.33	£54.40
	(b)	£992.47	£1,157.89	£1,323.30	£1,488.71	£1,819.53	£2,150.36	£2,481.18	£2,977.42
	(c)	£1,156.89	£1,349.71	£1,542.54	£1,735.35	£2,120.98	£2,506.61	£2,892.24	£3,470.70
Beech Hill	(a)	£29.23	£34.10	£38.97	£43.84	£53.58	£63.32	£73.07	£87.68
	(b)	£1,003.57	£1,170.83	£1,338.09	£1,505.35	£1,839.87	£2,174.39	£2,508.92	£3,010.70
	(c)	£1,167.99	£1,362.65	£1,557.33	£1,751.99	£2,141.32	£2,530.64	£2,919.98	£3,503.98
Beedon	(a)	£35.59	£41.52	£47.45	£53.38	£65.24	£77.10	£88.97	£106.76
	(b)	£1,009.93	£1,178.25	£1,346.57	£1,514.89	£1,851.53	£2,188.17	£2,524.82	£3,029.78
	(c)	£1,174.35	£1,370.07	£1,565.81	£1,761.53	£2,152.98	£2,544.42	£2,935.88	£3,523.06
Beenham	(a)	£24.49	£28.57	£32.65	£36.73	£44.89	£53.05	£61.22	£73.46
	(b)	£998.83	£1,165.30	£1,331.77	£1,498.24	£1,831.18	£2,164.12	£2,497.07	£2,996.48
	(c)	£1,163.25	£1,357.12	£1,551.01	£1,744.88	£2,132.63	£2,520.37	£2,908.13	£3,489.76
Boxford	(a)	£21.50	£25.08	£28.67	£32.25	£39.42	£46.58	£53.75	£64.50
	(b)	£995.84	£1,161.81	£1,327.79	£1,493.76	£1,825.71	£2,157.65	£2,489.60	£2,987.52
	(c)	£1,160.26	£1,353.63	£1,547.03	£1,740.40	£2,127.16	£2,513.90	£2,900.66	£3,480.80
Bradfield	(a)	£15.28	£17.83	£20.37	£22.92	£28.01	£33.11	£38.20	£45.84
	(b)	£989.62	£1,154.56	£1,319.49	£1,484.43	£1,814.30	£2,144.18	£2,474.05	£2,968.86
	(c)	£1,154.04	£1,346.38	£1,538.73	£1,731.07	£2,115.75	£2,500.43	£2,885.11	£3,462.14
Brightwalton	(a)	£25.46	£29.70	£33.95	£38.19	£46.68	£55.16	£63.65	£76.38
	(b)	£999.80	£1,166.43	£1,333.07	£1,499.70	£1,832.97	£2,166.23	£2,499.50	£2,999.40
	(c)	£1,164.22	£1,358.25	£1,552.31	£1,746.34	£2,134.42	£2,522.48	£2,910.56	£3,492.68
Brimpton	(a)	£40.64	£47.41	£54.19	£60.96	£74.51	£88.05	£101.60	£121.92
	(b)	£1,014.98	£1,184.14	£1,353.31	£1,522.47	£1,860.80	£2,199.12	£2,537.45	£3,044.94
	(c)	£1,179.40	£1,375.96	£1,572.55	£1,769.11	£2,162.25	£2,555.37	£2,948.51	£3,538.22
Bucklebury	(a)	£15.99	£18.65	£21.32	£23.98	£29.31	£34.64	£39.97	£47.96
	(b)	£990.33	£1,155.38	£1,320.44	£1,485.49	£1,815.60	£2,145.71	£2,475.82	£2,970.98
	(c)	£1,154.75	£1,347.20	£1,539.68	£1,732.13	£2,117.05	£2,501.96	£2,886.88	£3,464.26
Burghfield	(a)	£68.53	£79.96	£91.38	£102.80	£125.64	£148.49	£171.33	£205.60
	(b)	£1,042.87	£1,216.69	£1,390.50	£1,564.31	£1,911.93	£2,259.56	£2,607.18	£3,128.62
	(c)	£1,207.29	£1,408.51	£1,609.74	£1,810.95	£2,213.38	£2,615.81	£3,018.24	£3,621.90
Catmore	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£974.34	£1,136.73	£1,299.12	£1,461.51	£1,786.29	£2,111.07	£2,435.85	£2,923.02
	(c)	£1,138.76	£1,328.55	£1,518.36	£1,708.15	£2,087.74	£2,467.32	£2,846.91	£3,416.30
Chaddleworth	(a)	£52.77	£61.56	£70.36	£79.15	£96.74	£114.33	£131.92	£158.30
	(b)	£1,027.11	£1,198.29	£1,369.48	£1,540.66	£1,883.03	£2,225.40	£2,567.77	£3,081.32
	(c)	£1,191.53	£1,390.11	£1,588.72	£1,787.30	£2,184.48	£2,581.65	£2,978.83	£3,574.60
Chieveley	(a)	£19.79	£23.09	£26.39	£29.69	£36.29	£42.89	£49.48	£59.38
	(b)	£994.13	£1,159.82	£1,325.51	£1,491.20	£1,822.58	£2,153.96	£2,485.33	£2,982.40
	(c)	£1,158.55	£1,351.64	£1,544.75	£1,737.84	£2,124.03	£2,510.21	£2,896.39	£3,475.68
Cold Ash	(a)	£16.59	£19.36	£22.12	£24.89	£30.42	£35.95	£41.48	£49.78
	(b)	£990.93	£1,156.09	£1,321.24	£1,486.40	£1,816.71	£2,147.02	£2,477.33	£2,972.80
	(c)	£1,155.35	£1,347.91	£1,540.48	£1,733.04	£2,118.16	£2,503.27	£2,888.39	£3,466.08
Combe	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£974.34	£1,136.73	£1,299.12	£1,461.51	£1,786.29	£2,111.07	£2,435.85	£2,923.02
	(c)	£1,138.76	£1,328.55	£1,518.36	£1,708.15	£2,087.74	£2,467.32	£2,846.91	£3,416.30
Compton	(a)	£42.55	£49.65	£56.74	£63.83	£78.01	£92.20	£106.38	£127.66
	(b)	£1,016.89	£1,186.38	£1,355.86	£1,525.34	£1,864.30	£2,203.27	£2,542.23	£3,050.68
	(c)	£1,181.31	£1,378.20	£1,575.10	£1,771.98	£2,165.75	£2,559.52	£2,953.29	£3,543.96
East Garston	(a)	£22.26	£25.97	£29.68	£33.39	£40.81	£48.23	£55.65	£66.78
	(b)	£996.60	£1,162.70	£1,328.80	£1,494.90	£1,827.10	£2,159.30	£2,491.50	£2,989.80
	(c)	£1,161.02	£1,354.52	£1,548.04	£1,741.54	£2,128.55	£2,515.55	£2,902.56	£3,483.08

Council Tax schedule 2018-19		Band A £	BandB £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
West Berkshire Council Precepts									
West Berkshire Council		£903.63	£1,054.24	£1,204.84	£1,355.45	£1,656.66	£1,957.87	£2,259.08	£2,710.90
West Berkshire Council Adult Social Care		£70.71	£82.49	£94.28	£106.06	£129.63	£153.20	£176.77	£212.12
Total West Berkshire Council Precepts		**£974.34**	**£1,136.73**	**£1,299.12**	**£1,461.51**	**£1,786.29**	**£2,111.07**	**£2,435.85**	**£2,923.02**
Other major preceptors									
Police and Crime Commisioner for Thames Valley		£121.52	£141.77	£162.03	£182.28	£222.79	£263.29	£303.80	£364.56
Royal Berkshire Fire And Rescue Service		£42.90	£50.05	£57.21	£64.36	£78.66	£92.96	£107.26	£128.72
Total for other major preceptors		**£164.42**	**£191.82**	**£219.24**	**£246.64**	**£301.45**	**£356.25**	**£411.06**	**£493.28**
Parish/town only (a)									
Parish/Town, and District and Special Expenses (b)									
Total with all precepts (c)									
East Ilsley	(a)	£34.01	£39.67	£45.34	£51.01	£62.35	£73.68	£85.02	£102.02
	(b)	£1,008.35	£1,176.40	£1,344.46	£1,512.52	£1,848.64	£2,184.75	£2,520.87	£3,025.04
	(c)	£1,172.77	£1,368.22	£1,563.70	£1,759.16	£2,150.09	£2,541.00	£2,931.93	£3,518.32
Enborne	(a)	£34.71	£40.49	£46.28	£52.06	£63.63	£75.20	£86.77	£104.12
	(b)	£1,009.05	£1,177.22	£1,345.40	£1,513.57	£1,849.92	£2,186.27	£2,522.62	£3,027.14
	(c)	£1,173.47	£1,369.04	£1,564.64	£1,760.21	£2,151.37	£2,542.52	£2,933.68	£3,520.42
Englefield	(a)	£16.83	£19.63	£22.44	£25.24	£30.85	£36.46	£42.07	£50.48
	(b)	£991.17	£1,156.36	£1,321.56	£1,486.75	£1,817.14	£2,147.53	£2,477.92	£2,973.50
	(c)	£1,155.59	£1,348.18	£1,540.80	£1,733.39	£2,118.59	£2,503.78	£2,888.98	£3,466.78
Farnborough	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£974.34	£1,136.73	£1,299.12	£1,461.51	£1,786.29	£2,111.07	£2,435.85	£2,923.02
	(c)	£1,138.76	£1,328.55	£1,518.36	£1,708.15	£2,087.74	£2,467.32	£2,846.91	£3,416.30
Fawley	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£981.88	£1,145.53	£1,309.17	£1,472.82	£1,800.11	£2,127.41	£2,454.70	£2,945.64
	(c)	£1,146.30	£1,337.35	£1,528.41	£1,719.46	£2,101.56	£2,483.66	£2,865.76	£3,438.92
Frilsham	(a)	£35.97	£41.97	£47.96	£53.96	£65.95	£77.94	£89.93	£107.92
	(b)	£1,010.31	£1,178.70	£1,347.08	£1,515.47	£1,852.24	£2,189.01	£2,525.78	£3,030.94
	(c)	£1,174.73	£1,370.52	£1,566.32	£1,762.11	£2,153.69	£2,545.26	£2,936.84	£3,524.22
Great Shefford	(a)	£26.05	£30.40	£34.74	£39.08	£47.76	£56.45	£65.13	£78.16
	(b)	£1,000.39	£1,167.13	£1,333.86	£1,500.59	£1,834.05	£2,167.52	£2,500.98	£3,001.18
	(c)	£1,164.81	£1,358.95	£1,553.10	£1,747.23	£2,135.50	£2,523.77	£2,912.04	£3,494.46
Greenham	(a)	£26.89	£31.38	£35.86	£40.34	£49.30	£58.27	£67.23	£80.68
	(b)	£1,001.23	£1,168.11	£1,334.98	£1,501.85	£1,835.59	£2,169.34	£2,503.08	£3,003.70
	(c)	£1,165.65	£1,359.93	£1,554.22	£1,748.49	£2,137.04	£2,525.59	£2,914.14	£3,496.98
Hampstead Norreys	(a)	£20.68	£24.13	£27.57	£31.02	£37.91	£44.81	£51.70	£62.04
	(b)	£995.02	£1,160.86	£1,326.69	£1,492.53	£1,824.20	£2,155.88	£2,487.55	£2,985.06
	(c)	£1,159.44	£1,352.68	£1,545.93	£1,739.17	£2,125.65	£2,512.13	£2,898.61	£3,478.34
Hamstead Marshall	(a)	£19.37	£22.59	£25.82	£29.05	£35.51	£41.96	£48.42	£58.10
	(b)	£993.71	£1,159.32	£1,324.94	£1,490.56	£1,821.80	£2,153.03	£2,484.27	£2,981.12
	(c)	£1,158.13	£1,351.14	£1,544.18	£1,737.20	£2,123.25	£2,509.28	£2,895.33	£3,474.40
Hermitage	(a)	£37.04	£43.21	£49.39	£55.56	£67.91	£80.25	£92.60	£111.12
	(b)	£1,011.38	£1,179.94	£1,348.51	£1,517.07	£1,854.20	£2,191.32	£2,528.45	£3,034.14
	(c)	£1,175.80	£1,371.76	£1,567.75	£1,763.71	£2,155.65	£2,547.57	£2,939.51	£3,527.42
Holybrook	(a)	£31.54	£36.80	£42.05	£47.31	£57.82	£68.34	£78.85	£94.62
	(b)	£1,005.88	£1,173.53	£1,341.17	£1,508.82	£1,844.11	£2,179.41	£2,514.70	£3,017.64
	(c)	£1,170.30	£1,365.35	£1,560.41	£1,755.46	£2,145.56	£2,535.66	£2,925.76	£3,510.92
Hungerford	(a)	£75.21	£87.75	£100.28	£112.82	£137.89	£162.96	£188.03	£225.64
	(b)	£1,051.00	£1,226.17	£1,401.33	£1,576.50	£1,926.83	£2,277.16	£2,627.50	£3,153.00
	(c)	£1,215.42	£1,417.99	£1,620.57	£1,823.14	£2,228.28	£2,633.41	£3,038.56	£3,646.28
Inkpen	(a)	£20.23	£23.60	£26.97	£30.34	£37.08	£43.82	£50.57	£60.68
	(b)	£994.57	£1,160.33	£1,326.09	£1,491.85	£1,823.37	£2,154.89	£2,486.42	£2,983.70
	(c)	£1,158.99	£1,352.15	£1,545.33	£1,738.49	£2,124.82	£2,511.14	£2,897.48	£3,476.98
Kintbury	(a)	£35.53	£41.46	£47.38	£53.30	£65.14	£76.99	£88.83	£106.60
	(b)	£1,013.98	£1,182.98	£1,351.98	£1,520.97	£1,858.96	£2,196.96	£2,534.95	£3,041.94
	(c)	£1,178.40	£1,374.80	£1,571.22	£1,767.61	£2,160.41	£2,553.21	£2,946.01	£3,535.22
Lambourn	(a)	£49.63	£57.91	£66.18	£74.45	£90.99	£107.54	£124.08	£148.90
	(b)	£1,023.97	£1,194.64	£1,365.30	£1,535.96	£1,877.28	£2,218.61	£2,559.93	£3,071.92
	(c)	£1,188.39	£1,386.46	£1,584.54	£1,782.60	£2,178.73	£2,574.86	£2,970.99	£3,565.20
Leckhampstead	(a)	£31.56	£36.82	£42.08	£47.34	£57.86	£68.38	£78.90	£94.68
	(b)	£1,005.90	£1,173.55	£1,341.20	£1,508.85	£1,844.15	£2,179.45	£2,514.75	£3,017.70
	(c)	£1,170.32	£1,365.37	£1,560.44	£1,755.49	£2,145.60	£2,535.70	£2,925.81	£3,510.98
Midgham	(a)	£29.71	£34.67	£39.62	£44.57	£54.47	£64.38	£74.28	£89.14
	(b)	£1,004.05	£1,171.40	£1,338.74	£1,506.08	£1,840.76	£2,175.45	£2,510.13	£3,012.16
	(c)	£1,168.47	£1,363.22	£1,557.98	£1,752.72	£2,142.21	£2,531.70	£2,921.19	£3,505.44
Newbury	(a)	£52.75	£61.54	£70.33	£79.12	£96.70	£114.28	£131.87	£158.24
	(b)	£1,027.09	£1,198.27	£1,369.45	£1,540.63	£1,882.99	£2,225.35	£2,567.72	£3,081.26
	(c)	£1,191.51	£1,390.09	£1,588.69	£1,787.27	£2,184.44	£2,581.60	£2,978.78	£3,574.54
Padworth	(a)	£28.47	£33.21	£37.96	£42.70	£52.19	£61.68	£71.17	£85.40
	(b)	£1,002.81	£1,169.94	£1,337.08	£1,504.21	£1,838.48	£2,172.75	£2,507.02	£3,008.42
	(c)	£1,167.23	£1,361.76	£1,556.32	£1,750.85	£2,139.93	£2,529.00	£2,918.08	£3,501.70
Pangbourne	(a)	£47.31	£55.20	£63.08	£70.97	£86.74	£102.51	£118.28	£141.94
	(b)	£1,021.65	£1,191.93	£1,362.20	£1,532.48	£1,873.03	£2,213.58	£2,554.13	£3,064.96
	(c)	£1,186.07	£1,383.75	£1,581.44	£1,779.12	£2,174.48	£2,569.83	£2,965.19	£3,558.24

Council Tax schedule 2018-19		Band A £	BandB £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
West Berkshire Council Precepts									
West Berkshire Council		£903.63	£1,054.24	£1,204.84	£1,355.45	£1,656.66	£1,957.87	£2,259.08	£2,710.90
West Berkshire Council Adult Social Care		£70.71	£82.49	£94.28	£106.06	£129.63	£153.20	£176.77	£212.12
Total West Berkshire Council Precepts		**£974.34**	**£1,136.73**	**£1,299.12**	**£1,461.51**	**£1,786.29**	**£2,111.07**	**£2,435.85**	**£2,923.02**
Other major preceptors									
Police and Crime Commisioner for Thames Valley		£121.52	£141.77	£162.03	£182.28	£222.79	£263.29	£303.80	£364.56
Royal Berkshire Fire And Rescue Service		£42.90	£50.05	£57.21	£64.36	£78.66	£92.96	£107.26	£128.72
Total for other major preceptors		**£164.42**	**£191.82**	**£219.24**	**£246.64**	**£301.45**	**£356.25**	**£411.06**	**£493.28**
Parish/town only (a)									
Parish/Town, and District and Special Expenses (b)									
Total with all precepts (c)									
Peasemore	(a)	£13.91	£16.22	£18.54	£20.86	£25.50	£30.13	£34.77	£41.72
	(b)	£988.25	£1,152.95	£1,317.66	£1,482.37	£1,811.79	£2,141.20	£2,470.62	£2,964.74
	(c)	£1,152.67	£1,344.77	£1,536.90	£1,729.01	£2,113.24	£2,497.45	£2,881.68	£3,458.02
Purley on Thames	(a)	£46.84	£54.65	£62.45	£70.26	£85.87	£101.49	£117.10	£140.52
	(b)	£1,021.18	£1,191.38	£1,361.57	£1,531.77	£1,872.16	£2,212.56	£2,552.95	£3,063.54
	(c)	£1,185.60	£1,383.20	£1,580.81	£1,778.41	£2,173.61	£2,568.81	£2,964.01	£3,556.82
Shaw-Cum-Donnington	(a)	£36.78	£42.91	£49.04	£55.17	£67.43	£79.69	£91.95	£110.34
	(b)	£1,014.12	£1,183.14	£1,352.16	£1,521.18	£1,859.22	£2,197.26	£2,535.30	£3,042.36
	(c)	£1,178.54	£1,374.96	£1,571.40	£1,767.82	£2,160.67	£2,553.51	£2,946.36	£3,535.64
Speen	(a)	£33.17	£38.69	£44.22	£49.75	£60.81	£71.86	£82.92	£99.50
	(b)	£1,007.51	£1,175.42	£1,343.34	£1,511.26	£1,847.10	£2,182.93	£2,518.77	£3,022.52
	(c)	£1,171.93	£1,367.24	£1,562.58	£1,757.90	£2,148.55	£2,539.18	£2,929.83	£3,515.80
Stanford Dingley	(a)	£29.09	£33.93	£38.78	£43.63	£53.33	£63.02	£72.72	£87.26
	(b)	£1,003.43	£1,170.66	£1,337.90	£1,505.14	£1,839.62	£2,174.09	£2,508.57	£3,010.28
	(c)	£1,167.85	£1,362.48	£1,557.14	£1,751.78	£2,141.07	£2,530.34	£2,919.63	£3,503.56
Stratfield Mortimer	(a)	£56.79	£66.26	£75.72	£85.19	£104.12	£123.05	£141.98	£170.38
	(b)	£1,031.13	£1,202.99	£1,374.84	£1,546.70	£1,890.41	£2,234.12	£2,577.83	£2,881.28
	(c)	£1,195.55	£1,394.81	£1,594.08	£1,793.34	£2,191.86	£2,590.37	£2,988.89	£3,586.68
Streatley	(a)	£33.39	£38.95	£44.52	£50.08	£61.21	£72.34	£83.47	£100.16
	(b)	£1,007.73	£1,175.68	£1,343.64	£1,511.59	£1,847.50	£2,183.41	£2,519.32	£3,023.18
	(c)	£1,172.15	£1,367.50	£1,562.88	£1,758.23	£2,148.95	£2,539.66	£2,930.38	£3,516.46
Sulhamstead	(a)	£21.67	£25.29	£28.90	£32.51	£39.73	£46.96	£54.18	£65.02
	(b)	£996.01	£1,162.02	£1,328.02	£1,494.02	£1,826.02	£2,158.03	£2,490.03	£2,988.04
	(c)	£1,160.43	£1,353.84	£1,547.26	£1,740.66	£2,127.47	£2,514.28	£2,901.09	£3,481.32
Thatcham	(a)	£53.51	£62.43	£71.35	£80.27	£98.11	£115.95	£133.78	£160.54
	(b)	£1,027.85	£1,199.16	£1,370.47	£1,541.78	£1,884.40	£2,227.02	£2,569.63	£3,083.56
	(c)	£1,192.27	£1,390.98	£1,589.71	£1,788.42	£2,185.85	£2,583.27	£2,980.69	£3,576.84
Theale	(a)	£58.39	£68.12	£77.85	£87.58	£107.04	£126.50	£145.97	£175.16
	(b)	£1,033.88	£1,206.19	£1,378.50	£1,550.81	£1,895.43	£2,240.05	£2,584.69	£3,101.62
	(c)	£1,198.30	£1,398.01	£1,597.74	£1,797.45	£2,196.88	£2,596.30	£2,995.75	£3,594.90
Tidmarsh with Sulham	(a)	£17.81	£20.77	£23.74	£26.71	£32.65	£38.58	£44.52	£53.42
	(b)	£992.15	£1,157.50	£1,322.86	£1,488.22	£1,818.94	£2,149.65	£2,480.37	£2,976.44
	(c)	£1,156.57	£1,349.32	£1,542.10	£1,734.86	£2,120.39	£2,505.90	£2,891.43	£3,469.72
Tilehurst	(a)	£34.13	£39.82	£45.51	£51.20	£62.58	£73.96	£85.33	£102.40
	(b)	£1,008.47	£1,176.55	£1,344.63	£1,512.71	£1,848.87	£2,185.03	£2,521.18	£3,025.42
	(c)	£1,172.89	£1,368.37	£1,563.87	£1,759.35	£2,150.32	£2,541.28	£2,932.24	£3,518.70
Ufton Nervet	(a)	£12.49	£14.57	£16.65	£18.73	£22.89	£27.05	£31.22	£37.46
	(b)	£986.83	£1,151.30	£1,315.77	£1,480.24	£1,809.18	£2,138.12	£2,467.07	£2,960.48
	(c)	£1,151.25	£1,343.12	£1,535.01	£1,726.88	£2,110.63	£2,494.37	£2,878.13	£3,453.76
Wasing	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£974.34	£1,136.73	£1,299.12	£1,461.51	£1,786.29	£2,111.07	£2,435.85	£2,923.02
	(c)	£1,138.76	£1,328.55	£1,518.36	£1,708.15	£2,087.74	£2,467.32	£2,846.91	£3,416.30
Welford	(a)	£22.53	£26.28	£30.04	£33.79	£41.30	£48.81	£56.32	£67.58
	(b)	£996.87	£1,163.01	£1,329.16	£1,495.30	£1,827.59	£2,159.88	£2,492.17	£2,990.60
	(c)	£1,161.29	£1,354.83	£1,548.40	£1,741.94	£2,129.04	£2,516.13	£2,903.23	£3,483.88
West Ilsley	(a)	£45.11	£52.63	£60.15	£67.67	£82.71	£97.75	£112.78	£135.34
	(b)	£1,019.45	£1,189.36	£1,359.27	£1,529.18	£1,869.00	£2,208.82	£2,548.63	£3,058.36
	(c)	£1,183.87	£1,381.18	£1,578.51	£1,775.82	£2,170.45	£2,565.07	£2,959.69	£3,551.64
West Woodhay	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£974.34	£1,136.73	£1,299.12	£1,461.51	£1,786.29	£2,111.07	£2,435.85	£2,923.02
	(c)	£1,138.76	£1,328.55	£1,518.36	£1,708.15	£2,087.74	£2,467.32	£2,846.91	£3,416.30
Winterbourne	(a)	£33.14	£38.66	£44.19	£49.71	£60.76	£71.80	£82.85	£99.42
	(b)	£1,007.48	£1,175.39	£1,343.31	£1,511.22	£1,847.05	£2,182.87	£2,518.70	£3,022.44
	(c)	£1,171.90	£1,367.21	£1,562.55	£1,757.86	£2,148.50	£2,539.12	£2,929.76	£3,515.72
Wokefield	(a)	£12.05	£14.06	£16.07	£18.08	£22.10	£26.12	£30.13	£36.16
	(b)	£986.39	£1,150.79	£1,315.19	£1,479.59	£1,808.39	£2,137.19	£2,465.98	£2,959.18
	(c)	£1,150.81	£1,342.61	£1,534.43	£1,726.23	£2,109.84	£2,493.44	£2,877.04	£3,452.46
Woolhampton	(a)	£35.71	£41.66	£47.61	£53.56	£65.46	£77.36	£89.27	£107.12
	(b)	£1,010.05	£1,178.39	£1,346.73	£1,515.07	£1,851.75	£2,188.43	£2,525.12	£3,030.14
	(c)	£1,174.47	£1,370.21	£1,565.97	£1,761.71	£2,153.20	£2,544.68	£2,936.18	£3,523.42
Yattendon	(a)	£28.77	£33.57	£38.36	£43.16	£52.75	£62.34	£71.93	£86.32
	(b)	£1,003.11	£1,170.30	£1,337.48	£1,504.67	£1,839.04	£2,173.41	£2,507.78	£3,009.34
	(c)	£1,167.53	£1,362.12	£1,556.72	£1,751.31	£2,140.49	£2,529.66	£2,918.84	£3,502.62

Appendix M iv)

Town & Parish Council Precepts							
	2017-18			2018-19			
Parish	Taxbase 2017	Precept 2017	Band D 2017	Taxbase 2018	Precept 2018	Band D 2018	Council Tax increase/ decrease (-)
Aldermaston	458.88	£ 13,000.00	£28.33	464.26	£ 13,000.00	£28.00	-£0.33
Aldworth	129.21	£ 7,000.00	£54.18	126.31	£ 7,500.00	£59.38	£5.20
Ashampstead	181.61	£ 6,680.00	£36.78	179.49	£ 6,640.00	£36.99	£0.21
Basildon	955.58	£ 26,000.00	£27.21	955.79	£ 26,000.00	£27.20	-£0.01
Beech Hill	144.78	£ 6,512.00	£44.98	149.92	£ 6,572.00	£43.84	-£1.14
Beedon	191.40	£ 10,177.00	£53.17	190.58	£ 10,174.00	£53.38	£0.21
Beenham	510.63	£ 18,800.00	£36.82	511.83	£ 18,800.00	£36.73	-£0.09
Boxford	254.75	£ 7,999.67	£31.40	250.53	£ 8,079.67	£32.25	£0.85
Bradfield	824.74	£ 18,000.00	£21.83	829.14	£ 19,000.00	£22.92	£1.09
Brightwalton	172.19	£ 6,000.00	£34.85	170.21	£ 6,500.00	£38.19	£3.34
Brimpton	294.38	£ 18,000.00	£61.15	295.28	£ 18,000.00	£60.96	-£0.19
Bucklebury	1,055.18	£ 25,500.00	£24.17	1,063.48	£ 25,500.00	£23.98	-£0.19
Burghfield	2,499.91	£ 257,550.00	£103.02	2,504.98	£ 257,500.00	£102.80	-£0.22
Catmore	15.01	£ -	£0.00	14.21	£ -	£0.00	£0.00
Chaddleworth	192.44	£ 17,000.00	£88.34	195.82	£ 15,500.00	£79.15	-£9.19
Chieveley	1,129.78	£ 31,810.00	£28.16	1,135.55	£ 33,720.00	£29.69	£1.53
Cold Ash	1,563.66	£ 37,000.00	£23.66	1,578.67	£ 39,300.00	£24.89	£1.23
Combe	21.87	£ -	£0.00	21.87	£ -	£0.00	£0.00
Compton	656.24	£ 31,320.00	£47.73	658.03	£ 42,000.00	£63.83	£16.10
East Garston	266.59	£ 9,000.00	£33.76	269.57	£ 9,000.00	£33.39	-£0.37
East Ilsley	250.09	£ 13,500.00	£53.98	254.86	£ 13,000.00	£51.01	-£2.97
Enborne	373.05	£ 14,200.00	£38.06	371.46	£ 19,340.00	£52.06	£14.00
Englefield	118.09	£ 2,800.00	£23.71	118.88	£ 3,000.00	£25.24	£1.53
Farnborough	45.72	£ -	£0.00	45.53	£ -	£0.00	£0.00
Fawley	74.65	£ -	£0.00	73.36	£ -	£0.00	£0.00
Frilsham	164.90	£ 9,000.00	£54.58	166.79	£ 9,000.00	£53.96	-£0.62
Great Shefford	412.91	£ 16,000.00	£38.75	409.43	£ 16,000.00	£39.08	£0.33
Greenham	2,224.77	£ 89,758.00	£40.34	2,543.75	£ 102,627.00	£40.34	£0.00
Hampstead Norreys	356.35	£ 8,800.00	£24.69	354.66	£ 11,000.00	£31.02	£6.33
Hamstead Marshall	148.01	£ 3,900.00	£26.35	148.01	£ 4,300.00	£29.05	£2.70
Hermitage	863.29	£ 46,048.00	£53.34	862.00	£ 47,890.00	£55.56	£2.22
Holybrook	2,525.36	£ 118,823.00	£47.05	2,554.38	£ 120,854.00	£47.31	£0.26
Hungerford	2,388.58	£ 269,555.00	£112.85	2,425.16	£ 273,596.00	£112.82	-£0.03
Inkpen	429.61	£ 11,750.00	£27.35	428.51	£ 13,000.00	£30.34	£2.99
Kintbury	1,179.88	£ 63,000.00	£53.40	1,181.97	£ 63,000.00	£53.30	-£0.10
Lambourn	1,745.96	£ 127,330.00	£72.93	1,757.49	£ 130,850.00	£74.45	£1.52
Leckhampstead	167.39	£ 8,000.00	£47.79	168.98	£ 8,000.00	£47.34	-£0.45
Midgham	166.99	£ 7,500.00	£44.91	168.28	£ 7,500.00	£44.57	-£0.34
Newbury	12,878.16	£ 1,019,435.00	£79.16	13,182.63	£ 1,043,032.00	£79.12	-£0.04
Padworth	401.38	£ 17,000.00	£42.35	398.10	£ 17,000.00	£42.70	£0.35
Pangbourne	1,532.55	£ 99,750.00	£65.09	1,529.27	£ 108,529.00	£70.97	£5.88
Peasemore	149.90	£ 3,200.00	£21.35	153.37	£ 3,200.00	£20.86	-£0.49
Purley on Thames	2,004.30	£ 134,000.00	£66.86	1,985.42	£ 139,500.00	£70.26	£3.40
Shaw-Cum-Donnington	682.68	£ 38,000.00	£55.66	688.84	£ 38,000.00	£55.17	-£0.49
Speen	1,127.59	£ 54,700.57	£48.51	1,127.59	£ 56,096.74	£49.75	£1.24
Stanford Dingley	115.50	£ 5,000.00	£43.29	114.61	£ 5,000.00	£43.63	£0.34
Stratfield Mortimer	1,671.31	£ 137,370.00	£82.19	1,670.81	£ 142,329.00	£85.19	£3.00
Streatley	560.72	£ 27,540.00	£49.12	560.81	£ 28,085.00	£50.08	£0.96
Sulham (see Tidmarsh)	0.00	*£ 8,000.00*		0.00	*£ 8,240.00*		£0.00
Sulhamstead	554.25	£ 17,000.00	£30.67	553.76	£ 18,000.00	£32.51	£1.84
Thatcham	8,972.44	£ 717,085.00	£79.92	8,933.38	£ 717,085.00	£80.27	£0.35
Theale	1,084.95	£ 96,476.00	£88.92	1,101.55	£ 96,476.00	£87.58	-£1.34
Tidmarsh with Sulham	307.54	£ 8,000.00	£26.01	308.54	£ 8,240.00	£26.71	£0.70
Tilehurst	5,476.94	£ 280,435.00	£51.20	5,553.98	£ 284,345.00	£51.20	£0.00
Ufton Nervet	135.98	£ 2,500.00	£18.39	133.49	£ 2,500.00	£18.73	£0.34
Wasing	23.66	£ -	£0.00	25.45	£ -	£0.00	£0.00
Welford	232.10	£ 8,000.00	£34.47	236.77	£ 8,000.00	£33.79	-£0.68
West Ilsley	152.68	£ 10,250.00	£67.13	155.16	£ 10,500.00	£67.67	£0.54
West Woodhay	57.16	£ -	£0.00	57.06	£ -	£0.00	£0.00
Winterbourne	96.62	£ 5,000.00	£51.75	100.59	£ 5,000.00	£49.71	-£2.04
Wokefield	138.07	£ 3,050.00	£22.09	138.27	£ 2,500.00	£18.08	-£4.01
Woolhampton	399.59	£ 20,000.00	£50.05	410.72	£ 22,000.00	£53.56	£3.51
Yattendon	173.65	£ 6,500.00	£37.43	171.47	£ 7,400.00	£43.16	£5.73
	64,084.15	£ 4,067,604.24		64,890.66	£ 4,168,560.41		

Special Expenses							
	2017-18			2018-19			
Parish	Taxbase 2017	Sp Expense 2017	Band D 2017	Taxbase 2018	Sp Expense 2018	Band D 2018	Council Tax increase
Fawley	72.88	-£ 350.00	-£4.80	73.36	£ 830.00	£11.31	£16.11
Hungerford	2,388.58	£ 5,600.00	£2.34	2,425.16	£ 5,270.00	£2.17	-£0.17
Kintbury	1,179.88	£ 6,200.00	£5.25	1,181.97	£ 7,280.00	£6.16	£0.91
Shaw-Cum-Donnington	682.68	£ 3,400.00	£4.98	688.84	£ 3,100.00	£4.50	-£0.48
Theale	1,084.95	£ 1,550.00	£1.43	1,101.55	£ 1,890.00	£1.72	£0.29
Tilehurst	5,460.47	-£ 12,500.00	-£2.29	5,553.98	£ -	£0.00	£2.29
		£ 3,900.00			£ 18,370.00		
Total Parish Items		£ 4,071,504.24			£ 4,186,930.41		

Appendix N: Budget Proposals 2018/19: Summary of Conclusions and Recommendations for Council on 1 March 2018

Savings Proposals:

Proposal title	Proposal description	Total budget 2017/18	Initial proposed saving 2018/19	Recommended saving 2018/19	Conclusion and recommendation
Citizens Advice West Berkshire	To reduce the annual core funding to CAWB from £120,000 to £40,000 for 2018/19	£120,000	£80,000	£40,000	It is clear from the consultation that the public both respect and value the support that CAWB provide to some of the most vulnerable in our society, although the services they provide are available to all, not just the vulnerable. It is accepted that CAWB has received significant budget reductions over the last three years. CAWB are now suggesting that if the proposal to reduce their core funding to £40,000 proceeds then they will have to close down their operations, which could leave West Berkshire residents without a one stop shop for advice and support. Over the last five years regular dialogue has occurred between the Council and CAWB about the Council's difficult financial situation. Various alternative models have been discussed which CAWB all with the aim of them becoming less reliant on Council funding. Some of these discussions have involved opportunities for securing private

Appendix N: Budget Proposals 2018/19: Summary of Conclusions and Recommendations for Council on 1 March 2018

Proposal title	Proposal description	Total budget 2017/18	Initial proposed saving 2018/19	Recommended saving 2018/19	Conclusion and recommendation
					sector funding (as in the case of Portsmouth CAB) through to a potential merger with other neighbouring CAB's. However, CAWB are still highly dependent on the Council's funding at present, despite attracting some funding from Greenham Common Trust, Thatcham Town Council and Newbury Town Council. There could be opportunities through the National Lottery to secure funding for the type of services that CAWB provide however the case has been made that because of the affluence of the West Berkshire area the criteria for many of these funding streams means that the these opportunities are limited. It is clear from the responses that CAWB provide much needed services for some of our most vulnerable. The roll out of Universal Credit from December 2017 may also require support from CAWB particularly where cases involve debt. The Council would wish to see CAWB

Appendix N: Budget Proposals 2018/19: Summary of Conclusions and Recommendations for Council on 1 March 2018

Proposal title	Proposal description	Total budget 2017/18	Initial proposed saving 2018/19	Recommended saving 2018/19	Conclusion and recommendation
					reduce further some of its overheads, seek other sources of funding and explore possible mergers with other areas if this option provides a more sustainable business model for the future. The Council would also like further benchmarking undertaken with other CABs in order to better understand the costs of the service and to ensure that CAWB is as efficient as possible going forward. It is recommended that the proposal to reduce the core funding to CAWB from £120,000 to £40,000 be not progressed. **It is however recommended that the core funding to CAWB be reduced by £40,000 leaving a core grant from the Council of £80,000.** Along with funding from Adult Social Care this would mean that the Council provide over £100,000 in 2019/20. In addition, the Council also provides CAWB with 67 car parking passes in kind, the value of which is £77,050 a year.

Appendix N: Budget Proposals 2018/19: Summary of Conclusions and Recommendations for Council on 1 March 2018

Proposal title	Proposal description	Total budget 2017/18	Initial proposed saving 2018/19	Recommended saving 2018/19	Conclusion and recommendation
Neighbour notification letters for planning applications	To cease sending individual notification letters to properties in the vicinity of a planning application, where there is an option to choose between notifying neighbours by letter or by site notice	£17,500	£17,500	£17,500	No viable alternative or objections that require the proposal to be reconsidered have been identified. It is therefore **recommend that the proposal is progressed and implemented.**

Income Proposal:

Proposal	Proposal description	Total income 2017/18	Initial expected income 2018/19	Expected income 2018/19	Officer conclusion and recommendation
Garden waste collection service	To charge an annual subscription of around £50 per household for the collection of garden waste in 2018	£nil	£900,000	The annual expected income from this proposal is £900,000 however in 2018/19 this will be significantly less due to the scheme commencing	Feedback has not uncovered any issues which would prevent the Council from continuing with the proposal outlined in the consultation. The change in service would not commence until 1 July 2018, therefore the quantity of savings in the first year will reflect this. In summary, it is recommended that the new chargeable garden waste collection service is operated as follows:

Appendix N: Budget Proposals 2018/19: Summary of Conclusions and Recommendations for Council on 1 March 2018

Proposal	Proposal description	Total income 2017/18	Initial expected income 2018/19	Expected income 2018/19	Officer conclusion and recommendation
				on 1 July 2018.	• To continue to receive a fortnightly garden waste collection households should subscribe online, paying £50 per year. • Subscribers would receive an information pack. • The subscription period would run for 12 months (from July to June). • Non-subscribers will continue to be able to recycle food in their green bin. • Non-subscribers' green bins will be removed on request. • Non-subscribers' bins containing garden waste will not be collected.

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Overview of Responses and Recommendations

Budget Proposals 2018/19: Citizens Advice West Berkshire (CAWB)				Head of Service: Andy Day Author: Andy Day	15 February 2018 Version 2 (Exec)
Proposal:	To reduce the annual core funding to CAWB from £120,000 to £40,000 for 2018/19				
Total budget 2017/18:	£120,000	**Initial proposed saving 2018/19:**	£80,000	**Recommended saving 2018/19:**	£40,000
No. of responses:	In total, 263 responses were received. Of those that responded: • 234 identified themselves as residents of West Berkshire 12 as council employees • 15 as Parish/Town Councils • 1 as a District Councillor • 7 as service providers • 26 as partner organisations				
Key issues raised:	The majority of those responding considered that the services provided by CAWB were essential to all residents of West Berkshire. 232 respondents disagreed with the proposal and seven agreed. 13 of those responding failed to confirm whether they agreed or disagreed with the proposal. Some of those responding considered that the proposal would only result in clients attending the Council to receive this support.				
Equality issues:	One of those responding suggested that the stage one Equality Impact Assessment (EqIA) had not taken account those individuals with a range of learning disabilities, who did not consider themselves to have a disability.				
Suggestions for reducing the impact on service users:	**Suggestion**	**Council response**			
	Those responding who agreed with the proposal suggested that there were other charities (Churches Against Poverty) and organisations which could provide this support if CAWB was unable to do so.	Whilst there may be other organisations that could provide some of the services that CAWB do, it is unlikely that any alternative services will be as comprehensive as those provided by CAWB.			

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our Consultation Portal.

Overview of Responses and Recommendations

Budget Proposals 2018/19: Citizens Advice West Berkshire (CAWB)		Head of Service: Andy Day Author: Andy Day	15 February 2018 Version 2 (Exec)
	A number of respondents suggested that Council Tax should rise to mitigate the need to reduce funding to CAWB.	This proposal would be for Full Council to agree.	
	One respondent suggested that the Council should add 5 pence to the proposed charge for green waste. This would again mitigate the need to reduce the funding provided to CAWB.	This proposal would be for Full Council to agree.	
	One respondent questioned whether the Council could provide this service in house.	The Council would not have the capacity or expertise at this stage to provide the full range of services that CAWB do at present.	
	One respondent suggested that CAWB should review their full time staffing compliment to see whether they could reduce this as a means of mitigating the proposed reduction.	This is a matter for CAWB.	
	Some of those responding suggested that the proposed reduction in funding should be phased over a slightly longer timeframe.	This is a matter for Full Council to consider.	

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Overview of Responses and Recommendations

Alternative options for applying the saving in this are	**Suggestion**	**Council response**
	No alternative options were suggested.	N/A
Suggestions for income generation:	**Suggestion**	**Council response**
	Some of those responding suggested that CAWB should introduce a small charge for the services that they provide.	This is a matter for CAWB.
Suggestions for how others may help contribute:	**Suggestion**	**Council response**
	A small number of respondents suggested that other Charities (e.g.: Churches Against Poverty) may be able to provide advice and support to some of those clients currently deferring to CAWB.	This would be for individual clients to determine.
Conclusion and recommendation:	It is clear from the consultation that the public both respect and value the support that CAWB provide to some of the most vulnerable in our society, although the services they provide are available to all, not just the vulnerable. It is accepted that CAWB has received significant budget reductions over the last three years. CAWB are now suggesting that if the proposal to reduce their core funding to £40,000 proceeds then they will have to close down their operations, which could leave West Berkshire residents without a one stop shop for advice and support. Over the last five years regular dialogue has occurred between the Council and CAWB about the Council's difficult financial situation. Various alternative models have been discussed which CAWB all with the aim of them becoming less reliant on Council funding. Some of these discussions have involved opportunities for securing private sector funding (as in the case of Portsmouth CAB) through to a potential merger with other neighbouring CAB's. However, CAWB are still highly dependent on the Council's funding at present, despite attracting some funding from Greenham Common Trust, Thatcham Town Council and Newbury Town Council. There could be opportunities through the National Lottery to secure funding for the type of services that CAWB	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our Consultation Portal.

	provide however the case has been made that because of the affluence of the West Berkshire area the criteria for many of these funding streams means that the these opportunities are limited. It is clear from the responses that CAWB provide much needed services for some of our most vulnerable. The roll out of Universal Credit from December 2017 may also require support from CAWB particularly where cases involve debt. The Council would wish to see CAWB reduce further some of its overheads, seek other sources of funding and explore possible mergers with other areas if this option provides a more sustainable business model for the future. The Council would also like further benchmarking undertaken with other CABs in order to better understand the costs of the service and to ensure that CAWB is as efficient as possible going forward. It is recommended that the proposal to reduce the core funding to CAWB from £120,000 to £40,000 be not progressed. It is however recommended that the core funding to CAWB be reduced by £40,000 leaving a core grant from the Council of £80,000. Along with funding from Adult Social Care this would mean that the Council provide over £100,000 in 2019/20. In addition, the Council also provides CAWB with 67 season ticket car parking passes in kind, the value of which is £77,050 a year. The passes recognise the value that volunteers add to the work of CAWB although it is acknowledged that some of the season tickets are seldom used and in some cases are not used at all. This situation will be kept under review.

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report and Verbatim Responses received in relation to this proposal. These can be found in the agenda pack or on our Consultation Portal.

Budget Proposals 2018/19: Citizens Advice West Berkshire (CAWB)

Consultation Summary Report

Why we consulted?

Over the past eight years we've had to find savings worth £55m, while at the same time responding to an increase in demand for services. This is due to a reduction in funding from central government which has seen the Revenue Support Grant (worth £33.7m to the council in 2011/12) fall to just £100,000 in 2018/19, ahead of being phased out completely in 2019/20.

We've found these savings by becoming more efficient at what we do, reducing our workforce by over 20% over the past seven years, reducing some of our administrative functions and increasing our income. We've also had to make difficult decisions about reductions to some public services. However, throughout this difficult and challenging period we've done our best to protect services.

In 2018/19 we have to find a further £10m worth of savings or additional income, to ensure we deliver a balanced budget. We're proposing that a significant amount of these savings will come from within the council, through making further efficiencies such as re-tendering contracts. However, a number of proposals, amounting to £1m, have been identified from services that will impact the public. It was these proposals that made up the Budget Proposals 2018/19 consultation.

Approach

We published all the public-facing proposals on our website on 27 November 2017, with feedback requested by midnight on 10 January 2018.

Respondents were directed to a central index page[i], which outlined the overall background to the exercise, and provided links to each of the individual proposals on our Consultation Portal[ii].

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request, and responses were also accepted verbally and by letter.

As well as publishing the consultations on our website, we emailed members of the West Berkshire Community Panel (around 700 people) notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

We issued a press release to local media, local MPs, all District Councillors and Parish Clerks on the 27 November 2017, and further publicised our consultations through our Facebook and Twitter accounts.

Finally, we placed posters in our libraries and made them available to WBC Councillors to put up in the wards.

Budget Proposals 2018/19: Citizens Advice West Berkshire (CAWB)

Consultation Summary Report

Proposal Background

We have a service level agreement with Citizens Advice West Berkshire (CAWB)[iii], to provide services for people in the district needing support and guidance with a range of financial advice relating to:

- Debt worries
- Benefit enquiries
- Housing and employment problems
- Concerns about consumer or tax issues

CAWB also provides:

- Advice on legal matters
- Advice on immigration
- Advice on family and personal matters
- Support for carers

CAWB currently run drop-in sessions three days a week, and their website offers a wide range of advice and information. When cases are more complex, face-to-face support is available. A number of advisors are volunteers.

Proposal Details

To reduce the annual core funding to CAWB from £120,000 to £40,000 for 2018/19.

Legislation Requirements

The advice and support services provided by CAWB are not statutory in nature. This proposal does not therefore conflict with any legislation.

CAWB will operate within there own governance framework, but from a legislative perspective there is nothing which requires the Council to provide the services offered by CAWB.

Consultation Response

Number of Responses

In total, 263 responses were received.

Summary of Main Points

The majority of those responding considered that the services provided by CAWB were essential and supported the most vulnerable in our society. 232 respondents disagreed with the proposal whilst 7 agreed with the proposal. 13 of those responding failed to confirm whether they agreed or disagreed with the proposal.

Some of those responding considered that the proposal would only result in clients attending the Council to receive the support currently provided by CAWB which would then make this proposal counter-productive.

It is clear from the responses that CAWB are a much respected and valued organisation which provides a range of support to everyone, particularly the vulnerable. The introduction of Universal Credit will potentially create a need for more support and so the proposal to reduce the funding paid to CAWB funding should be reconsidered.

Summary of Responses by Question

1. Are you...?

	Responses		Percent of Cases
	N	Percent	
Or anyone you care for, a user of this service	75	20.2%	28.5%
A resident of West Berkshire	234	62.9%	89.0%
Employed by West Berkshire Council	12	3.2%	4.6%
A Parish/Town Councillor	14	3.8%	5.3%
A District Councillor	1	.3%	.4%
A service provider	7	1.9%	2.7%
A partner organisation	3	.8%	1.1%
Other	26	7.0%	9.9%
Total	**372**	**100.0%**	**141.4%**

2. How far do you agree with the proposal to reduce the annual core funding to CAWB from £120,000 to £40,000 in 2018/19?

	Frequency	Percent	Valid Percent
Agree	7	2.7	2.8
Neither agree nor disagree	4	1.5	1.6
Disagree	232	88.2	92.8
Don't know	7	2.7	2.8
Total	**250**	**95.1**	**100.0**
Not answered	13	4.9	
Total	**263**	**100.0**	

3. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

The overwhelming majority of those responding which disagreed with the proposal considered that the vulnerable would be most affected although some of those responding made the point that the range of services provided by CAWB were available to all.

A small number of those responding drew attention to the forthcoming roll out of Universal Credit. Whilst the Council will be expected to provide advice and guidance to new Universal Credit claimants very often clients presented with a complex range of other issues such as debt worries etc. CAWB had the requisite skills and experience to deal with these complex issues.

A small number of those responding suggested that those requiring support and advice would merely seek support from the Council which would mean that the proposal, as it stood, would be counter-productive.

4. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

Those responding who agreed with the proposal suggested that there were other charities (Christians Against Poverty) and organisations which could provide this support if CAWB was unable to do so.

One of those responding suggested that CAWB should introduce other methods of dealing with clients such as providing advice and information over the phone and this approach might then negate the need to have the amount of overheads that CAWB are responsible for.

A number of those responding suggested that any reduction in grant funding should be phased over a number of years to provide CAWB with more time to adjust to the reduction and to secure funding from other areas.

A small number of those responding suggested that CAWB should seek to relocate their office to the Council's Market Street Offices or at a local church thereby reducing their overheads. Others suggested that Council Tax should be increased rather than reduce the funding to CAWB.

One of those responding suggested that CAWB should review the amount of paid staff they employ as a way of helping to mitigate the proposed reduction.

5. Do you have any other suggestions as to how these savings might be delivered within this service? If so, please provide details.

No suggestions were provided.

6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council? If so, please provide details.

One respondent suggested that an additional 5p increase on the proposed green waste charge should be implemented which would then negate the need to reduce CAWB's funding whist a few others suggested that Council Tax should be increased.

7. Is there any way that you, your community, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you/they can help.

There were a number of comments about CAWB recruiting more volunteers.

8. Any further comments?

None

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Andy Day
Head of Service
Strategic Support
17 January 2018

***Please note**: In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

[i] Central Index Page – http://www.westberks.gov.uk/budgetproposals
[ii] Consultation Portal - http://info.westberks.gov.uk/consultations
[iii] CAWB website - https://citizensadvicewestberkshire.org.uk

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Equality Impact Assessment – Stage Two

What is the decision Executive is being asked to make? **Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities**	**To reduce the Council's overall funding grant of £120,000 to the CAB to £40,000.** This is not a statutory service and the funding grant that WBC makes available to CAWB is made on a discretionary basis. However, the reduction in funding will obviously mean a change to existing practice. In fact CAWB have suggested that a reduction of the quantum proposed would result in their operation being closed which would mean that a significant and valuable source of advice and support to the residents of West Berkshire would be lost. Nationally the picture is mixed in relation to Local Government funding CAWBs. In Slough and Portsmouth funding has been withdrawn completely. In Portsmouth funding is now provided by the private sector and other partners. Currently the services provided by CAWB are still free to all at the point of access and are available to all residents. Whilst there are other sources of advice and support the proposal, if approved, would have the effect of reducing this support and, if CAWB were to close, then this could have a significant impact on the vulnerable. Although CAWB has a very good national website this does mean that people in need have or being capable of navigating the internet.
Budget Holder for item being assessed:	Andy Day, Head of Strategic Support
Name of assessor:	Andy Day
Name of Service & Directorate	Strategic Support, Resources Directorate
Date of assessment:	17 January 2017
Date Stage 1 EIA completed:	13 October 2016

STEP 1 – Scoping the Equality Impact Assessment

1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.			
Service Targets		Performance Targets	
User Satisfaction		Service Take-up	X
Workforce Monitoring		Press Coverage	

Complaints & Comments		Census Data	
Information from Trade Union		Community Intelligence	
Previous Equality Impact Analysis		Staff Survey	
Public Consultation		Other (please specify)	X

2. Please summarise the findings from the available evidence for the areas you have ticked above.

Quarterly meetings with the Chief Executive of CAWB, together with performance data provided by them, shows that CAWB see a significant number of clients each year despite the website acting as a good triage service in the first instance.

The responses to previous consultations has shown that although the services provided by CAWB are valued there was an understanding of the Council's difficult and challenging financial situation. However, the results of this consultation, particularly in relation to CAWB suggesting that if the proposal was to proceed then CAWB would have to close their operations, has generated a significant number of responses.

It is also clear from the recent consultation and the large number of responses received that the vulnerable would be impacted by the closure of the CAWB operation. CAWB currently provide a range of advice and support across a number of disciplines.

3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment?

If 'No' please proceed to Step 2.

No

STEP 2 – Involvement and Consultation

1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics.	
Target Groups	**Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents**
Age – relates to all ages	The feedback received from CAWB as part of the consultation suggests that they would have to close their operation if this proposal was to proceed and so current and future clients would have to seek support and advice from other organisations.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.
Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.

Race - includes colour, caste, ethnic / national origin or nationality.	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.
Sex - applies to male or female.	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.
Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.	There is no evidence to indicate that there will be a greater impact on this group than on any other. Other organisations would need to be used by clients seeking support and advice.

2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?

Users of the CAWB service can come from every walk of life and the services provided are universal. CAWB also provides a range of financial and benefits advice. This advice is often seen as crucial by the clients as many of those seeking their help are experiencing significant financial difficulties.

Given the financial difficulties of the Council, CAB has been transitioning their services to the extent that they have a website as a first port of call for those in need. This means that some of the clients that were seen in the past are now able to self serve.

3. How will this item affect the stakeholders identified above?

It is clear that the closure of CAWB would mean that clients may potentially have to see several other organisations (including the Council) in order to resolve their issues rather than the one stop shop that CAWB currently provide.

STEP 3 – Assessing Impact and Strengthening the Policy

What have you assessed the impact as being? If there are potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?
The implication of this proposal if CAWB were to close would not mean that any one protected group would be adversely impacted any more than any other group. Clients, in general, would have to seek alternative organisations for support and advice and it may be that several organisations would have to be contacted in order to resolve an individual's issues rather than one organisations such as CAWB at present. However support is available.

STEP 4 – Procurement and Partnerships

Is this item due to be carried out wholly or partly by contractors? *No* **If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should set out how you will make sure that any partner you work with complies with equality legislation.**
N/A

STEP 5 – Making a Decision

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:- ***A public authority must, in the exercise of its functions, have due regard to the need to:-*** ***(i) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*** ***(ii) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, in particular the need to:-*** ***(a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*** ***(b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*** **(iii)** ***Foster good relations between persons who share a relevant protected characteristic and persons who d not share it.***

It is clear that of those that have responded to the consultation the overwhelming majority do not support the proposal. Those that have responded value the advice and support offered by CAWB. The implications of proceeding with this proposal could result in the closure of CAWB and whilst other organisations exist which could provide some advice and support it is not clear whether this support and advice would be as comprehensive as that provided by CAWB. It is also unclear whether other organisations could provide a one stop shop of advice and support as CAWB currently do.

Although the vulnerable could be impacted by this proposal the services provided by CAWB are available to all.

Having looked at the responses from successive consultations and notwithstanding the possible closure of CAWB officers it is considered that this proposal would not impact any more on any one of the protected groups but would impact on all those people requiring advice and support across a range of issues.

STEP 6 – Monitoring, Evaluating and Reviewing

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?
If this proposal were to proceed and CAWB close then the only way of monitoring the impact of this proposal would be to review the number of people visiting the Council for benefits and housing advice who would otherwise of gone direct to CAWB.

STEP 7 – Action Plan

	Actions	**Target Date**	**Responsible Person**
Involvement & consultation	N/A	-	-
Data collection	N/A	-	-
Assessing impact	N/A	-	-
Procurement & partnership	N/A	-	-
Monitoring, evaluation and reviewing	To monitor the increase in the number of people who seek benefits and housing advice from the Council should CAWB close.	Quarterly	Andy Day

STEP 8 – Sign Off

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.		
Contributors to the Assessment		
Name: Andy Day	**Job Title:** Head of Strategic Support	**Date:** 12 January 2018
Head of Service (sign off)		
Name: Andy Day	**Job Title:** Head of Strategic Support	**Date:** 12 January 2018

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Overview of Responses and Recommendations

Budget Proposals 2018/19: Neighbour Notification Letters for Planning Applications					Head of Service: Gary Lugg Author: Gary Lugg	15 February 2018 Version 2 (Exec)
Proposal:	To cease sending individual notification letters to properties in the vicinity of a planning application, where there is an option to choose between notifying neighbours by letter or by site notice.					
Total budget 2017/18:	£17,500	**Initial proposed saving 2018/19:**	£17,500	**Recommended saving 2018/19:**	£17,500	
No. of responses:	In total, 97 responses were received. Of those that responded: • 87 identified themselves as residents of West Berkshire • 8 as council employees • 17 as Parish/Town Councils • 2 as District Councillors • 3 as other					
Key issues raised:	The key issues raised related to the potential impact on the elderly and those with a disability and suggestions relating to improved use of orange notices.					
Equality issues:	No issues were raised during the consultation, that weren't already included in the Equality Impact Assessment (EqIA) stage one.					
Suggestions for reducing the impact on service users:	**Suggestion**		**Council response**			
	43% suggested that better use be made of orange site notices: • displayed more prominently • extra notices for larger sites or sites which are more isolated and off a main road • displayed longer • removed when no longer needed		• Site notices are erected in prominent locations by case officers during their site visits. • Additional notices are erected as required for larger sites. • Notices are erected for the 21 day statutory consultation period. • Community and village notice boards, and notice boards at venues, are operated by Parish and Town Councils who can advertise planning applications on them if they feel it is appropriate. • Case officers erect site notices during their initial site visit.			

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Overview of Responses and Recommendations

Budget Proposals 2018/19: Neighbour Notification Letters for Planning Applications		Head of Service: Gary Lugg Author: Gary Lugg	15 February 2018 Version 2 (Exec)
	• easy read options for disabled people • displayed on community/village notice boards and venues, • combine site visit and putting up site notice		
	Still send to nearest neighbours	The purpose of the proposal is to generate a saving. To continue to send letters to nearest neighbours would result in no saving.	
	Braille letters, increased font size in NWN adverts	The purpose of the proposal is to generate a saving by ceasing neighbourhood notification letters, so no letters will be sent should the proposal be implemented. To increase font size of adverts in the press would result in a financial pressure.	
	Applicant writes to neighbours	Unfortunately the legislation requires the Local Planning Authority (LPA) to undertake consultation and does not allow the LPA to insist that the applicant correspond with neighbours.	
	Developer engage with the community	The Government's National Planning Policy Framework suggests that developers of larger sites should engage with local communities, but the legislation requires LPAs to undertake the formal consultation.	
Alternative options for applying the saving in this area:	**Suggestion**	**Council response**	
	Allow people to sign up for email notifications	This facility already exists. People can register on the Council's website to receive automatic notification of new planning applications within set distances of a property.	
	Improved access to the website	It is unclear what is suggested here. The general feedback received about the web site is positive. All specific suggested improvements are considered.	

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Overview of Responses and Recommendations

Budget Proposals 2018/19: Neighbour Notification Letters for Planning Applications		Head of Service: Gary Lugg Author: Gary Lugg	15 February 2018 Version 2 (Exec)
	Use social media	This is to be discussed with the Council's communications team.	
Suggestions for income generation:	**Suggestion**	**Council response**	
	Charge the applicant/developer	Unfortunately planning fees are set by Government and the Council has no discretion to alter them.	
	Increase the planning fee	As above.	
Suggestions for how others may help contribute:	**Suggestion**	**Council response**	
	Parish councils to inform residents	This is for Parish Councils to consider.	
	Volunteers to deliver notifications and support local elderly residents and those with a disability.	This is for local residents and often happened with large or controversial planning applications.	
Conclusion and recommendation:	No viable alternative or objections that require the proposal to be reconsidered have been identified and so officers recommend that the proposal is progressed and implemented.		

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Budget Proposals 2018/19: Neighbour Notification Letters for Planning Applications

Consultation Summary Report

Why we consulted?

Over the past eight years we've had to find savings worth £55m, while at the same time responding to an increase in demand for services. This is due to a reduction in funding from central government which has seen the Revenue Support Grant (worth £33.7m to the council in 2011/12) fall to just £100,000 in 2018/19, ahead of being phased out completely in 2019/20.

We've found these savings by becoming more efficient at what we do, reducing our workforce by over 20% over the past seven years, reducing some of our administrative functions and increasing our income. We've also had to make difficult decisions about reductions to some public services. However, throughout this difficult and challenging period we've done our best to protect services.

In 2018/19 we have to find a further £10m worth of savings or additional income, to ensure we deliver a balanced budget. We're proposing that a significant amount of these savings will come from within the council, through making further efficiencies such as re-tendering contracts. However, a number of proposals, amounting to £1m, have been identified from services that will impact the public. It was these proposals that made up the Budget Proposals 2018/19 consultation.

Approach

We published all the public facing proposals on our website on 27 November 2017 with feedback requested by midnight on 10 January 2018.

Respondents were directed to a central index page[i], which outlined the overall background to the exercise, and provided links to each of the individual proposals on our Consultation Portal[ii].

Each individual page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd taken into account. Feedback was then invited through an online form and through a dedicated email address. Hard copies of the proposal documents and surveys were also made available on request, and responses were also accepted verbally and by letter.

As well as publishing the consultations on our website, we emailed members of the West Berkshire Community Panel (around 700 people) notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

We issued a press release to local media, local MPs, all District Councillors and Parish Clerks on the 27 November 2017, and further publicised our consultations through our Facebook and Twitter accounts.

Finally, we placed posters in our libraries and made them available to WBC Councillors to put up in the wards.

Proposal Background

There is a desire and a requirement to advertise planning applications in a way that alerts the public to proposals which may be of interest to them, so that they are both aware of the proposals, and also able to make comments.

Currently the service places an orange site notice on, or in the vicinity, of all sites where there is a current planning application. The site notice sets its own 21 day period from the day it is placed on site, for comments to be submitted by anyone who wishes to make comment.

In addition to statutory requirements[iii], the service sends direct mail letters to all properties with a common boundary, and where the proposal is a major development, all properties within 100m of the application site.

Details of the applications are also made available on our website[iv].

Proposal Details

To cease sending individual notification letters to properties in the vicinity of a planning application, where there is an option to choose between notifying neighbours by letter or by site notice.

Legislation Requirements

The Town and Country Planning (Development Management Procedure) Order 2015[v] sets out the requirements for publicising planning applications. There are several types of application which must be advertised by the placing of a specific site notice on, or near to, the application site. There are corresponding press notices which must also be placed.

The vast majority of applications must be publicised via our website and also by either a general notice, specific to the application, placed on or near the site, or by letter to any adjoining owner or occupier.

Consultation Response

Number of Responses

In total, 97 responses were received.

Budget Proposals 2018/19: Neighbour Notification Letters for Planning Applications

Consultation Summary Report

Summary of Main Points

Concern was raised relating to the elderly and people with disabilities who may not be aware of development proposals from the site notice alone. No viable alternatives were proposed. Suggestions were also made for improved use of Orange Notices.

Summary of Responses by Question

1. Are you...?

	Responses		Percent of Cases
	N	Percent	
A resident of West Berkshire	86	74.1%	88.7%
Employed by West Berkshire Council	8	6.9%	8.2%
A Parish/Town Councillor	14	12.1%	14.4%
A District Councillor	2	1.7%	2.1%
Other	6	5.2%	6.2%
Total	**116**	**100.0%**	**119.6%**

2. How far do you agree with the proposal to cease sending individual notification letters to properties in the vicinity of a planning application, where there is an option to choose between notifying neighbours by letter or by site notice?

	Frequency	Percent	Valid Percent
Agree	45	46.4	46.9
Neither agree nor disagree	8	8.2	8.3
Disagree	43	44.3	44.8
Total	**96**	**99.0**	**100.0**
Not answered	1	1.0	
Total	**97**	**100.0**	

3. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

A number of respondent's commented that the elderly, disabled, partially sighted and those who may not have access to the internet could be impacted by the proposal.

4. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

- 43% suggested that better use be made of orange site notices:
  - displayed more prominently
  - extra notices for larger sites or sites which are more isolated and off a main road
  - displayed longer
  - removed when no longer needed,
  - easy read options for disabled people
  - displayed on community/village notice boards and venues
- Combine site visit and putting up site notice
- Still send to nearest neighbours
- Braille letters, increased font size in NWN adverts
- Applicant writes to neighbours
- Developer engage with the community

5. Do you have any other suggestions as to how these savings might be delivered within this service? If so, please provide details.

- Allow people to sign up for email notifications
- Improved access to the website
- Use social media

6. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council? If so, please provide details.

It was suggested that planning fees be increased or the developer be charged for sending neighbour notification letters.

7. Is there any way that you, your community, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you/they can help.

- Parish councils to inform residents
- Volunteers to deliver notifications and support local elderly residents and those with a disability

8. Any further comments?

None.

Budget Proposals 2018/19: Neighbour Notification Letters for Planning Applications

Consultation Summary Report

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Gary Lugg
Head of Service
Development and Planning
16 January 2018

***Please note**: In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

[i] Central Index Page – http://www.westberks.gov.uk/budgetproposals
[ii] Consultation Portal - http://info.westberks.gov.uk/consultations
[iii] Statutory requirements - http://www.legislation.gov.uk/uksi/2015/595/article/15/made
[iv] WBC Planning Portal - https://publicaccess.westberks.gov.uk/online-applications/search.do?action=simple&searchType=Application
[v] The Town and Country Planning (Development Management Procedure) Order 2015 - http://www.legislation.gov.uk/uksi/2015/595/contents/made

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Stage One Equality Impact Assessment (EqIA 1)

What is the proposed decision?	To cease sending individual notification letters to properties in the vicinity of a planning application, where there is an option to choose between notifying neighbours by letter or by site notice.
Summary of relevant legislation	The Town and Country Planning (Development Management Procedure) Order 2015[i] sets out the requirements for publicising planning applications. There are several types of application (e.g. Majors, Departures, Listed Buildings, Environmental Impact Assessment development) which must be advertised by the placing of a specific site notice on, or near to, the application site. There are corresponding press notices which must also be placed. The vast majority of applications must be publicised via our website and also by either a general notice, specific to the application, placed on or near the site, or by letter to any adjoining owner or occupier. The Council is proposing not to send notification letters.
Does the proposed decision conflict with any of the council's key strategic priorities?	No
Name of budget holder	Gary Rayner
Name of Service and Directorate	Development and Planning Service Economy and Environment
Name of assessor	Gary Lugg
Date of assessment	27/11/2017
Version and release date (if applicable)	1.0 – 27/11/2017

Is this a...?		Is this policy, strategy, function or service...?	
Policy	No	**New or proposed**	No
Strategy	No	**Existing and being reviewed**	Yes
Function	No	**Changing**	Yes
Service	Yes		

1. What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To cease sending notification letters and so make a financial saving of approximately £17k per year.
Objectives:	To make a financial saving.
Outcomes:	The Council will continue to notify the community by use of site notices, press adverts (where required) and publication on the Councils web site. There should therefore be a minimal impact.
Benefits:	The Council will make a saving of approximately £17k.

2. Which groups may be affected and how? Is it positively or negatively and what sources of information have been used to determine this?		
Group affected	**What might be the effect?**	**Information to support this**
Age	There may be some impact on older people who may have mobility issues and have more difficulty in accessing the notices.	This will be determined during the consultation period.
Disability	There may be some impact on people with disabilities who may have mobility issues and have more difficulty in accessing the notices.	This will be determined during the consultation period.
Gender reassignment	No specific impact.	The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.

Marriage and civil partnership	No specific impact.	The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.
Pregnancy and maternity	No specific impact.	The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.
Race	No specific impact.	The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.
Religion or belief	No specific impact.	The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.
Sex	No specific impact.	The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.
Sexual orientation	No specific impact.	The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.
Further comments		

3. Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
The reduction should not have a negative impact on any group as it is a universal service and other forms of notification will continue. However the consultation responses will determine if there is likely to be an adverse impact on older people or those with a disability.	

4. Next steps	
EqIA 2 required?	The requirement for an EqIA 2 will be determined by the responses received during the consultation period.
Owner of EqIA 2	Gary Lugg/Gary Rayner
Timescale for EqIA 2	Following the consultation period if the responses indicate that there may be an adverse impact on some of the protected groups.

[i] The Town and Country Planning (Development Management Procedure) Order 2015
http://www.legislation.gov.uk/uksi/2015/595/contents/made

Overview of Responses and Recommendations

Budget Proposals 2018/19: Garden Waste Collection Service				Head of Service: Mark Edwards Author: Jackie Ward	15 February 2018 Version 2 (Exec)
Proposal:	To charge an annual subscription of around £50 per household for the collection of garden waste in 2018.				
Total income 2017/18:	£0	**Initial expected income 2018/19:**	£900,000	**Expected income 2018/19:**	The annual expected income from this proposal is £900,000 however in 2018/19 this will be significantly less due to the scheme commencing on 1 July 2018
No. of responses:	In total, 777 responses were received, 37 of which were incomplete. Of those that responded: • 749 identified themselves as residents of West Berkshire • 39 as council employees • 25 as Parish/Town Councils • 3 as District Councillors • 4 as service providers • 5 as partner organisations • 24 as other				
Key issues raised:	643 responses (86.9% of valid responses) disagreed with the proposal. • The proposed annual subscription is not affordable. • The costs for garden waste collection should be covered by taxes. • A negative impact on poorer households. • Concerns raised regarding an expected increase in fly tipping and its impacts. • Concerns raised regarding greater amounts of waste being placed in black bins. • Concerns around an expected increase in the use and frequency of bonfires. • Concern raised regarding the impacts to the elderly or vulnerable.				

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Overview of Responses and Recommendations

Budget Proposals 2018/19: Garden Waste Collection Service		Head of Service: Mark Edwards Author: Jackie Ward	15 February 2018 Version 2 (Exec)
	• Concerns raised regarding the ability of those with restricted mobility to use waste management alternatives, e.g. those who could not make use of recycling centres. • Concern raised regarding those without transport. • The level of savings proposed were questioned as to whether they are achievable. • The possibility of non-subscribing residents using their neighbours' bins without agreement. • Negative impacts on recycling and waste performance.		
Equality issues:	The Stage One Equality Impact Assessment identified that there might be an impact on those that are unable to pay for the service. This impact could be mitigated as there are disposal services at the Household Waste Recycling Centres in Newbury and Padworth. The site staff at the Household Waste Recycling Centres should already provide assistance when requested. However, those that are unable to drive to the recycling centres may be disadvantaged. The impact is mitigated further as there are other options for disposal including composting garden waste at home and arranging for food waste to be collected as part of the council's ongoing free food recycling collection. The consultation raised issues surrounding the impact on low income households which may find the service unaffordable. This included target groups such as the elderly and disabled that in addition may not be able to use the alternative waste management options, for example those who could not drive to the recycling centres, therefore a Stage Two Equality Impact Assessment has been completed.		
Suggestions for reducing the impact on service users:	**Suggestion**	**Council response**	
	By making the subscription to the service free to some applicants or introducing a concession rate to those applicable such as the elderly.	See the Equality Impact Assessment for more detail.	
	Either lower the cost of the subscription or continue to provide the service at no	These suggestions may reduce the impact but would not make the savings.	

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Overview of Responses and Recommendations

Budget Proposals 2018/19: Garden Waste Collection Service		Head of Service: Mark Edwards Author: Jackie Ward	15 February 2018 Version 2 (Exec)
	additional cost.		
	Through the use of means testing to determine payment value	These suggestions may reduce the impact but would not make the savings.	
	By changing the proposed collection frequency, for example to monthly so as to reduce the cost.	These suggestions may reduce the impact but would not make the savings.	
	Making use of a pay as you throw policy, charging based on how much waste is produced or how many collections are required.	These suggestions may reduce the impact but would not make the savings.	
	By offering a payment method with less impact such as [monthly] direct debit.	The council is currently considering this suggestion.	
	Supporting home composting.	The Council already supports home composting and will continue to do so. More information is available at www.westberks.gov.uk/compost	
Alternative options for applying the saving in this area:	**Suggestion**	**Council response**	
	By improving Council efficiencies.	The Council has already made a significant amount of changes which has improved the efficiency of the Council and will continue to do this going forward.	
	By changing the collection frequency, for example by reducing the frequency of rubbish or garden waste collections.	The council is currently considering this suggestion.	

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Overview of Responses and Recommendations

Budget Proposals 2018/19: Garden Waste Collection Service			Head of Service: Mark Edwards Author: Jackie Ward	15 February 2018 Version 2 (Exec)
	Amending 3rd party arrangements. For example, renegotiating waste contracts to reduce the overall cost.	Amendments to the Waste Contract have already been made and further changes are being considered.		

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Overview of Responses and Recommendations

Suggestions for income generation:	Suggestion	Council response
	Increase council tax.	This would be a matter for Full Council to decide
	Sell the recyclate to generate revenue such as selling compost produced from green waste.	The Council already receives a share of the income received from the sale of recyclate and compost.
	A variety of suggestions were received about charging for all sorts of other services.	These would be a matter for Full Council to decide.
	Increase enforcement activities.	In line with the Council enforcement policy we already peruse enforcement action where feasible.
	Petition government to increase Council funding.	This would be a matter for Full Council to decide.
	Implement change in the use of council spaces, for example by hiring out unused office space or changing office location to a site with lower cost.	This would be a matter for Full Council to decide.
Suggestions for how others may help contribute:	• By undertaking community engagement or promoting composting at home/within the community. • Through the use of shared bins. • Taking neighbours or local community waste to a recycling centre.[NB: legal implications apply]	

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Overview of Responses and Recommendations

Conclusion and recommendation:	Feedback has not uncovered any issues which would prevent the Council from continuing with the proposal outlined in the consultation. The change in service would not commence until 1 July 2018, therefore the quantity of savings in the first year will reflect this. In summary, it is recommended that the new chargeable garden waste collection service is operated as follows: • To continue to receive a fortnightly garden waste collection households should subscribe online, paying £50 per year. • Subscribers would receive an information pack. • The subscription period would run for 12 months (from July to June). • Non-subscribers will continue to be able to recycle food in their green bin. • Non-subscribers' green bins will be removed on request. • Non-subscribers' bins containing garden waste will not be collected.

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Budget Proposals 2018/19: Garden Waste Collection Service

Consultation Summary Report

Why we consulted?

Over the past eight years we've had to find savings worth £55m, while at the same time responding to an increase in demand for services. This is due to a reduction in funding from central government which has seen the Revenue Support Grant (worth £33.7m to the council in 2011/12) fall to just £100,000 in 2018/19, ahead of being phased out completely in 2019/20.

We've found these savings by becoming more efficient at what we do, reducing our workforce by over 20% over the past seven years, reducing some of our administrative functions and increasing our income. We've also had to make difficult decisions about reductions to some public services. However, throughout this difficult and challenging period we've done our best to protect services.

In 2018/19 we have to find a further £10m worth of savings or additional income, to ensure we deliver a balanced budget. We're proposing that a significant amount of these savings will come from within the council, through making further efficiencies such as re-tendering contracts. However, a number of proposals, amounting to £1m, have been identified from services that will impact the public. It was these proposals that made up the Budget Proposals 2018/19 consultation.

Approach

We published all the public facing proposals on our website on 27 November 2017 with feedback requested by midnight on 10 January 2018.

Respondents were directed to a central index page[i], which outlined the overall background to the exercise, and provided links to each of the individual proposals on our Consultation Portal[ii].

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As well as publishing the consultations on our website, we emailed members of the West Berkshire Community Panel (around 700 people) notifying them of the exercise and inviting their contributions. Heads of Service also made direct contact with those organisations directly affected prior to them being made publicly available.

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Finally, we placed posters in our libraries and made them available to WBC Councillors to put up in their wards.

Budget Proposals 2018/19: Garden Waste Collection Service

Consultation Summary Report

Proposal Background

Since 2008, we've collected garden waste free of charge and in 2011 we added food waste to this service. The garden and food waste is taken to the waste facility at Padworth[iii] for composting and almost half of everything we recycle comes from this collection service.

Proposal Details

To charge an annual subscription of around £50 per household for the collection of garden waste from 2018. This works out at less than £2 per collection.

Residents will be able to opt in to the subscription service. Subscribers will continue to use the green bin and will receive a bin sticker to show that the service has been paid for. The green bin can be put out with recycling every fortnight.

Subscribers will still be able to put food in the green bin for recycling.

Non-subscribers will stop receiving a garden waste collection, however, if desired, we can still collect food for recycling and will provide a kerbside food caddy on request. Caddies can be put out with recycling every fortnight.

The existing extra chargeable green waste collection service will stop. Residents will be able to request additional bins as part of this subscription service and additional charges will apply.

There will be no service concessions.

Legislation Requirements

Charging for garden waste collection is allowed under the Controlled Waste (England and Wales) Regulations 2012[iv]. Over half of councils already charge for this service.

Charging for the collection of food waste, recycling and rubbish is not allowed.

Consultation Response

<u>Number of Responses</u>

In total, 777 responses were received, 37 of which were incomplete.

<u>Summary of Main Points</u>

- The proposed annual subscription is not affordable.
- The costs for garden waste collection should be covered by taxes.
- A negative impact on poorer households.

- Concerns raised regarding an expected increase in flytipping and its impacts.
- Concerns raised regarding greater amounts of waste being placed in black bins.
- Concerns around an expected increase in the use and frequency of bonfires.
- Concern raised regarding the impacts to the elderly or vulnerable.
- Concerns raised regarding the ability of those with restricted mobility to use waste management alternatives. For example, those who could not make use of recycling centres.
- The level of savings proposed were questioned as to whether they are achievable.
- The possibility of non-subscribing residents using their neighbours' bins.
- Negative impacts on the recycling and waste performance.

Summary of Responses by Question

1. Are you...?

(N.B. respondents were able to tick more than one option)

	Responses	
	Number	**Percent**
A resident of West Berkshire	749	88.2%
Employed by West Berkshire Council	39	4.6%
A Parish/Town Councillor	25	2.9%
A District Councillor	3	0.4%
A service provider	4	0.5%
A partner organisation	5	0.6%
Other	24	2.8%
Total	**849**	**100.0%**

2. What type of property do you live in?

	Frequency	**Percent**	**Valid Percent**
Other (please specify)	20	2.6%	2.7%
Detached	357	45.9%	48.7%
Semi-detached	266	34.2%	36.3%
Terraced	79	10.2%	10.8%
Flat	11	1.4%	1.5%
Total	**733**	**94.3**	**100.0**
Not answered	44	5.7%	
Total	**777**	**100.0**	

Other (please specify):

- End of terrace
- Mobile home
- Parish council
- Sheltered housing flat
- Residential retirement estate
- Village environmental group

3. Do you have a garden?

	Frequency	Percent	Valid Percent
Yes	710	91.4%	98.9%
No	8	1.0%	1.1%
Total	**718**	**92.4**	**100.0**
Not answered	59	7.6%	
Total	**777**	**100.0**	

4. How do you currently manage your garden waste?
(N.B. respondents were able to tick more than one option)

	Responses		Percent of Cases
	Number	Percent	
Compost at home	267	22.9%	37.2%
Use my green bin	696	59.8%	97.1%
Use the sacks for garden waste provided by the council	4	0.3%	.6%
Subscribe to the extra green waste bin service	16	1.4%	2.2%
Use a shared green bin	10	0.9%	1.4%
Take it to the Newtown Road Household Waste Recycling Centre / Padworth Waste Facility	149	12.8%	20.8%
My garden doesn't produce waste for recycling	2	0.2%	0.3%
Other	20	1.7%	2.8%
Total	**1164**	**100.0%**	**162.3%**

Other (please specify):

- Through the use of bonfires.
- By taking garden waste to a recycling centre.
- Composting garden waste at an allotment.

5. Do you put food in your green bin?

	Frequency	Percent	Valid Percent
Yes	475	61.1%	66.8%
No	236	30.4%	33.2%
Total	**711**	**91.5**	**100.0**
Not answered	66	8.5%	
Total	**777**	**100.0**	

6. How often do you put out your green bin? During Summer / Autumn

	Frequency	Percent	Valid Percent
Fortnightly	642	82.6%	90.2%
Monthly	47	6.0%	6.6%
Never	5	0.6%	0.7%
Other (please specify)	18	2.3%	2.5%
Total	**712**	**91.6**	**100.0**
Not answered	65	8.4%	
Total	**777**	**100.0**	

7. How often do you put out your green bin? During Winter / Spring

	Frequency	Percent	Valid Percent
Fortnightly	448	57.7%	63.9%
Monthly	175	22.5%	25.0%
Never	40	5.1%	5.7%
Other (please specify)	38	4.9%	5.4%
Total	**701**	**90.2**	**100.0**
Not answered	76	9.8%	
Total	**777**	**100.0**	

Other (please specify):

- Very infrequently.
- Only as and when required.
- Every other month.
- Put out every week.
- Does not have a green bin to put out.
- Put out mainly in the summer months.

8. How far do you agree with the proposal to introduce an annual subscription for garden waste collections?

	Frequency	Percent	Valid Percent
Agree	41	5.3%	5.5%
Neither agree or disagree	44	5.7%	5.9%
Disagree	643	82.8%	86.9%
Don't know	12	1.5%	1.6%
Total	**740**	**90.2**	**100.0**
Not answered	37	9.8%	
Total	**777**	**100.0**	

The main comments were:

- The proposed annual subscription is not affordable.
- The proposal is considered to be fair, resulting in residents paying for what they use.
- Concerns raised regarding an expected increase in flytipping and its impacts.
- The costs for garden waste collection should be covered by taxes.
- Concerns raised regarding greater amounts of waste being placed in black bins.
- Concerns around an expected increase in the use and frequency of bonfires.
- Concerns raised regarding the potential impact on or reduction in quality of the general environment and gardens.
- The level of savings proposed were questioned as to whether they are achievable.
- Concern raised regarding the impacts to the elderly or vulnerable.
- Expected increases in vermin and their control.
- Council efficiencies questioned, with comments made regarding where or how improvements could be made.
- Concerns raised regarding the ability of those with restricted mobility to use waste management alternatives. For example, those who could not make use of recycling centres.

9. What do you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect particular individuals more than others?

- Negative impacts on poorer households.
- Negative impacts on the elderly or vulnerable.
- An increase in flytipping and its impacts.
- Be mindful of those who have restricted ability to use waste management alternatives. For example, those with limited mobility that cannot make use of recycling centres.

- Be aware of the impact on those who manage a greater amount of green waste. For example, where street vegetation encroaches on a household.
- The negative health and nuisance impacts of increased occurrences of bonfires.
- An awareness of the potential impacts on or reduction in quality of the general environment and gardens.
- The possibility of non-subscribing residents using their neighbours' bins.

10. If the decision is taken to proceed with this proposal, do you have any suggestions for how we can reduce the impact on those affected? If so, please provide details.

- By making the subscription to the service free to some applicants or introducing a concession rate to those applicable such as the elderly.
- Either lower the cost of the subscription or continue to provide the service at no additional cost.
- Through the use of means testing.
- By changing the proposed collection frequency, for example to monthly so as to reduce the cost.
- Making use of a pay as you throw policy, charging based on how much waste is produced or how many collections are required.
- By improving the controls and enforcement of flytipping.
- By offering a payment method with less impact such as direct debit.
- Supporting home composting.

11. Do you have any other suggestions as to how these savings might be delivered within this service? If so, please provide details.

- By improving Council efficiencies.
- By changing the collection frequency, for example by reducing the frequency of residual waste or organics waste bins.
- By increasing council tax to incorporate the cost of the subscription.
- Selling the recyclates to generate revenue such as selling compost produced from green waste.
- Amending 3rd party arrangements. For example, renegotiating waste contracts to reduce the overall cost.

12. Do you have any suggestions on how we might increase income, either in this service, or elsewhere in the council? If so, please provide details.

- Increase council tax.
- Improve internal Council efficiencies.
- Sell the recyclate to generate revenue such as selling compost produced from green waste.
- Charging for bespoke services provided by the council, such as the removal of fly tipped waste from private land, or the provision of garden maintenance services to households.

- Increase enforcement activities.
- Petition government to increase Council funding.
- Implement change in the use of council spaces, for example by hiring out unused office space or changing office location to a site with lower cost.

13. Is there any way that you, your community, or your organisation, can contribute in helping to alleviate the impact of this proposal? If so, please provide details of how you/they can help.

- By undertaking community engagement or promoting composting at home or within the community.
- Through the use of shared bins.
- By making use of bonfires.
- Taking neighbours or local community waste to a recycling centre.

14. How might you manage your food waste if the decision is made to charge for the garden waste collection service?
(N.B. respondents were able to tick more than one option)

	Responses		Percent of Cases
	Number	Percent	
Subscribe to the garden waste collection service	76	7.7%	12.4%
Order a kerbside food caddy	122	12.4%	19.9%
Compost at home	133	13.5%	21.7%
Take it to the Newtown Road House	39	4.0%	6.4%
Put it in my rubbish bin	437	44.5%	71.3%
Reduce my food waste	37	3.8%	6.0%
Don't currently recycle food waste and will continue to put it in my rubbish bin	58	5.9%	9.5%
Other	81	8.2%	13.2%
Total	**983**	**100.0%**	**160.4%**

Other (please specify):

- Through composting at home.
- By making use of bonfires.
- Feeding food waste to pets or wildlife.
- Making use of the residual waste bin.
- Utilising a separate food caddy.
- By fly tipping food waste.

15. If the decision is made to charge for the garden waste collection service and you don't subscribe to it, what would you do with your green bin if we let you keep it?

	Frequency	Percent	Valid Percent
Other (please specify)	128	16.5%	21.6%
Use it for storage at home	90	11.6%	15.2%
Use it in the community (please specify)	1	0.1%	0.2%
Make it into a water butt	25	3.2%	4.2%
Make it into a home composter	76	9.8%	12.8%
Prefer the bin to be taken away	262	33.7%	44.2%
Don't have a green bin	11	1.4%	1.9%
Total	**593**	**76.3**	**100.0**
Not answered	184	23.7%	
Total	**777**	**100.0**	

Other (please specify):

- Use for independent garden waste management.
- As additional waste storage.
- Will dispose of the bin.
- Expect the council to collect it.
- Do not know or will decide in future.

16. Did you know we collect the following for recycling?

	Yes (%)	No (%)	Not answered (%)
Paper and cardboard	79.3	0.0	20.7
Cans	78.9	0.4	20.7
Aerosols	54.4	23.7	21.9
Glass jars and bottles	79.0	0.1	20.8
Plastic bottles	79.2	0.1	20.7
Textiles	53.8	23.9	22.3

17. Do you use the kerbside recycling service?

	Frequency	Percent	Valid Percent
Yes	584	75.2%	94.8%
No	32	4.1%	5.2%
Total	**616**	**79.3**	**100.0**
Not answered	161	20.7%	
Total	**777**	**100.0**	

Those that answered No (please specify):

- Do not understand the current service or are not aware of the service.
- Do not have a bin.
- Do not have the time.
- Not interested in recycling.

18. How often do you put your recycling out for collection?

	Frequency	Percent	Valid Percent
Other (please specify)	22	2.8%	3.8%
Fortnightly	551	70.9%	94.3%
Monthly	11	1.4%	1.9%
Total	**584**	**75.2**	**100.0**
Not answered	193	24.8%	
Total	**777**	**100.0**	

Other (please specify):

- Alternate weekly.
- Garden waste varies / when I need to.
- Monthly.
- Weekly.
- Weather dependent.

19. Would you recycle other materials if the collection could be provided?

	Yes (%)	No (%)	Not answered (%)
Other plastics like tubs and trays	75.8	2.3	21.9
Cartons	74.8	2.6	22.7
Small electrical items	71.0	4.9	24.1
Batteries	71.8	4.8	23.4

Other (13.3%) (Please specify):

- Yes / all recyclable material.
- Yes, if it is a free service
- Foil.
- Plastic.
- Plastic bags.
- No.

20. How many people live in your home on a permanent basis?

	Frequency	Percent	Valid Percent
Live on my own	71	9.1%	11.7%
2 - 4	484	62.3%	79.9%
5 - 6	49	6.3%	8.1%
7 - 8	1	0.1%	0.2%
More than 8	1	0.1%	0.2%
Total	**606**	**78.0**	**100.0**
Not answered	171	22.0%	
Total	**777**	**100.0**	

21. Have you been approved for a larger rubbish bin?

	Frequency	Percent	Valid Percent
Yes	26	3.3%	4.3%
No	469	60.4%	77.6%
Don't know	109	14.0%	18.0%
Total	**604**	**77.7**	**100.0**
Not answered	173	22.3%	
Total	**777**	**100.0**	

22. How often do you put your rubbish bin out for collection?

	Frequency	Percent	Valid Percent
Other (please specify)	12	1.5%	2.0%
Fortnightly	586	75.4%	96.2%
Monthly	11	1.4%	1.8%
Total	**609**	**78.4**	**100.0**
Not answered	168	21.6%	
Total	**777**	**100.0**	

Other (please specify):

- Every 4-6 weeks.
- Weekly.
- Variable.
- Every couple of months.

23. What do you put in your rubbish bin the most?

(N.B. respondents were able to tick more than one option)

	Responses		Percent of Cases
	Number	Percent	
Aerosols	101	4.9%	16.9%
Cans	49	2.4%	8.2%
Cardboard	55	2.7%	9.2%
Cartons	177	8.7%	29.6%
Glass jars and bottles	43	2.1%	7.2%
Paper	56	2.7%	9.4%
Pet waste	152	7.4%	25.5%
Plastic bottles	57	2.8%	9.5%
Plastic tubs and trays	334	16.4%	55.9%
Other non-recyclable packaging (plastic, polystyrene)	517	25.3%	86.6%
Food waste	188	9.2%	31.5%
Nappies	54	2.6%	9.0%
Small electrical items	89	4.4%	14.9%
Textiles	65	3.2%	10.9%
Other	104	5.1%	17.4%
Total	**2041**	**100.0%**	**341.9%**

Other (please specify):

- Non-recyclate or general household waste.
- Plastic film and packaging.
- Cleaning waste such as vacuum cleaner contents and floor sweepings.
- Food packaging.
- Food waste.
- Paper.
- Green waste.

24. Any further comments?

- Not supportive of the proposal.
- Supportive of the proposal.
- Concerns raised regarding an expected increase in flytipping and its impacts.

- Concern regarding the negative impact on recycling and waste performance.
- The level of savings proposed were questioned as to whether they are achievable.
- Concerns raised regarding the potential impact on or reduction in quality of the general environment and gardens.
- Concerns raised regarding greater amounts of waste being placed in black bins as a result of the proposal.
- Reduce the number of Council staff, pensions or council pay, and improve efficiencies.
- Concerns raised regarding the ability of those with restricted mobility to use waste management alternatives. For example, those who could not make use of recycling centres.
- Negative impact on poorer to medium wealth households.

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Jackie Ward
Waste Manager
Transport and Countryside
17 January 2018

***Please note**: In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

All the responses have been provided verbatim as an appendix to this report. Whilst this summary seeks to distil the key, substantive points made, it should also be read in conjunction with the more detailed verbatim comments to ensure a full, rounded perspective of the views and comments are considered.

[i] Central Index Page – http://www.westberks.gov.uk/budgetproposals
[ii] Consultation Portal - http://info.westberks.gov.uk/consultations
[iii] Padworth Waste Facility - https://www.veolia.co.uk/westberkshire/veolia-west-berkshire/veolia-west-berkshire/padworth-integrated-waste-management-facility
[iv] Controlled Waste (England and Wales) Regulations 2012 - http://www.legislation.gov.uk/uksi/2012/811/contents/made.

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Stage Two Equality Impact Assessment (EqIA 2)

What is the proposed decision?	To charge an annual subscription of around £50 per household for the collection of garden waste in 2018.
Summary of relevant legislation	Charging for Garden Waste collection is allowed under the Controlled Waste (England and Wales) Regulations 2012.
Does the proposed decision conflict with any of the council's key strategic priorities?	No
Name of budget holder	Jackie Ward
Name of assessor	Jackie Ward
Name of Service and Directorate	Transport and Countryside, Economy and Environment
Date of assessment	16 January 2018
Version and release date (if applicable)	V2 31 January 2018
Date EqIA 1 completed	15 November 2017

Step One – Scoping the Equality Impact Assessment

1. What data, research and other evidence or information is available which will be relevant to this EqIA 2?			
Service targets		**Performance targets**	
User satisfaction		**Service take-up**	
Workforce monitoring		**Press coverage**	
Complaints & comments		**Census data**	
Information from Trade Union		**Community Intelligence**	
Previous EqIA		**Staff survey**	
Public consultation	X	**Other (please specify)**	

2. What are the findings from the available evidence for the areas you have ticked above?

The public consultation received the following types of comments:

- A negative impact on poorer households.
- Concern raised regarding the impacts to the elderly or vulnerable.
- Concerns raised regarding the ability of those with restricted mobility or without transport to use waste management alternatives. For example, those who could not make use of recycling centres.

The consultation responses provided suggestions for how we can reduce the impact on those affected:

- By making the subscription to the service free to some applicants or introducing a concession rate to those applicable such as the elderly.
- Either lower the cost of the subscription or continue to provide the service at no additional cost.
- Through the use of means testing.
- By offering a payment method with less impact such as direct debit.

3. What additional research or data is required, if any, to fill the gaps identified in question two? Have you considered commissioning new data or research e.g. a needs assessment?

No

Step Two – Involvement and Consultation

4. How do the findings from the evidence summarised in Step One affect people with the nine protected characteristics?	
Target Groups	**Summary of responses and type of evidence**
Age – relates to all ages	About 21% of the responses referred to the elderly that may not be able to use the alternative waste management options, for example those who could not drive to the recycling centres. People that do not want to subscribe to the service and have restricted mobility may find it difficult to use alternative waste management options, for example those who could not drive to the recycling centres. Many of the responses referred to low income elderly households which may find the service unaffordable.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	About 3% of the responses referred to the people with disabilities that may not be able to use the alternative waste management options, for example those who could not drive to the recycling centres. People that do not want to subscribe to the service and have restricted mobility may find it difficult to use alternative waste management options, for example those who could not drive to the recycling centres. Many of the responses referred to low income households with disabilities which may find the service unaffordable.
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Marriage and civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	There is no evidence to indicate that there will be a greater impact on this group than on any other.

Pregnancy and maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Race - includes colour, caste, ethnic or national origin or nationality.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Religion or belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Sex - applies to male or female.	There is no evidence to indicate that there will be a greater impact on this group than on any other.
Sexual orientation - protects lesbian, gay, bi-sexual and heterosexual people.	There is no evidence to indicate that there will be a greater impact on this group than on any other.

5. Who are the main stakeholders (e.g. service users, staff) and what are their requirements?
The main stakeholders are the households in the district that currently use the garden and food waste service. Their requirements would be a continuation of the garden waste collection service. The garden waste collection service is not a statutory service and charging for Garden Waste collection is allowed under the Controlled Waste (England and Wales) Regulations 2012.

6. How will this item affect the stakeholders identified above?
The stakeholders would have to pay if they wish to continue to use the garden waste collection service. If stakeholders choose not to subscribe they have alternative options to compost their garden waste of using the Household Waste Recycling centres or home composting their garden waste.

Step Three – Assessing Impact and Strengthening the Policy

7. What are the impacts and how will you mitigate them?
The consultation has identified a number of potential impacts particularly in relation to the elderly, disabled and low income families. A small number of those responding also suggested that the proposal, if approved, might result in fly-tipping. However, this is illegal and anyone found guilty of fly-tipping could be liable for prosecution. Others suggested that the amount of waste which goes to landfill or Energy from Waste facilities could reduce. The consultation identified that the impacts could however be mitigated through: • the Council supporting home composting. • community involvement such as community composting, friends and family taking garden waste to HWRCs. If this proposal is implemented then the impact will be monitored over the next 12 months and any appropriate action taken.

Step Four – Procurement and Partnerships

8. Is this item due to be carried out wholly or partly by contractors? ***Yes***
The collection service will be provided by a contractor. There will not be any additional requirements placed on the contractor because the design and promotion of the service is the responsibility of the Council.

Step Five – Making a Decision

9. What are your recommendations as a result of the EqIA 2? **In making your recommendations please summarise your findings.**
The consultation identified that the proposal may impact on low income households who are unable to afford the service and in addition are elderly or disabled and cannot travel to use alternative waste services provided. The consultation identified that the impacts could be mitigated through: (I) the Council supporting home composting. ○ The Council does support home composting and does intend to continue to do so. This option is recommended. **(II)** community involvement such as community composting, shared bins, friends and family taking garden waste to HWRCs. **a.** The Council intends to provide information about these options in the service communications. This option is recommended.

(III) by making the subscription to the service free to some applicants or introducing a concession rate to those applicable.

a. The Council does not currently provide any concessions for waste services. Additional resources would be required to administer the concessions and any concessions would impact on the amount of income received for the service. In view of the Council's overall financial position, this is not recommended. However, the impacts should be monitored.

It is therefore recommended that the proposal be approved subject to the mitigation points (i) and (ii) above. The recommendation is therefore that an annual subscription of around £50 per household is introduced for the collection of garden waste. In addition, officers will monitor the impact of the service with respect to elderly/disabled residents and bring the decision back for further review in a year's time if required. An action plan has been prepared which sets out steps as to how any impact will be monitored.

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Step Six – Monitoring, Evaluating and Reviewing

10. How will you monitor the impact on the nine protected characteristics once the change has taken place?
To monitor the impact of the decision, the action plan below would take effect.

Step Seven – Action Plan

Categories	Actions	Target date	Responsible person
Involvement and consultation	No further action		
Data collection	Benchmark pricing from other Local Authorities Assessment of loss of income due to concessions. Assessment of any additional resources required to administer service concessions. Assessment of any delay to the service start due to introducing concessions.	1st March 19	Jackie Ward
Assessing impact	No further action		
Procurement and partnership	No further action		
Monitoring, evaluation and reviewing	Monitor the number of concession subscriptions against population data. In the event of conducting a customer satisfaction survey we will ask specific impact questions.	Setting fees for second year of service. On date of survey (none planned)	Jackie Ward

Step Eight – Sign Off

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.		
Contributors to the EqIA 2		
Name: Jackie Ward	**Job Title:** Waste Manager	**Date:** 31 January 2018
Sarah Clarke	Solicitor – Interim Head of Legal Services	31 January 2018
Head of Transport and Countryside		
Name: Mark Edwards		**Date:** 31 January 2018

Statutory Pay Policy 2018

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	11 January 2018
Report Author:	Katie Penlington
Forward Plan Ref:	C3278

1. Purpose of the Report

1.1 To seek Council's approval of the Statutory Pay Policy Statement for publication from 1st April 2018.

2. Recommendation

2.1 Council is asked to approve the policy statement attached as appendix C for publication in accordance with s38 of the Localism Act 2011.

3. Implications

3.1	**Financial:**	None
3.2	**Policy:**	None
3.3	**Personnel:**	None
3.4	**Legal:**	None
3.5	**Risk Management:**	None
3.6	**Property:**	None
3.7	**Other:**	None

4. Other options considered

4.1 Not applicable – this is a statutory requirement.

Executive Summary and Report

4.2 Section 38 of the Localism Act 2011 requires local authorities to publish an annual pay policy statement. The method of publication is at the discretion of the authority, but it is expected to comply with the principles set out in the Local Government Transparency Code. The statement must be approved by the full Council.

4.3 Council approved the annual publication of the statement, in principle, on 1st March 2012. This report seeks Council's for approval, for publication of the 2018 Pay Policy Statement (attached at appendix C) with effect from 1st April 2018.

4.4 The statement should set out the policies in relation to;

(1) Remuneration of its chief officers

(2) The remuneration of its lowest paid employees (and our definition and reasons for defining it)

(3) The relationship between the remuneration of its chief officers and those who are not chief officers

4.5 The definition of chief officers includes the Chief Executive, the Monitoring Officer, the Section 151 Officer, Corporate Directors, as well as those who report directly to any of these post holders. Thus, in West Berkshire Council, this definition would include all Heads of Service.

4.6 Chief Officer remuneration includes salary, bonuses, performance-related pay, fees or allowances (including as returning officer), benefits in kind, etc. The policy should also state how chief officer salary will be determined on appointment and any arrangements for payments upon leaving office.

4.7 The Pay Policy Statement for 2018 has been updated to reflect the increase to the Living Wage by the Living Wage Foundation to £8.75 per hour. The Council pays a 'living wage supplement' to corporate employees who would otherwise be paid less than £8.75 per hour.

4.8 The pay award effective from April 2018 has yet to be agreed, figures in the policy in italics will be revised once the pay award is agreed. If the pay award is higher than the Employers' Side offer as at 12.02.18 the policy will return to Personnel Committee for further discussion.

5. Conclusion

5.1 The Pay Policy Statement attached as Appendix C should be published on the Council website with effect from 1st April 2018, to comply with our statutory duty under the Localism Act.

6. Appendices

6.1 Appendix A - Supporting Information

6.2 Appendix B – Equalities Impact Assessment

6.3 Appendix C –draft Statutory Pay Policy 2018

Appendix A

Statutory Pay Policy 2018 –Supporting Information

Background Papers:

- The Localism Act Nov 11, s38-43 (legislation.gov.uk);
- Openness and accountability in local pay: Guidance under section 40 of the Localism Act Feb 2012, and supplementary guidance Feb 2013 (CLG);
- Localism Act: Pay Policy Statement Guidance for Local Authority Chief Executives Nov 11 (JNC for Chief Officers)
- Pay Policy and Practice in Local Authorities (Local Government Association)

Subject to Call-In:

Yes: ☐ No: ☒

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

Wards affected: n/a

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

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

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

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

Officer details:

Name: Katie Penlington
Job Title: Human Resources Officer
Tel No: 01635 519325
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Appendix B

Equality Impact Assessment - Stage One

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

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

Name of policy, strategy or function:	Statutory Pay Policy
Version and release date of item (if applicable):	2018
Owner of item being assessed:	Human Resources
Name of assessor:	Katie Penlington
Date of assessment:	8th December 2017

Is this a:		**Is this:**	
Policy	**Yes**	**New or proposed**	
Strategy		**Already exists and is being reviewed**	**Yes**
Function		**Is changing**	**Yes**
Service			

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	Publication of a policy statement, which sets out the Council's approach to paying its staff, to comply with legislation
Objectives:	See above
Outcomes:	Compliance with statutory duty
Benefits:	n/a

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

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

Group Affected	**What might be the effect?**	**Information to support this**

Further Comments relating to the item:

3. Result	
Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	**No**
Please provide an explanation for your answer: Publication of this Policy is a statutory requirement, it simply brings together information from policies and procedures that are subject to separate EIAs.	
Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	**No**
Please provide an explanation for your answer: Publication of this Policy is a statutory requirement, it simply brings together information from policies and procedures that are subject to separate EIAs.	

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

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

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

Name: Katie Penlington **Date:**

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

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Pay Policy Statement – April 2018

Change History

Version	Date	Description	Change ID
1	April 2012	First publication	
2	April 2013	Second publication	
3	April 2014	Third publication	
4	April 2015	Fourth publication	
5	April 2016	Fifth publication	
6	April 2017	Sixth publication	
7	April 2018	Seventh publication	

West Berkshire COUNCIL

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Note that in this draft (dated 18/01/18) the type in red italics will be amended when the new pay rates for 2018 are implemented.

1. Purpose

1.1 This document covers the requirements to publish a pay policy statement under s38 of the Localism Act 2011. This Pay Policy Statement does not apply to employees working within schools.

1.2 Full Council has approved the Pay Policy Statement.

2. Definitions used in this document

2.1 **Chief Officers** (as defined in s43 of the Localism Act):

2.1.1 Chief Executive

2.1.2 Corporate Director (Communities)

2.1.3 Corporate Director (Environment)

2.1.4 Heads of Service

- Head of Legal Services (Monitoring Officer)
- Head of Finance and Property (Section 151 Officer)
- Head of Education
- Head of Human Resources
- Head of Strategic Services
- Head of Customer Services and ICT
- Head of Public Health and Wellbeing
- Head of Transport and Countryside
- Head of Public Protection and Culture
- Head of Development and Planning
- Head of Children and Family Services
- Head of Prevention and Safeguarding
- Head of Adult Social Care
- Head of Commissioning

2.2 **Employees who are not chief officers**: all other employees (including those employed on a casual basis) employed directly by the Council.

This policy does not cover the remuneration of other 'workers' employed by the Council, as employees of agencies or as self-employed consultants.

2.3 **Lowest paid employee**: minimum of £7.88 per hour plus a 'living wage supplement': a total of £8.75 per hour. Notes on this definition are set out below:

2.3.1 Any employee whose basic hourly rate is below the 'Living Wage' calculated by the Living Wage Foundation receives a supplement to take the hourly rate up to £8.75 per hour.

2.3.2 Apprentices aged 16-18, may be paid on the age-related National Minimum Wage. The Apprentice NMW rate is not used. Apprentices have been excluded from this definition on the basis that they are in specific posts created for training purposes.

2.4 **Median salary**: *£27,667 (*full time equivalent). This is a measure of the 'average' salary for employees in the Council. It is defined as the 'midpoint' salary, such that there is an equal probability of falling above or below it.

2.5 **Mean salary**: *£29,548 (*full time equivalent). This is an alternative measure of the 'average' salary for employees in the Council. The arithmetic mean is defined as the sum of all the salaries divided by the number of salaries.

2.6 **Highest paid employee**: the Chief Executive is paid *£136,100* plus £5,000 car allowance per annum = *£141,100.*

3. Pay Policy from April 2018

3.1 All jobs within the Council are paid on salary grades with five or more incremental points.

3.2 Job evaluation – employees below grade N

3.2.1 The Hay (Local Government) job evaluation scheme is used to establish the grade for each post relative to all other jobs within the Council. The job evaluation procedure is used to evaluate all new jobs and to re-evaluate existing jobs where there have been significant changes.

3.2.2 All jobs are assigned to a grade within the West Berkshire Council salary structure on the basis of the job evaluation score. The individual salary scale points are based on the National Joint Council for Local Government Employees (Green Book) salary scale.

3.3 Salary structure – employees on Grade N and above

3.3.1 Heads of Service are all paid on Grade N. They constitute the second tier of management and may be allocated new responsibilities as required to meet the needs of the Council at this level, within their grade. Heads of Service report to either a Corporate Director or the Chief Executive.

3.3.2 An additional targeted recruitment payment up to a maximum approved by the Executive may be payable to the role of Head of Children and Family Services to enable effective competition in the recruitment market wen recruiting. If applied, this payment will be reviewed every five years to ensure it remains objectively justifiable.

3.3.3 Corporate Directors are paid on the Corporate Director grade and the Chief Executive is paid on a specific grade for this post. All three may be allocated new responsibilities as required to meet the needs of the Council within their grade.

3.4 Salary on appointment – all employees

3.4.1 Appointments will normally be made to the minimum point of the grade. Managers may take into account the previous experience and skills of the employee to offer appointment above the salary minimum for the post.

3.5 Incremental progression – all employees

3.5.1 Each employee progresses through the grade band for the post by the award of one increment (or spinal column point (SCP)) on 1st April each year until the maximum of the grade band is reached, subject to six months service in the grade band (whether that band has been attained by appointment, promotion or regrading) and satisfactory performance in the job.

3.5.2 Any existing employee who is appointed to a new post within the Council whose salary, on 1st April, would otherwise be less than one column point in excess of the salary they would have received on that day in their old grade band, will be entitled to an increment on that day even if he/she has not been 6 months in the new post, subject to satisfactory performance.

3.5.3 An increment may be withheld if an employee is subject to formal disciplinary or capability procedures during the year leading up to the 1st April.

3.5.4 An additional increment may be awarded in any one year to an employee, at the discretion of the Head of Service, on the grounds of special merit or ability, provided the maximum of the grade is not exceeded.

3.6 Additional payments – all employees

3.6.1 Additional payment may be made for additional hours, overtime, undertaking higher responsibilities, and for non-standard working arrangements such as stand-by or evening work, or for exceptional working conditions. See Appendix 2 for details.

3.6.2 Car allowance payments for new senior managers ceased to be paid from November 2007. Some senior employees who were already in receipt of such allowances continue to receive them on a protected basis whilst in post.

3.6.3 Essential car users (defined as those who travel at least 1,500 business miles per annum or for whom a car is essential for the performance of the job) receive an allowance.

3.6.4 All employees can claim expenses for essential business travel at the rate of the cost of public transport, or a mileage rate. Subsistence expenses may be claimed at the rates recommended by HMRC.

3.6.5 The Council does not operate a separate bonus scheme for its Chief Officers. With the exception of the targeted recruitment payment mentioned in 3.3.2 above no other charges, fees or allowances or

remuneration are payable to Chief Officers in connection with their responsibilities.

3.6.6 Fees for Returning Officer duties during elections are payable to the Chief Executive. Fees for national elections are set by central Government and vary according to the type of election. Fees for local elections (parish and district elections) are set by the Council and are currently under review.

3.6.7 There are no benefits in kind, such as private health insurance, payable to Chief Officers.

3.6.8 Chief Officers are eligible to join the Local Government Pension Scheme in the same way as other employees.

3.7 Severance arrangements

3.7.1 Chief Officers are subject to the same redundancy payment and pension arrangements as other employees. These are set out in the Council's **Employer Statement of Policy on Discretionary Compensation** and the **Employer Statement – Local Government Pension Scheme Discretions Policy**.)

3.7.2 All redundancy or severance costs (including the cost of mandatory early payment of pension) of over £10,000 must be approved by the Executive.

3.7.3 An employee who has left the Council, with a redundancy or other severance payment under the discretionary compensation scheme, will not normally be re-engaged by the Council within two years of the termination date. In exceptional circumstances the Head of Human Resources may make a decision, after consultation with the Chief Executive, the Monitoring Officer, the Section 151 Officer, and the Leader and Shadow Leader of the Council, to authorise re-engagement where it is in the interests of the Council to do so. (See the **Re-Employment Policy**.)

4. Pay ratios in the Council

4.1 It is the Policy of the Council to ensure that the ratio of the salary of the highest paid officer and the lowest paid officer is well below the 20:1 ratio recommended as a maximum in the terms of reference for the 2011 Hutton Review of Fair Pay in the Public Sector.

4.2 As at 1st April 2018, pay ratios within the Council stand as follows:

- *Highest:lowest = 8.66:1*
- *Highest:median = 5.1:1*

4.3 This is based on the following salary packages:

- Highest paid (maximum CX including car allowance) = *£141,100*
- Lowest paid (minimum *grade A) = £16,302* (including living wage supplement)

- Median (average excluding car allowances) = *£27,667*

5. Review

This policy will be reviewed at least annually and more frequently if necessary to respond to any changes.

Appendix 1 Local Government Pay Rates - 1st April 2017

Note the new scale for 2018 will be inserted once it has been agreed

* denotes SCPs that fall below the living wage, so receive a supplement to bring their pay up to £8.75 per hour.

Grade	SCP	Salary
A	3	-
	4	-
	5	
	6*	**15014**
B	7*	**15115**
	8*	**15246**
	9*	**15375**
	10*	**15613**
C	11*	**15807**
	12*	**16123**
	13	**16491**
	14	**16781**
D	15	**17072**
	16	**17419**
	17	**17722**
E	18	**18070**
	19	**18746**
	20	**19430**
F	21	**20138**
	22	**20661**
	23	**21268**
G	24	**21962**
	25	**22658**
	26	**23398**
	27	**24174**
H	28	**24964**
	29	**25951**
	30	**26822**
	31	**27668**
	32	**28485**
	33	**29323**
	34	**30153**

I		35	30785
		36	31601
	J	37	32486
		38	33437
		39	34538
		40	35444
		41	36379
		42	37306
		43	38237
K		44	39177
		45	40057
	L	46	41025
		47	41967
		48	42899
		49	45113
		50	47361
M		51	49074
		52	50780
		53	52504
		54	53256
		55	55291
		56	57320
		57	59350
	N	61	66190
		62	67714
		63	69996
		64	72287
		65	74558
		66	76846
		67	79126
		68	81414
		72	94087
Corporate Directors		73	96572
		74	99065
		75	101551
		76	104040
		77	106537
	Chief		127327

Executive	**130253** **133178** **136100**

Appendix 2 – Additional Payments Scheme

Criteria for making service related additional payments

5.1 The scheme provides for additional payments to be made where:

- There is a clear service need to resolve organisational and/or staffing difficulties:
- Other organisational responses (e.g. restructuring or re-allocation of work) will not overcome the difficulties;
- No other provision exists for payments to be made under WBC Conditions of Service;
- Costs can be contained within service budgets;
- The relevant Corporate Director is satisfied that payments are necessary and appropriate in all the circumstances.

If the above criteria apply, and other conditions and criteria are met (see sections below) additional payments may be made at the discretion of the Head of Service.

Payment for Exceptional Working Patterns

The normal working week will be the working week or regular work pattern defined in the contract of employment, normally based on any five named days out of seven.

Some jobs require regular working patterns which, because of service demands, are particularly disruptive to social or domestic life and these jobs may therefore present difficulties of recruitment and retention e.g. week end working, split duty or sleeping in.

Others may require acceptance of occasional severe disruption to regular work patterns which are not commonly acceptable under normal basic pay arrangements. Where there is clear evidence that such circumstances present service delivery problems, additional payments, based on a maximum of time and a third of basic pay may be made at the discretion of the Head of Service.

Payment for night work

Time and a third may be paid for night work undertaken between the hours of 10pm and 6am.

Payment for stand-by duty

For some jobs, where stand-by duty is a regular requirement, specific stand-by payments may be written into the employment contract. The Head of Human Resources or the relevant Head of Service will advise where these apply.

Where there is no contractual requirement or payment for stand-by duty, and stand-by duty is not reflected in the grading of the post, payment of one third of basic pay may be paid. Payment will be at the discretion of the Head of Service.

Payment for higher responsibility

WBC Conditions of Service provide for an employee, who for reasons other than annual leave of another employee, is called upon to undertake the duties and responsibilities of a higher graded post for a period of at least four weeks may, at the discretion of the Head of Service, receive an honorarium to reflect the additional duties and responsibilities.

In determining the appropriate level of additional payment, the Head of Service should take into account factors like:

- The difference between grading between the absent employee and the employee providing cover
- The duration of the period of absence
- The level of support provided to the covering employee
- Arrangements relating to the employee's normal duties;

Although not normally provided for in WBC Conditions, Heads of Service may, exceptionally, make additional payments to employees covering for absence resulting from annual leave. The above criteria are relevant in deciding to make payments in these circumstances, in particular, the duration of cover and the difference in grading.

Payment for Regular Overtime

Some jobs require regular overtime working that cannot, practicably, be compensated by time off in lieu. These jobs may be held by employees above the normal ceiling for overtime payment (scp32).

Where regular overtime is a feature of the job (e.g. regular requirement for attendance at evening Council and/or Committee meetings), the Head of Service may agree the payment of a flat rate allowance that reflects the regular nature of the demand and the normal basis for calculating additional payments (time and one third).

Payment for Exceptional Working Conditions

WBC job evaluation takes account of physical aspects of jobs where they are a regular feature e.g. heavy and awkward working conditions. Normal pay reflects the conditions of such jobs. However, in some jobs such conditions may occur only occasionally and will not, therefore, be reflected in grading.

In other jobs, employees may be required, from time to time, to work in particularly dirty or otherwise unpleasant circumstances.

Where job grading has not taken exceptional working conditions into account, additional payments may be made. Where the exceptional conditions extend over a period of time, payment of time and a third for hours worked in those conditions will be appropriate. In the case of a short, one-off situation, a payment for Other Exceptional Circumstances, as described below, may be paid.

Payment for election duties

Election fees are payable to some staff as and when elections are held for National Elections. The fees are set by HM Government and vary according to type of election

Payment for Other Exceptional Circumstances

From time to time, other exceptional circumstances may arise that merit an additional payment e.g. short and unusual exposure to particularly unpleasant work conditions, reward for a sustained period of particularly heavy increased responsibility, or exceptional achievement. In such circumstances, an additional payment may be made. Although not a limit in truly exceptional circumstances, the normal ceiling of time and a third for additional payments should be taken into account when determining an appropriate additional payment.

Payment for Emergency Operations Centre (EOC) work

Where the Emergency Operations Centre (EOC) is set up to respond to an emergency, staff carrying out EOC work will be paid as follows:

- All hours worked on EOC duties outside 0800 to 1700 Monday to Friday will be paid at £15 per hour.
- Full time employees working the day shift (8am to 4pm) will receive an honorarium payment of £30 for each day shift worked.
- Part time employees working extra hours on the day shift will be paid £15 per hour for each additional hour worked in addition to the £30 honorarium payment for each day shift worked.
- The hours paid will include the time it takes to come in and go home if the employee would not have had to make this journey in normal circumstances (for example travelling back in for a midnight start or travelling at weekends). However employees cannot claim 'petrol costs'.
- These payments are payable to all employees regardless of grade.

Where employees who have worked weekends, late or night shifts would prefer to take the extra hours they worked as time off in lieu (TOIL) rather than receive £15 per hour they should inform HR by email.

Staff who had booked annual leave but come in for a day shift should swap their leave to another day. If the EOC work occurs towards the end of an annual leave period, and as a result, there is a need to carry forward leave after the end of the leave year, the employee should agree this with his/her line manager. The employee will receive the £30 honorarium for each day shift worked.

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West Berkshire 2015-2019 Council Strategy: Refresh 2018

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	17 January 2018
Report Author:	Catalin Bogos
Forward Plan Ref:	C3395

1. Purpose of the Report

To present the refreshed Council Strategy 2015 - 2019 for consideration and approval by the Council. The refreshed document articulates the progress that has been made and introduces new or updated projects to support the delivery of the Council's priorities for improvement.

2. Recommendation

To approve the refreshed Council Strategy covering the period 2015 - 2019.

3. Implications

3.1	**Financial:**	The proposed work programme associated with the projects listed in the refreshed Council Strategy is fully funded within the 2018/19 budget.
3.2	**Policy:**	The Council Strategy forms part of the Council's approved Policy Framework.
3.3	**Personnel:**	None.
3.4	**Legal:**	None.
3.5	**Risk Management:**	The risk management process includes the assessment of risks in delivering the Council's priorities for improvement and monitoring of the actions to mitigate them.
3.6	**Property:**	None.
3.7	**Other:**	None.

4. Other options considered

None.

Executive Summary

5. Introduction / Background

In May 2015, the Council approved a new four year Council Strategy which contained specified priorities for improvement. The Council Strategy was subjected to public consultation. In May 2016, the Council approved a refreshed strategy based on the progress made to date whilst considering new or amended actions for the remaining three years of the strategy.

6. Proposal

6.1 This report introduces a refreshed version of the Council Strategy 2015 - 2019 that maintains the aims and priorities previously agreed. The new Strategy updates the progress that has been made in delivery of the priorities for improvement and provides clarification on new, amended actions or projects in order to deliver against the priorities.

6.2 The refreshed strategy and the proposed updated actions have been considered by a Task and Finish Group (T&FG) of the Overview and Scrutiny Management Commission. The T&FG has made a number of recommendations that have been included in the attached version of the refreshed strategy.

7. Conclusion

The refreshed Council Strategy clearly articulates the progress that has been made in delivering projects that support the Council's priorities for improvement. The refreshed Council Strategy also proposes new projects and initiatives in support of the Council's priorities for improvement for the last year of the Strategy.

8. Appendices

Appendix A – Equalities Impact Assessment

Appendix B – Draft 2015 -2019 Council Strategy: Refresh 2018

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- ***(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- ***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
  - ***(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
  - ***(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- ***(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***

(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(3) Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

What is the proposed decision that you are asking the Executive to make:	Approve the refresh of the Council Strategy 2015 - 2019
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	n/a
Name of assessor:	Catalin Bogos
Date of assessment:	19/12/2017

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	The aim of the Strategy is to set out the aims and priorities for improvement that will be the focus of the council over the next four years. Aims: A. Better educated communities. B. A stronger local economy. C. Protect and support those who need it. D. Maintain a high quality of life within our communities. These aims are supported by the overarching approach to 'Become an even more effective council'.
Objectives:	The Council Strategy is the highest level plan produced to clarify the strategic direction of the council for medium term and to inform more detailed planning at service and individual level.
Outcomes:	The outcomes detailed in the strategy refer to improvements in the following areas: 1. Improve educational attainment. 2. Close the educational attainment gap. 3. Enable the completion of more affordable housing. 4. Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration

	and the digital economy. 5. Good at safeguarding children and vulnerable adults. 6. Support communities to do more for themselves.
Benefits:	The primary beneficiaries are the residents in West Berkshire by being informed of the areas the Council will focus on to improve the services they receive. Council officers and partner organisations will be able to detail their plans based on the strategic direction set by the Council Strategy.

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

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

Group Affected	What might be the effect?	Information to support this
Age	The expected effect is that areas that require the most improvement receive the necessary focus of activity and resources.	Council Strategy 2015-2019 Responses to the consultation on the Council Strategy 2015-2019.
Disability		
Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		

Further Comments relating to the item:

There will be a positive benefit to certain protected groups such as the elderly, disabled, children particularly those from more challenging socio economic backgrounds.

The activities to deliver the strategy will be provided within the existing policy framework and will be provided by the individual service areas. The services will consider the measures and the impact of implementing the specific actions and conduct specific Equality Impact Assessments when required.

3 Result

Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: Full Council has considered at their annual meeting on the 19th May 2015 the feedback received following public consultation on the aims and priorities for improvement that are included/maintained into the updated Council Strategy 2015 – 2019.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	**No**
Please provide an explanation for your answer: No adverse impact is expected.	

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

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

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Catalin Bogos **Date:19/12/2017**

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

Shaping our District

Working together to make West Berkshire an even greater place in which to live, work and learn

West Berkshire
Council Strategy
2015-2019
Refreshed March 2018



West Berkshire
COUNCIL

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"Working together to make West Berkshire an even greater place in which to live, work and learn"

Foreword

to adapt to the changing world we now live in

"Despite our successes there is no room for complacency and many challenges remain."

Welcome to our refreshed Council Strategy for 2018/19. Over the following pages you can find out about our plans for the year ahead and what we are doing to continue to meet the needs of our residents, visitors and businesses. Although we have identified six priority areas for improvement we provide hundreds of local services across the District such as rubbish and recycling collections, street cleaning, planning, environmental health, housing, adult social care, children's and leisure services.

The role of this Council is more complex than ever with increasing pressures placed on us in looking after the most vulnerable in our society. Like all other Councils we face significant financial challenges because of the Government's austerity measures which have placed unprecedented pressure on public sector finances. Over the last three years the Council has had to save in excess of £24 million, with the revenue support grant which the Council receives from Central Government having reduced from £16.3 million in 2015/16 to £0.1 million by 2019/20.

This refreshed version of the 2015-2019 Council Strategy provides a reflective update of the achievements and challenges over the first three years of the strategy delivery period and a reviewed list of actions that we will continue to complete during 2018/19.

Reflecting on the level of targets set for our priorities for improvement, work with members of our Overview and Scrutiny Management Commission concluded that some of these targets were challenging (such as closing the educational attainment gap and enabling the completion of 1,000 affordable homes), but that this reflected the ambitions of the Council for West Berkshire residents and in particular for vulnerable groups.

Despite the high demand for our services with depleting resources the Council has had some notable successes over the last year. These include:

- Better safeguarding services for children and young people: these were rated 'good' by Ofsted in 2017;
- Supporting our schools to improve: more than 95% are now assessed as 'good' or 'outstanding';
- Investing in the District's roads: the A339/London Road Industrial Estate junction improvement is one example of enhancements of local roads;
- Completing 62 flood alleviation schemes.

As we enter the last year of this Council Strategy we will continue to focus on our priority areas for improvement whilst continuing to deliver the core services that you value so much.



Graham Jones
Leader of the Council



Nick Carter
Chief Executive

Summary

Our Vision:

"Working together to make West Berkshire an even greater place in which to live, work and learn"

Our Place

West Berkshire's population will continue to grow and by 2036 that growth will be at its highest for those aged over 65 (50% increase) and especially for over 85s (135% increase).

We have a strong local economy with high levels of employment but we cannot afford to be complacent. West Berkshire needs to remain an attractive place to do business, so continued investment in our infrastructure is vital. We also need to continue to ensure that our local workforce has the appropriate skills and that everyone has access to the labour market.

We will need more housing, in particular affordable housing, whilst at the same time protecting the natural environment that makes West Berkshire such a good place to live.

Our communities are well educated and we have good schools but attainment could be better. We need to be more ambitious for our young people and support them to achieve better education results.

Health and well-being outcomes place the District overall in a comparatively good position nationally. However, there are still evident inequalities that require focus to ensure disadvantaged groups achieve better.

Our Strategic Aims

We have set four strategic aims to support our vision:

A. Better educated communities.

B. A stronger local economy.

C. Protect and support those who need it.

D. Maintain a high quality of life within our communities.

Our Priorities for Improvement

We have identified six key priorities for improvement

1. Improve educational attainment.
2. Close the educational attainment gap.
3. Enable the completion of more affordable housing.
4. Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy.
5. Good at safeguarding children and vulnerable adults.
6. Support communities to do more for themselves.

Our Approach - A More Effective Council

At the time of producing this strategy in 2015, we were told, and we knew, as an organisation, that we had many strengths. Those strengths alone however were not enough to see us through the subsequent four years of the new strategy because of the financial constraints we were and we are still facing. As we reshaped West Berkshire we also needed to reshape ourselves. In particular, we needed to:

- encourage communities to do more for themselves recognising the Council will have to withdraw from directly supporting some areas of activity where others can be more effective;
- find new ways of commissioning and delivering services;
- learn more from others;
- celebrate our achievements more effectively;
- develop a more modern and flexible workforce.

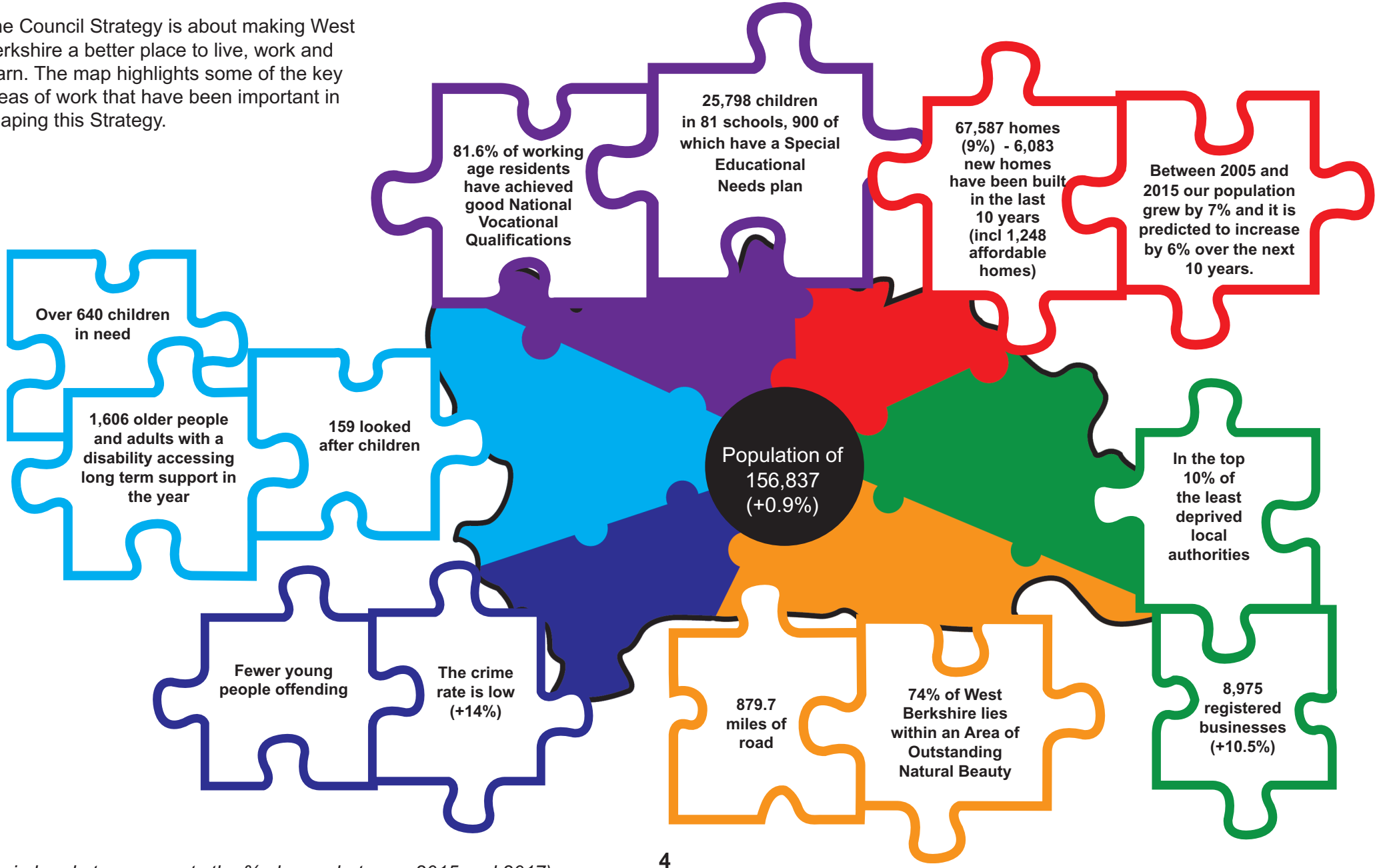
Our Track Record

Since publishing our Council Strategy:

- our Children's Services have improved and are now rated overall 'good' by Ofsted;
- good progress was made with Phase Two of the Superfast West Berkshire Broadband Programme, expecting to place West Berkshire amongst the best connected areas within UK;
- over 95% of district's schools are rated good or better following Ofsted inspections;
- invested £12.5m in our roads; completed 62 flood alleviation schemes;
- the Emotional Health Academy and its partners helped over 1000 children;
- completed building projects at Little Heath School (sixth form block) and at John Rankin Infant and Junior Schools (expansion).

West Berkshire – The Place and its People

The Council Strategy is about making West Berkshire a better place to live, work and learn. The map highlights some of the key areas of work that have been important in shaping this Strategy.



*(figure in brackets represents the % change between 2015 and 2017)

Our Vision, Aims and Priorities for Improvement

Vision Working together to make West Berkshire an even greater place to live, work and learn

Aims



Priorities for Improvement

1 Improve educational attainment.

2 Close the educational attainment gap.

3 Enable the completion of more affordable housing.

4 Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy.

5 Good at safeguarding children and vulnerable adults.

6 Support communities to do more to help themselves.

The Council provides a range of core services which it believes are essential for the communities of West Berkshire. These include:

- Protecting our children
- Maintaining our roads
- Collecting your bins and keeping the streets clean
- Providing benefits
- Collecting Council Tax and Business Rates
- Ensuring the well-being of older people and vulnerable adults
- Planning and Housing

Given the scale of the financial challenges that lie ahead it is impossible to guarantee that these services will be immune from cuts. We will however, seek to ensure that these services are delivered to a standard that is good for those who receive them.

Aim A Better Educated Communities



Why is this important?

We recognise that children and young people are integral to the future of the area and we have a responsibility to ensure that all of them are given the best possible opportunity to succeed and to enjoy growing up in a safe, secure, healthy and economically prosperous environment.

For an area as affluent as West Berkshire, our educational attainment should be much better and we have made this our priority.

We continue to work positively with all local academies and schools for the benefit of pupils across West Berkshire.



Our priorities for improvement

- Raise the attainment of all our children at every key stage – *specifically we are aiming to be in the top 10% of councils for every key stage by 2020.*
- Close the attainment gap for vulnerable pupils – *we are aiming to eliminate the current attainment gap between disadvantaged children and other children.*

Priority for Improvement: Improve Educational Attainment

Key things we planned to do

1.1. Continue to develop our work with schools to improve outcomes for all children and young people.

1.2. Invest £70m in our schools.

1.3. Implement the refreshed West Berkshire School Improvement Strategy for 2015-17.

1.4. Increase safety, health and well-being support for children and young people in schools.

1.5. Ensure a good start for every child.

1.6. Increase the percentage of schools rated 'good' or better through developing outstanding leaders and governors in our schools.

Progress update

Key measures of educational attainment at different key stages show that, in most areas, the challenging target of being one of the best 10% of local authorities nationally is unlikely to be met by the end of this strategy. The provisional attainment results for 2017 show that only one local authority (Richmond upon Thames) has achieved results in the top 10% nationally at all key stages except for the result at KS1 (Key Stage) expected standard in writing. The Council's results for 2017 and the evolution since 2015 show that results have improved from the previous year for most of the measures but the comparator local authorities have also improved their results. More specifically:

- Five year olds achievement of a good level of development against the Early Years Foundation Stage Profile has improved year on year and is within the top 10% nationally.
- The % of Year 1 pupils achieving the required standard in Phonics Decoding continues to be a concern and has slipped within the bottom 25%. Our results have declined in 2017 whilst the national average remained constant from previous year.
- KS1 (for 7 year olds) results show improvements from 2016 to 2017 in all measures (reading, writing, maths). As all comparator groups have also improved their results and West Berkshire improved to a higher degree only in reading, our relative position is only within the top 50% and 75% of authorities in England.
- At KS2 (for 11 year olds), the % of pupils reaching the expected standard in reading, writing and mathematics shows improvement from 2016 to 2017, is above the national average but only within the top 50% of authorities. It should be noted that writing is a teacher assessment, whereas reading and maths are tests.
- The KS4 results (for 16 year olds pupils) show that the average score across 8 GCSE subjects reached only the top 50% of Local Authorities in England (above the national average). Similarly, pupils in the district made more progress between KS2 and KS4 compared to their peers, ranking West Berkshire amongst top 50% authorities nationally. The comparable measure between 2016 and 2017 is the % of pupils achieving a grade between 9-to-4 in English and maths (2017) and A*-C in English and maths (2016) for which the Council achieved within the top 25% of local authorities.

Actions have been taken to improve the leadership especially for a few schools that had poor performance and impacted on the overall results of the district.

Priority for Improvement: Improve Educational Attainment

Updates on key activities to support education attainment include:

- During 2015 to 2017 a number of Basic Need and school improvement projects were completed. These included expansions to the Willows Primary and Spurcroft Primary Schools and improvement projects at Lambourn and Kennet Valley Primary Schools. Permanent kitchen improvements have been made to all but one school which has enabled meals under the Universal Infant Free School Meals programme to be delivered in an effective way.

- Planning permission for a new school (Highwood Copse Primary) was obtained in June 2017.

- A total of £19.5m was invested over 2015/16 and 2016/17 in our schools, with a further £4.8m expected to be delivered during 2017/18. This investment includes £2.2m on urgent condition works across 35 schools, the creation of additional places for children with a diagnosis of ASD (Autistic Spectrum Disorders) at Fir Tree Primary School and works over the summer to enable Speenhamland Primary school to admit up to 60 pupils into Reception in September 2017.

- The refreshed West Berkshire School Improvement Strategy for 2015-17 was published in 2015. The associated plans are still being implemented but some notable achievements to date include:

    - **The % of schools judged by Ofsted 'good' or better has risen to 95%.** Leadership and governance are judged as at least good in West Berkshire's schools. The remaining four schools which are not yet good are on an improvement trajectory. Work to develop outstanding leaders and governors in our schools has positively contributed to the increase in the percentage of schools rated 'good' or better by Ofsted from 75% in January 2015 to 95.1% in September 2017.

    - **System leadership** is growing well with three teaching schools and teaching alliances now in place. Solutions have been identified and resources secured to ensure peer reviews across all primary schools, collaboration with current or recent headteachers and delivery of maths Continuous Professional Development programme.

    - **The pupil premium strategy** has resulted in positive comments being included in Ofsted inspection reports about the progress of disadvantaged pupils.

- A behaviour review was conducted in primary schools with headteachers and other partners (including Schools Health & Safety Team). This informed an action plan developed to increase teacher skills in managing behaviour, co-ordinate support from a number of agencies and provide a timely response to behaviour concerns.

- A Behaviour Intervention Team has been re-launched and now includes a range of expertise which includes psychological assessment and intervention, leadership support and therapeutic interventions. All referrals to the Behaviour Intervention Team include mental health screening to allow students to be triaged appropriately. A 'circle of adults' intervention is offered to schools to support pupils at risk of permanent exclusion.

Priority for Improvement: Improve Educational Attainment

- Mental Health First Aid courses have been delivered to teachers and school staff. Whole school well-being packages are available to improve well-being support in schools.
- Anxiety screening for cohorts of pupils is available to schools. Pupils at risk or at the early stages of developing an anxiety problem receive a group Cognitive Behaviour Therapy Intervention.
- The Emotional Health Academy (EHA) has made a significant contribution to improve the health and well-being in schools. It has Emotional Health Workers operating in 29 Schools. 1086 children have engaged with the service and the EHA delivered emotional health training to 256 professionals in a variety of settings including the Council, schools and voluntary services. The EHA Clinical Services helped children and young people make positive changes in 60.71% of cases that received an Emotional Health Assessment.
- Our Local Safeguarding Children Board has a dedicated 'School Safeguarding' working group that focuses on ensuring that school staff have the most recent information on how to safeguard children effectively in school.
- The up take of free childcare entitlements for 2, 3 and 4 year olds and the additional 15 hours early education is monitored and priority is given to support areas of greatest need. Eligibility for Early Years Pupil Premium (to help support the most disadvantaged children) is robustly supported to ensure all children access the government funded early education.
- Family Hubs have delivered parenting programmes and school readiness work. Support was provided to all relevant children in need and children with a child protection plan.
- All schools provide baseline Early Years Foundation Stage profile data to the Council and this is used to support planning for vulnerable groups. In terms of the quality of provision, more than 95% of the early years providers are assessed as 'good' or better at Ofsted inspections and this supports good end of key stage outcomes.
- 2015/16 academic year pupil absence rates for West Berkshire were low, placing the district amongst the best 25% of Local Authorities in the country. Permanent and fixed term exclusions from school are better than England averages (top 50% nationally).

Updates

The key things we planned to do at the start of the Strategy remain the same, with the exception of the following:

(New) Better coordinate and evidence the contribution of relevant services towards attainment levels e.g. housing (security/stability of housing), accessing amenities (transport links etc. particularly in rural areas) and security of income (especially in cases of fluctuating income).

(New) Secure additional resources for school improvement support though the DfE Strategic School Improvement Fund.

Priority for Improvement: Close the Educational Attainment Gap

Key things we planned to do

2.1. Our disadvantaged children will have better results and will be closer to the results of other children.

Progress update

Improving outcomes for disadvantaged pupils remains a high priority across West Berkshire schools. Further improvements in performance are required to the results achieved to date in order to diminish the difference:

- The Early Years achievements, which initially showed an upward trend for disadvantaged pupils, reached a plateau in 2017.
- Phonics attainment for disadvantaged pupils continues to improve.
- KS1 and KS2 attainment for disadvantaged pupils improved in 2017 in all subjects. KS1 to KS2 progress for disadvantaged pupils improved in 2017 in all subjects
- KS4 'progress 8' measure for disadvantaged pupils improved in 2017.
- Disappointingly, the majority of 2017 attainment gaps have increased.
- Ofsted inspections consistently report that disadvantaged pupils make good progress in West Berkshire Schools.

Updates

The key things we planned to do at the start of the Strategy remain the same, with the exception of the following:

(New) Maximise access to Early Years childcare for vulnerable families.

(New) Encourage Pupil Premium sign up to ensure appropriate support is provided to disadvantaged children.

(New) Develop the system led improvement to ensure Headteachers drive school improvement though the three teaching schools and school alliances.

(New) Use the Strategic School Improvement Fund to provide more targeted activities to support disadvantaged pupils including the appointment of Head Teacher Pupil Premium Champions.

Aim B
A Stronger Local Economy



Why is this important?

Having a good job, with a living wage and the resources to pay for the things you need is an essential requirement for a good quality of life, and improves health and well-being.

West Berkshire has traditionally had a healthy local economy and has now emerged strongly through the recent economic recession. The Council has an important role in helping to create the conditions for private sector businesses to prosper and grow. Infrastructure, regeneration and ensuring that our workforce has the appropriate skills remain our focus areas over the coming four years.



Our priorities for improvement

- Enable the completion of more affordable housing – *we are setting an ambitious target of facilitating the completion of 1000 new affordable homes across the district by 2020.*
- Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy:
  - *In relation to roads, our target is to be in the top 25% of councils nationally by 2019 for the condition of our main roads.*
  - *For rail, we will lobby for the extension of electrification from Newbury to Bedwyn.*
  - *We will implement a five year flood prevention programme through local flood forums and with the support of local communities.*
  - *We will take forward the regeneration of the London Road Industrial Estate, Newbury Wharf and Market Street sites in Newbury and support the regeneration of Thatcham Town Centre.*
  - *We will ensure that at least 99% of West Berkshire households have access to superfast broadband by the end of 2017.*

Priority for Improvement: Enable the Completion of More Affordable Housing

Key things we planned to do

3.1. Pursue options to accelerate the delivery of affordable housing in the district.

Progress update

- Affordable housing has continued to be delivered under challenging circumstances.
- The latest available figures show that a total of 241 units of affordable housing were completed between 2015 and 2017. The forecasted delivery of affordable housing over the three years to 2020 is 444 units. This should deliver a total of 685 units and indicates a potential shortfall of 315 units against the target to support the delivery of 1,000 units by 2020.
- The Council has an adopted development plan and a five year supply of suitable land for housing development. However, the Council recognises the challenges of getting affordable housing in the District and is preparing the next local plan which will show developments up to 2036.
- The Council has approved planning permissions for a range of sites which could see 2,900 homes built, of which, 620 would be affordable homes. 630 additional affordable homes have been identified across a range of sites within the Housing Sites Allocation Development Plan Document. This means that there is a potential for 1,250 affordable homes in total to be built over the longer term.
- There is a possibility that some of the 5 year forecasted units could also be delivered sooner (for example the Racecourse development has an outstanding permission to deliver a further 300 affordable housing units).
- A successful legal challenge reaffirmed local planning policy for the delivery of affordable housing on the sites with less than 10 units. This decision has allowed the Council to deliver more affordable housing.

Updates

The key things we planned to do at the start of the Strategy remain the same, with the exception of the following:

(New) Develop joint working with housing providers to help towards more affordable units.

(New) Increase lobbying of Government to reduce the impact being caused by viability issues.

Priority for Improvement: Deliver or Enable Key Infrastructure Improvements

Key things we planned to do

4.1 Invest £17m in our roads.

4.2 Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.

4.3 Keep our Community Infrastructure Levy policy under review.

4.4 Invest £5.2m in flood prevention schemes.

4.5 Support and develop Flood Forums.

4.6 Implement the Superfast Broadband Programme for Berkshire and West Berkshire.

Progress update

Good progress has been made in delivering the key activities including:

- £12.5m has been invested in the District's roads between April 2015 and March 2017. Performance results on road conditions remains strong (top quartile nationally). In addition, plans are in place to invest a further £12m in the period April 2017 to March 2019, a total of £24.5m over this 4 year period. Key schemes delivered were: the A339/London Road Industrial Estate junction improvement, and the resurfacing of the A339 Sandleford Link and A338 Great Shefford.
- In total around 100 roads are resurfaced each year which has led to an improvement in road condition across all 3 categories (A/B, C Class and Unclassified).
- Progress on key partnerships to enhance local infrastructure include:
  - Market Street Redevelopment - Procurement of contractor to deliver the new bus station is planned to begin in April 2018. The works to the Wharf (which will be the location of the new bus station) is expected to begin in June and be completed by December 2018. The existing bus station and the wider site are expected to be cleared in January 2019.
  - The public/private sector partnership with St. Modwen PLC to deliver urban regeneration including increased employment opportunities and town centre residential housing at London Road Industrial Estate development has been delayed due to on-going legal proceedings.
  - Sterling Cables – The demolition of the Sterling Cables site has commenced and further progress is expected during 2018/19.
- The Council has secured £25,450,100 for transport infrastructure projects that have been or were scheduled to be delivered between 2016 and 2020.This funding was received from Thames Valley Berkshire Local Enterprise Partnership, Great Western Railway, the Association of Train Operating Companies, Department for Transport and Highways England.

Priority for Improvement: Deliver or Enable Key Infrastructure Improvements

- West Berkshire Council was the first Berkshire authority (and one of the first 10 in the country) to introduce the Community Infrastructure Levy (CIL) charging schedule. This is bringing in additional funds for investment in infrastructure. The Council has received £2,832,217 for the CIL, £464,944 of which has been passed directly to the Parish and Town Councils in West Berkshire. Autumn budget (November 2017) announced that the Government intended to reform the CIL. In West Berkshire, the CIL will be reviewed as part of the new Local Plan due for submission in 2020.

- 45 flood alleviation schemes were completed during the period 2015/16 - 2016/17. In addition, 17 more are planned for completion by the end of March 2018. The investment in flood defence and drainage improvement schemes since 2015/16 totals £3.65m with a further £3.5m planned in 2018/19. Schemes completed include:

    - Winterbourne flood alleviation scheme.
    - Station Road, Woolhampton surface water drainage improvements.
    - Willow Close/Paddock Road, Newbury surface water drainage improvements.
    - Compton Culvert replacement (enlargement of two culverts on the River Pang).
    - Bank strengthening of the ordinary watercourse at Mill Road, Burghfield.

- Work has commenced on site in partnership with Thatcham Flood Forum, Cold Ash Community Partnership and the Environment Agency to complete the Tull Way Attenuation Pond.

- In West Berkshire, there are five flood forums in place: Pang Valley, Lambourn Valley, Newbury, Thatcham and Streatley. The Pang and Lambourn Forums cover whole river systems. Both are led by the local communities.

- 64,124 (87.7%) of West Berkshire premises were able to receive superfast broadband services (24Mb/s or above) as at the end of September 2017. Once the delivery of the Superfast Broadband project is completed, West Berkshire will have extended its superfast broadband coverage to in excess of 99%, becoming one of the best connected areas in the UK.

Updates

The key things we planned to do at the start of the Strategy remain the same, with the exception of the following:

(Removed) Support and develop Flood Forums – completed

Aim C
Protect and Support Those Who Need it

Why is this important?

Supporting the vulnerable, whether they are older people, adults with disabilities or children is at the heart of what the Council is about. The Council has very clear legal duties to support vulnerable people and it is where the majority of its resources are spent. It carries out these duties by working with partners through the Local Safeguarding Children Board and Safeguarding Adults Board.

The implementation of the Care Act 2015 is likely to result in more people being cared for by the Council. Population pressures and other factors will also increase the demand for social care in future years. We see safeguarding the most vulnerable in our communities as the most important thing we do and we have therefore maintained this as a priority.

The personalisation of social care and safeguarding adults empowers people to speak out, make informed decisions with support if necessary so that members of our communities can help each other.

Our priorities for improvement

- Good at safeguarding children and vulnerable adults.



Priority for Improvement: Good at Safeguarding Children and Vulnerable Adults

Key things we planned to do

5.1 Ensure that it is easy for local people to refer their safeguarding concerns to us.

5.2 Where services are independently inspected they are rated at least 'good' and peer reviews of safeguarding rated highly.

5.3 Work in partnership with health, education, police and voluntary and community sector organisations to improve safeguarding.

5.4 Sustain recruitment of qualified and experienced social workers and improve their access to more advanced/recent research intelligence and training for further professional development.

5.5 Implement an effective quality assurance programme for safeguarding services for children and young people.

Progress update

- Children and Family Services have simplified the process of receiving referrals where there is a safeguarding concern. The new approach ensures that families follow one process and use one dedicated phone number. This has seen an increase in the resource at the 'front door' where the Contact, Advice and Assessment Service is able to receive all concerns and, if necessary, share within a MASH (Multi Agency Safeguarding Hub) process to ensure that when a referral is received it is dealt with and responded to in an informed, prompt and proportionate way. This approach has resulted in both an increase in referrals received from the public and other agencies, and improved response rates in regard to timeliness and the level of intervention.

- Where children have told us that they do not feel safe, the Council has worked with internal and partner organisations' services to improve their safeguarding.

- For Adult Social Care, new safeguarding adults online procedures (http://info.westberks.gov.uk safeguardingadults) have been designed to make it easier for members of our communities to get in touch with us if they are concerned about the safety or welfare of an adult.

- The Care Quality (CQ) team has a process of CQ1 notifications which are used where there has been an issue in relation to the quality of a service – anyone can make a CQ1 notification which might result in a safeguarding referral or a complaint (http://info.westberks.gov.uk/careconcern). CQ1s are widely used by social care staff and providers within and external to West Berkshire. We have now extended this to as many professionals as possible most recently to include Primary Care settings. The CQ1 process is now also available to the public and the team encourages referrals for all issues.

- Children and Family Services along the other services within the Council's and its key partners have produced and implemented an improvement plan to address challenging areas known by the service and highlighted by the Ofsted inspection in 2017.

Priority for Improvement: Good at Safeguarding Children and Vulnerable Adults

Key things we planned to do

5.6 Continue to focus on improving our Children and Family Services, aiming to have the improvement notice withdrawn.

5.7 Continue to implement the 'Making Safeguarding Personal' approach by working with people to achieve their stated outcomes from the safeguarding process.

5.8 Improve our approach to 'hearing the voice of the child' within the services and in the way we make our decisions

- The Ofsted inspection in 2017 found that progress has been made in working with partner organisations to improve children's safeguarding including:
  - prompt multi-agency response, information sharing and decision making on the referral of cases of children at risk of suffering or already suffering significant harm following the introduction of a MASH (multi agency safeguarding hub);
  - once a child is assessed as being at risk, multi agency plans to keep children safe are put in place swiftly, ensuring the right intervention and support is provided in a timely fashion;
  - multi agency audits and learning from serious case reviews were used to improve services;
  - leaders have successfully built a more stable workforce and better quality-assurance processes;
  - clear understanding of children's lives and personalities with good listening to what children have to say;
  - effective and well coordinated support for children in need of help and protection (including children with disabilities) to respond to their needs including safety;
  - good focus to ensure there are no delays in ensuring children's welfare and appropriate permanent care.
- Services are continuing their efforts to ensure adequate response to situations when children go missing from home or care, and a consistent approach across all services regarding a small number of children at risk of sexual exploitation. The Council will continue to ensure that focus is given to areas that are not rated as good and that appropriate capacity and resource is maintained to help the Council achieve this.

Priority for Improvement: Good at Safeguarding Children and Vulnerable Adults

- Adult Social Care (ASC) – The Care Quality Commission (CQC) has carried out an inspection of the Willow Edge adult social care home and their assessment of the service has now moved to 'good' in all areas. Five ASC services are now rated as 'good' overall, including in the area of 'safe'. In June the Council transferred Birchwood Nursing and Residential Home to its portfolio. Following a CQC inspection late October it was rated as 'inadequate'. The Council is working hard to reverse this ahead of its re-inspection. An action plan has been agreed and staff are responding well to improve practice. Permanent staff appointments have been made which reduced the reliance on agency workers and strengthened the leadership in the home - a key asset in ensuring quick and sustainable improvement.

- At partnership level further work is being done to ensure that strategy discussions (statutory meetings of the partner organisations when a child is seen as 'at risk') include the right partners to enable a broad analysis of risk to be undertaken.

- Adult Social Care services have an effective West of Berkshire Safeguarding Partnership Board led by an Independent Chairperson. The Board members are working collaboratively at regional level to share good practice, develop adult safeguarding approaches and inviting scrutiny in the individual localities. We have achieved a consistency of how we are reaching out to people as part of the safeguarding publicity campaigns whilst minimising the costs by working together. Working with other Local Authorities, Probation Service and the police, support is provided to each other in the investigation and learning from safeguarding incidents. The Safeguarding Adult Review processes result in improvements in service by involving the partner organisations as a critical friend.

- The Emotional Health Academy (EHA) is an example of partnership working with the health sector, to reach and support earlier more children that have emotional health needs. In partnership with other specialist mental health providers, voluntary sector counselling and autism focused providers we have implemented a weekly triage meeting. This resulted in referred and self referred cases being considered by looking at the needs of their entire family and identifying who is best placed to help the child or the family. All partners are using the same methods to measure progress and results.

- During 2016/17, the EHA and it's partners helped over 1000 children and the EHA alone supported over 600 to improve their emotional health outcomes.

- Significant progress has been made to recruit permanent social workers and ensure stability of the workforce. The vacancy rate has improved from 50% in 2015 to 10% in 2017. At the end of December 2017 only 14% of posts in Children and Family Services were filled by agency workers compared to 29.7% in March 2016.

Priority for Improvement: Good at Safeguarding Children and Vulnerable Adults

- In 2017, a new, permanent Adult Social Care Principal Social Worker was employed. A number of actions were put in place to focus on recruitment to reduce the use of agency staff. These included the development of a dedicated recruitment website, the introduction of a 'Growing our own' programme resulting in the employment of two Occupational Therapists and development of Approved Mental Health workers and social workers.

- In line with Safeguarding Adult Board (SAB) high risk areas, all adult social care staff, with direct contact with service users, receive SAB related training every 12 months to ensure continuous professional development.

- A comprehensive quality assurance programme has been implemented ensuring that the assessment of the services provided is based on multiple perspectives resulting from:

    - in-depth local and partnership level data analysis
    - qualitative information on a case by case basis and on emerging themes from the case audit programme
    - staff supervision
    - staff and service users feedback

- The activity of the quality assurance sub-group of the LSCB (Local Safeguarding Children Board) has resulted in better outcomes for children and young people (for example the frequency to complete health and dental checks has improved). Alongside quantitative data, the Children and Family Services' Performance Board considers qualitative information which allows a clear understanding of the strengths of the service and areas for further improvement.

- The Ofsted inspection has acknowledged improved performance and there is an increase in user satisfaction and other professionals' positive feedback.

- Following the improvements made by Children and Family Services, the Department of Education's improvement notice was withdrawn.

- Making Safeguarding Personal is a key improvement area in West Berkshire and a priority for SAB. A key focus of the approach is ensuring the views of adults at risk and their family/carers' are specifically taken into account when making decisions about the provision of services. In 2016/17, 74% of all clients that had a concluded case, were asked about the outcomes they desired (either directly or through an advocate). This is an improvement from 2015/16, and this performance has further improved at Q1 in 2017/18 to 80%. In 2017/18 we extended our improvements further, making sure that adults who were the subject of a Section 42 (safeguarding assessment) had the opportunity to tell us, who spoke to them and how quickly they were contacted, if they received enough information and how involved they felt, in decisions that affected them.

Priority for Improvement: Good at Safeguarding Children and Vulnerable Adults

- We are ensuring that where adults lack mental capacity they will be supported by an advocate.
- Improvements have been achieved in more children being consulted in advance of their child protection conferences (97.3% in June 17) and more looked after children (LAC) contributed to their LAC case review (96.6% June 17). The timeliness of child protection and LAC reviews is now considered to be excellent.
- We have introduced the MOMO (Mind of My Own) app that allows young people to give feedback to the service and their views on their care plans.
- We have ensured young people are regular attendees at the Corporate Parenting Panel meetings to ensure Councillors and senior officers hear their views.
- We are working collaboratively with young people to develop new Children and Family Services web pages with a view to these being able to receive feedback and give information in a format that is considered more accessible to young people and which responds to what they have said they wanted.
- Opportunities are provided to young people to inform services' commissioning; children and young people have been consulted as part of the re-tendering of the Here4Me contract (offering independent visitors, advocacy and mentoring to Looked After Children).
- The latest ASC Users' Survey shows that at 91%, West Berkshire has achieved top 25% nationally in terms of the users' perception that the services have made them feel safe and secure.

Updates

The key things we planned to do at the start of the Strategy remain the same, with the exception of the following:

(New) Continue to evelop a dedicated Children and Family Services website which will increase the means of communication/contact from young people.

(Removed) Continue to focus on improving our Children's Services, aiming to have the improvement notice withdrawn. – action completed.

(Amended) Continue our approach to 'hearing the voice of the child' within the services and in the way we make our decisions.

(New) Focus on progressing the family safeguarding model to help reduce the number of children taken into the Council's care.

Aim D
Maintain a high quality of life within our communities



Why is this important?

The Council has four underlying principles which guide how it works;

(i). Helping you to help yourself

(ii). Helping you to help one another

(iii). Helping you when you cannot help yourself

(iv). Promoting and acting in the interests of our local community

The Council recognises that many people see themselves more as part of their immediate local area rather than as part of an administrative area called West Berkshire. As a result our focus has always been on working closely with local communities and parish councils, recognising that local people know what is best for their own community. We will also continue to work closely with communities of interest such as carers and voluntary groups.

We intend to do more work in this area, not only because limited resources mean the Council will be able to do less itself, but also because it is vital that we continue to unlock the potential resources that reside within our communities and identify the most effective way of delivering services.

Our priorities for improvement

- Support communities to do more to help themselves



Priority for Improvement: Support Communities to do More to Help Themselves

Key things we planned to do

6.1 Accelerate the delivery of local services for local communities by local communities.

6.2 Work with local communities to help people live longer, healthier and more fulfilling lives and improve the health of the poorest fastest.

6.3 Work with communities to enhance existing and develop new volunteering activities.

6.4 Implement new ways of working to develop communities to be more resilient in meeting the needs of vulnerable people.

6.5 Investigate self-service provision and alternative methods of working to support continuation of access to libraries.

6.6 Ensure the continuation of opportunities to participate in leisure activities.

Progress update

The approach to support communities to do more for themselves has and is still evolving. A number of initiatives contributed towards the delivery of this priority including:

- Community conversations were held in Hungerford, Lambourn, Calcot, Thatcham, Mortimer and Burghfield. These also took place in Newbury, at the re-launch of the Newbury Youth Council and at the annual Secondary Schools Peer Mentors Conference.
    - Local communities came up with solutions to support: local families with children who had autism, local interventions to reduce the impact of anti-social behaviour, development of a peer support group for women in Hungerford (My Monday), and a community support group to help families whose children had been subject to child protection plans to improve their parenting and care of their children. None of these children have required further safeguarding or protecting services from the Council.
    - Over 400 children were trained in restorative practices. Some of them presented how they had used these skills to the Department for Education Innovations Director, when he came to visit to see West Berkshire's unique and innovative Building Communities Together scheme and look particularly at the Emotional Health Academy.
    - A pool of Trainers has been established who will ensure that schools continue to receive Restorative Practice Training and that partner agencies are able to adopt restorative approaches both within their organisations and importantly with their engagement with communities.
    - The Independent Advisory Group has been re-energised and will be further developed to be representative of diverse communities within West Berkshire.

Priority for Improvement: Support Communities to do More to Help Themselves

Key things we planned to do

6.7 Develop opportunities to engage with West Berkshire heritage.

6.8 Support local communities in developing community plans, delivering key local projects and progressing with their Neighbourhood Development Plans.

6.9 Grow community conversations via Building Communities Together Partnership.

6.10 Further support youth employment and employee career development through apprenticeships and a graduate scheme.

Progress update

- A website (the Parish portal) was launched in April 2017 to support the devolution programme to Town and Parish Councils. The portal includes a Prospectus which covers a number of services and provides a wide range of information and advice to get Town and Parish Councils started.

- Initial negotiations have been completed with the Hungerford, Newbury and Thatcham Town Councils. In relation to Hungerford the Executive has agreed to the Library building being transferred to them which will see the continuation of the library service but also a greater use of the building by the local community. In relation to Thatcham, negotiations are on-going about the transfer of three playgrounds to them. Work is ongoing to transfer to Newbury Town Council, under licence, a parcel of open space in Victoria Park.

- West Berkshire Council has successfully supported Stratfield Mortimer Parish Council through the neighbourhood development plan process. This has led to the adoption of the plan which provides a more local focus for planning policy when making planning decisions.

- A Voluntary Sector Prospectus was introduced to commission the voluntary sector to deliver services against a range of outcomes for local residents and to help the development of community based services. There were a number of initiatives which were commissioned some of these included: physical activity initiatives, healthy lifestyle courses and free swimming lessons. Outcomes include:

    - Healthy Lifestyles courses for primary school age children - Let's Get Going – using the National Child Measurement programme and targeting to the young people that need it rather than providing it as a universal service. 96% of young people improved their knowledge of healthy eating and physical activity in 2016/17.

    - Free swimming lessons have been organised for pupils in receipt of pupil premium. This increased the opportunity for pupils in this group to take part in physical activities and also helped them develop important life skills. This opportunity is available to 48 children per year.

Priority for Improvement: Support Communities to do More to Help Themselves

Progress update

- A range of initiatives have been delivered by our Public Health Service to work with communities (geographical or communities of interest) and help people live longer and healthier. Examples of such interventions and their results include:

    - Smoking - 12 week smoking cessation support through one-to-one or group sessions with a free weekly supply of Nicotine Replacement Therapy (NRT). Drop-in clinics in local community settings, GP surgeries, supermarkets and other venues.
      Smoking prevalence in adults aged (18 years and over) reduced in West Berkshire from 14.1% (2015) to 12.8% (2016).
      Smoking prevalence in adults in routine and manual occupations reduced from 27.9% (2015) to 21.9% (2016), a reduction of 6% (but not statistically significant compared to 2015).
      The % of women who smoke at time of delivery has reduced from 9.2% (2014/15) to 7% (2015/16). This is significantly below the South East (9.7%) and national average (10.6%).

    - Falls Prevention is a priority and a whole range of initiatives have been implemented to target more people (including fall prevention classes, awareness campaigns, web-pages for help, support and advice, and Facebook pages).

- The total number of people volunteering in cultural services (including Libraries, Shaw House, West Berkshire Museum, Activity Team West Berkshire and The Duke of Edinburgh's Award Programmes) has increased from quarterly levels of between 200 and 230 in the first year of the strategy to over 500 during summer 2016/17.

- The total number of Appropriate Adults to advocate for our young people when needed increased.

- The Civil Contingencies Team have produced a Vulnerable People Plan, an Information Sharing Protocol and a Major Incident Support Team Plan. These allow the Council, in a Major Incident, to quickly identify the vulnerable people in the community, including those registered with utility companies, Town and Parish Councils, and other agencies and support them to support themselves in the community in a coordinated manner including deploying a multiagency response team.

- Self-service for libraries is being implemented and will develop further over time. The Council's services have worked with local communities and identified solutions to continue to offer a library service whilst realising the required financial savings.

Priority for Improvement: Support Communities to do More to Help Themselves

Progress update

- The number of junior attendances to our sports and leisure centres, at approx. 300,000 for 2016/17 have exceeded our annual targets of over 250,000. Similarly, senior attendances have increased from just over 52,000 before March 2015 to over 61,000.
- The number of unique identified individuals who have used the leisure centres continue to increase (over the last 12 months it increased from 23,000 to 25,000). Approaches implemented to increase participation include an easier booking process by introducing an online system, engaging with social media to promote the opportunities to participate, engagement with key events (e.g. White Collar Boxing) to attract new audiences, all aimed at increasing participation.
- We have continued to promote the leisure activities though the leisure card amongst our Looked After Children.
- During 2016/17, over 4,600 people participated in heritage learning activities (events, activities, walks, talks) at West Berkshire Museum, Shaw House, in schools and all other outreach activities.
- The number of visitors to heritage and other events at Shaw House exceeded 9,800 in 2016/17.
- A Community Garden Space at Shaw House (on the site of the Kitchen Garden) is being created as a means of engaging the community. It gives the opportunity to the local residents to plan and support the process from 'plough to plate', to engage with local schools and link with public health awareness campaigns (healthy eating, physical activity, mental health), involve older people by benefiting of winter packages or enabling them to grow a crop of flowers.
- 11 apprentices had been recruited by the Council by March 2017. Due to changes in the apprenticeship policy from central government we have not recruited an apprentice in quarter 1 in 2017/18 as we are putting systems in place and allowing the funds in the digital account to build.

Updates

The key things we planned to do at the start of the Strategy remain the same, with the exception of the following:

(Removed) Investigate self-service provision and alternative methods of working to support continuation of access to libraries - completed.

(Amended) Support employment including youth employment.

(New) Gain an improved understanding of what areas of activity communities want to take on themselves and how they can assist the Council (to be developed in liaison with all service areas and relevant external partners).

Our Approach & Values



Become an Even More Effective Council

Why is this important?

Over the previous eight years, West Berkshire Council has had to find over £55m of revenue savings, which has been achieved through finding efficiencies, staff reductions and transforming services.

In October 2016, West Berkshire Council accepted a four year financial settlement offered by Government. Whilst this settlement commits the Council to a continued reduction in Government funding, it provides financial stability from 2016/17 to 2019/20 on which the Council can plan ahead and build other sources of income.

The forecast levels of funding over the next three years, together with provision for budgetary increases, means that West Berkshire Council is facing a funding gap of £21m by 2020/21. Details are provided in our rolling three years financial strategy - the Medium Term Financial Strategy (MTFS) - on how we plan to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy.

Given the level of savings required, an approach of further trimming of existing services was no longer possible and a more radical reshaping of the Council was started during 2015/16.

In order to coordinate a range of activities aimed at increasing the Council's effectiveness and efficiency, a Corporate Transformation Programme was established in 2016. It brings together initiatives such as:

- Financial Challenge Reviews of all Council's services carried out to identify ways in which the funding gap in the Council's finances can be closed. Approximately, £1.5m of savings has been identified for 2018/19.
- New Ways of Working Reviews looking at how each of the Council's functions are delivered over the next five years to ensure effective services are provided in an efficient way to our residents, making the best of our people, money and digital technology.
- New investment and income opportunities – activities focusing on generating income from property investments and traded services, and investment in solutions that will deliver savings for the Council.

Our Values

We recognise that how we do things is as important as what we do. We have therefore established four values which reflect the culture we are seeking to create in the Council.

These values are:

- **Respect**
- **Integrity**
- **Ambition**
- **Responsibility**

Our Approach

- Become an even more effective Council

Our Approach: Become an Even More Effective Council

Key things we planned to do

7.1. Continue to deliver our core services to the agreed standard.

7.2. Retain and build on our strengths.

7.3. Reshape what we do and how we do it so that we can continue to live within our means.

7.4. Improve our partnership working especially with the health sector.

7.5. Develop a modern and flexible workforce where staff are recognised and valued.

7.6. Senior management will spend more time on strategic rather than operational issues.

7.7. Encourage more flexibility and innovation amongst our staff and foster ideas from the 'grass roots'.

7.8. Strengthen our leadership capability.

7.9. Get better at celebrating our successes and explaining our failures.

7.10. Make greater use of other appropriate information to help assess the cost and effectiveness of what we do.

Progress update

Value for money benchmarking analysis against similar local authorities suggests that the Council is efficient in terms of its overall costs. The result of the main initiatives supporting the overarching aim of an Even More Effective Council include:

- The outcomes of the regulatory bodies' inspections of children's services, adult social care, our schools and early year's providers show that these services are provided at a 'good' or better standard.

- All the Council's services have undertaken a financial challenge review, a process to identify discretionary elements of service delivery that can be stopped to be able to generate the necessary savings whilst continuing to deliver and to concentrate on the things that we have to do (statutory services). This has delivered over £1.5 m of savings.

- Contract management for social care services has been strengthened in the last year through the incorporation of this function with Care Quality to provide a more holistic approach to the management of the delivery of commissioned care and support services. In the last year we have worked with Health partners to develop our information and intelligence sharing to ensure we have available to us the most comprehensive set of information about the quality of provider services.

- Establishing the Commissioning Service in 2017 was a targeted piece of work by the Council focusing on building on strengths and extending at overall Council level, a successful approach that worked at service level. In doing so, the set of skills that helps the Council to be as financially efficient as possible is being employed to cover all services of the Council.

- During 2016/17 a senior management review was undertaken. This review focused on the Council's senior management structures and looked at how the Council needed to be structured going forward. This review had regard to the difficult financial challenges facing the Council but also the need to consider delivering services in a different way. As a result the number of senior managers has also reduced.

Our Approach: Become an Even More Effective Council

Progress

- The Council has also been engaged with New Ways of Working and in transforming the way it delivers some of its services. Examples include:
  - Adult Social Care services implemented a new approach focusing on providing an individualised response to requests for support based on people, families and their communities' strengths.
  - A 'step down unit' was created to help support vulnerable people's discharge from hospital more quickly.
  - Children and Family Services were reshaped to increase the efficiency and the quality of response to the identified areas of need. This included strengthening the front door arrangements to deliver a better response to referrals, targeting the work to address children's needs resulting from combined domestic abuse, substance misuse and mental ill-health individual or family issues.
  - A review of the Waste service is being conducted aimed at delivering savings whilst continuing to meet the Council's statutory obligations.
  - The Development of the Emotional Health Academy, in partnership with Health, as a means of being able to respond quicker to support children and families' emotional well-being.
  - The joining together of Environmental Health, Licensing and Trading Standards service for Bracknell, Wokingham and this Council into a Public Protection Partnership.
- In response to increasing financial pressures opportunities are being explored to generate income in order to be able to resource the vital services required by West Berkshire residents. One such initiative has been the introduction of a strategy which will see the Council purchasing commercial property as a source of rental income.
- A programme of digital transformation aimed at making the Council's services more accessible (24/7 where appropriate) is being pursued.
- The Council is open to sharing services with other partners and has a number of arrangements already in place. This approach will be one of many initiatives the Council will pursue as it endeavours to become even more effective.

Our Approach: Become an Even More Effective Council

- At a strategic level, the Council and health partners have worked together and refreshed the Health and Well-being Strategy defining the priorities for working together during 2017-2020. The strategy focuses on extending the health and well-being partnership to tackle health inequalities, to reduce harm from alcohol and build community resilience. As an approach the strategy aims to enable working together beyond the boundaries of organisations, professions and sectors in order to be able to deliver outcomes better.

- At operational level activities and initiatives to strengthening partnership working include:

  - Workers from the Council and health taking actions together in the cases of people that are detained under the Mental Health Act.

  - Developed a new agreement to ensure a more effective support for people with mental health needs to move on after a period in hospital. Integration plans resulted in teams being co-located to be able to work around the patients, produce joint care pathways and quicker assessment for patients to help them out of the hospital.

  - Public Health services working with the GP practices to improve the health checks take up. A particular new focus is to deliver targeted health checks to routine and manual workers (identified as more vulnerable and likely to be at risk).

- In 2016/17 the Valuing Each Other project was initiated with a group of staff to find ways of becoming better at valuing each other and to give staff the opportunity to discuss their ideas with Councillors and officers. One immediate result was to amend the staff appraisal system in response to staff's views. Based on the positive feedback from all involved, a broader range of workshops called Let's Chat, are taking place to engage all staff in the Council's change and improvement agenda.

- Strategy Board was established as a mechanism to look in depth at key strategic issues.

- Work began to develop and agree a Vision for the District for 2036.

- New Ways of Working developments, digital transformation, service reviews and Valuing Each Other/Let's Chat workshops are examples of processes that engage staff in changing the way in which the Council provides its services in order to be able to respond to residents' needs.

- Children's Services have been successful in securing Department for Education innovation funding, to pilot the Family Safeguarding Model of service delivery which has been successfully implemented in Hertfordshire. This is an approach based on multi-disciplinary teams using motivational interviewing techniques aimed at supporting more high risk families to remain together safely, improve health and education whilst reducing emotional and physical harm in families.

- Institute of Leadership and Management training programme has been taken up in order to further develop the knowledge and skills of its workforce and to be able to manage the challenges and opportunities presented by the 'day job'.

Our Approach: Become an Even More Effective Council

- The Prevention and Safeguarding services and Children and Family services have managed to establish a permanent management team (reducing reliance on agency staff).

- The Emotional Health Academy (EHA) continues to develop from strength to strength, NHS England have started a cross-departmental discussion with Department of Health and Department for Education regarding West Berkshire's impact on improving children's lives. In parallel KPMG Foundation are in early discussions with West Berkshire about potentially investing in the EHA as a national model, KPMG Trustees convened at the end of October to consider this.

- Financial Challenge Reviews have captured more detailed information to support analysis of individual service's costs.

- A new approach has been implemented to coordinate the production of needs assessment process (e.g. District Profile and Joint Strategic Need Assessment) into a District Needs Assessment and transform the methods to source and present data aiming to increase the accuracy of the data (usually available with a significant time lag) by using a module based approach which is being updated regularly.

Updates

The key things we planned to do at the start of the Strategy remain the same, with the exception of the following:

(New) Conduct benchmarking activity in order to use this data to be able to help to understand how to close gaps in education and health & well-being for disadvantaged families.

(New) To investigate and highlight which areas of Council activity are not as efficient as possible in comparison to other similar areas with a view to identifying areas for improvement.

(Amended) To heighten the focus on developing a modern and flexible workforce via recognising the value of enabling the workforce.

(New) Strengthen the methodology of how performance progress updates are reported at overall priority level.

(New) Produce a new Council Strategy for 2019 – 2023 ready for Full Council's approval in June/July 2019, reflecting a coordinated approach of all Council's services contributions to each priority area.

Refreshed Key Things We Plan to do

Improve Educational Attainment

1. Continue to develop our work with schools to improve outcomes for all children and young people.
2. Invest £70m in our schools.
3. Implement the refreshed West Berkshire School Improvement Strategy for 2015-17.
4. Increase safety, health and well-being support for children and young people in schools.
5. Ensure a good start for every child.
6. Increase the percentage of school rated 'good' or better through developing outstanding leaders and governors in our schools.
7. Better coordinate and evidence the contribution of relevant services towards attainment levels.
8. Secure additional resources for school improvement support though the DfE Strategic School Improvement Fund.

Close the Educational Attainment Gap

1. Our disadvantaged children will have better results and will be closer to the results of other children.
2. Maximise access to Early Years childcare for vulnerable families.
3. Encourage Pupil Premium sign up to ensure appropriate support is provided to disadvantaged children.
4. Develop the system led improvement to ensure Headteachers drive school improvement through the three teaching schools and school alliances.
5. Use the Strategic School Improvement Fund to provide more targeted activities to support disadvantaged pupils including the appointment of Head Teacher Pupil Premium Champions.

Enable the Completion of More Affordable Housing

1. Pursue options to accelerate the delivery of affordable housing in the district.
2. Develop joint working with housing providers to help towards more affordable units.
3. Increase lobbying of Government to reduce the impact being caused by viability issues.

Deliver or Enable Key Infrastructure Improvements

1. Invest £17m in our roads.
2. Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.
3. Keep our Community Infrastructure Levy policy under review.
4. Invest £5.2m in flood prevention schemes.
5. Implement the Superfast Broadband Programme for Berkshire and West Berkshire.

Good at Safeguarding Children and Vulnerable Adults

1. Ensure that it is easy for local people to refer their safeguarding concerns to us.
2. Where services are independently inspected they are rated at least 'good' and peer reviews of safeguarding rated highly.
3. Work in partnership with health, education, the police and voluntary and community sector organisations to improve safeguarding.
4. Sustain recruitment of qualified and experienced social workers and improve their access to more advanced/recent research intelligence and training for further professional development.
5. Implement an effective quality assurance programme for safeguarding services for children and young people.
6. Continue to implement the 'Making Safeguarding Personal' approach by working with people to achieve their stated outcomes from the safeguarding process.
7. Continue our approach to 'hearing the voice of the child' within the services and in the way we make our decisions.
8. Continue to develop a dedicated Children and Family Services website which will increase the means of communication/contact from young people.
9. Focus on progressing the Family Safeguarding Model to help reduce the number of children taken into the Council's care.

Refreshed Key Things We Plan to do cont.

Support Communities to do More to Help Themselves

1. Accelerate the delivery of local services for local communities by local communities.
2. Work with local communities to help people live longer, healthier and more fulfilling lives and improve the health of the poorest fastest.
3. Work with communities to enhance existing and develop new volunteering activities.
4. Implement new ways of working to develop communities to be more resilient in meeting the needs of vulnerable people.
5. Ensure the continuation of opportunities to participate in leisure activities.
6. Develop opportunities to engage with West Berkshire heritage.
7. Support local communities in developing community plans, delivering key local projects and progressing with their Neighbourhood Development Plans.
8. Grow community conversations via Building Communities Together Partnership.
9. Support employment including youth employment.
10. Gain an improved understanding of what areas of activity communities want to take on themselves and how they can assist the Council.

Become an Even More Effective Council

1. Continue to deliver our core services to the agreed standard.
2. Retain and build on our strengths.
3. Reshape what we do and how we do it so that we can continue to live within our means.
4. Improve our partnership working especially with the health sector.
5. To heighten the focus on developing a modern and flexible workforce via recognising the value of enabling the workforce.
6. Senior management will spend more time on strategic rather than operational issues.
7. Encourage more flexibility and innovation amongst our staff and foster ideas from the ‘grass roots’.
8. Strengthen our leadership capability.
9. Get better at celebrating our successes and explaining our failures.
10. Make greater use of other appropriate information to help assess the cost and effectiveness of what we do.
11. Conduct benchmarking activity in order to use this data to be able to help to understand how to close gaps in education and health & well-being for disadvantaged families.
12. To investigate and highlight which areas of Council activity are not as efficient as possible in comparison to other similar areas with a view to identifying areas for improvement.
13. Strengthen the methodology of how performance progress updates are reported at overall priority level.
14. Produce a new Council Strategy for 2019 – 2023 ready for Full Council’s approval in June/July 2019, reflecting a coordinated approach of all Council’s services contributions to each priority area.

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Recommendations of the West Berkshire Council Independent Remuneration Panel 2017

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Graham Jones
Date Portfolio Member agreed report:	1 February 2018
Report Author:	Jude Thomas
Forward Plan Ref:	C3408

1. Purpose of the Report

1.1 To adopt the recommendations of the West Berkshire Council Independent Remuneration Panel following their meeting on the 06 November 2017.

2. Recommendation

2.1 Members are asked to consider and, if appropriate, agree the recommendations of the Independent Remuneration Panel.

3. Implications

3.1 **Financial:**

If Members are minded to adopt all the recommendations there would be an additional net cost to the Council of £3,700. The source of this funding would need to be identified.

The payment of Opposition Spokesman is already in the existing scheme but a decision was made at Council not to award these SRAs

SRA	Existing	Proposed	Impact
Deputy Leader	£9,247	£11,097	+ £1,850
OSMC Chair	£5548	£4,624	- £924
PC Chair	£0	£2,774	+ £2,774
Total			+ £3,700

3.2 **Policy:** The West Berkshire Council Members' Allowances Scheme (Part 14 of the Constitution) and any associated guidance will need to be amended as a result of any changes agreed by Council.

3.3 **Personnel:** None

3.4 **Legal:** None

3.5 **Risk Management:** None

3.6 **Property:** None

3.7 **Other:** Any increases to Members Allowances are likely to be the subject of scrutiny by both resident and Council employees.

4. Other options considered

4.1 Not to make any changes to the Scheme.

Executive Summary

5. Introduction / Background

5.1 All Councils are required to convene an Independent Remuneration Panel (IRP) and seek its advice before they make any changes or amendments to their Members' Allowances Scheme. The Council must 'pay regard' to their Panel's recommendations before setting a new or amended Scheme.

5.2 A copy of the report of the IRP is attached at Appendix B to this report. Under the Local Authorities (Members' Allowances) (England) Regulations 2003, the Council is required to publish the recommendations of the Panel and will be required to publish the new Scheme of Allowances (Part 14 of the Constitution) when it is agreed.

5.3 The membership and Terms of Reference of the 2017 West Berkshire IRP were agreed at the Council meeting on the 14 September 2017. The Panel comprised David Danielli (Chairman), Tim Renouf and Jonathan Hobson. The Panel met on the 6 November 2017.

5.4 The Panel received briefings from Officers (Moira Fraser and Andy Day) and representations from the following Councillors: Emma Webster, Lee Dillon, Pamela Bale, Graham Jones and Hilary Cole. Councillor James Cole, Chairman of Governance and Ethics Committee, was unable to attend but his written submission was given specific consideration. All Members were sent a questionnaire and ten Members opted to provide a response.

6. Proposals

6.1 The Panel proposed the following:

- The Basic Allowance remains unchanged but that the Independent Remuneration Panel meets again in May 2020 after the implementation of the Boundary Review to review the impact of the changes.

- The Special Responsibility Allowance (SRA) for the Deputy Leader be increased from 50% of the Leader's Allowance (£9,247) to 60% (£11,097*)* of the Leader's Allowance to reflect the additional responsibility of this role when compared to other Executive Members.

- The SRA paid to the Chairman of the Overview and Scrutiny Management Commission be decreased from 30% of the Leader's Allowance (£5,548) to 25% (£4,624) to reflect the introduction of the new scrutiny model.

- The SRA paid to the Planning Committee Chairman be retained but in the event that, in the future, the number of committees be reduced to just one, the level of remuneration is increased to 30% of the Leader's Special Responsibility Allowance.

- An SRA be introduced for the Chairman of the Personnel Committee. This SRA to be set at 15% of the Leader's Allowance to reflect the impact of the decisions made by this Committee and, therefore, the significant responsibility of the Chairman.

- All Opposition Spokesman to be paid an SRA. Should the Council decide that this is not appropriate the two Main Opposition Group spokespersons each be awarded an SRA, with the Leader of the Main Opposition Group to decide who should receive an SRA..

- The Subsistence, Travel and Dependants' Carer's Allowances remain unchanged although reference to the a specific level of Living Allowance be removed in order to future proof the document and the reference to the subsistence allowance being linked to staff allowances be removed to reflect existing practice.

- The guidance around when claims can be submitted be amended in order to provide greater clarity for Members.

6.2 Should Members be minded to accept the recommendations of the IRP, this would create a budgetary pressure and the source of the funding would need to be identified.

7. Conclusion

7.1 The Panel, in arriving at its recommendations, took into account the views, written and oral, of Members; the scope and level of allowances paid in similar councils in Berkshire; and the current and future financial challenges. The changes proposed are not significant and the Panel, therefore, recommended that the Council accept the recommendations of the IRP.

8. Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Report of the West Berkshire Council Independent Remuneration Panel 6 November 2017

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- ***(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- ***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
  - ***(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
  - ***(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- ***(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***

(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(3) Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

What is the proposed decision that you are asking the Council to make:		To assess the level of remuneration paid to West Berkshire Councillors.	
Summary of relevant legislation:		In accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003, the Council must have regard to the recommendations of an Independent Remuneration Panel before making or amending their Scheme of Allowances.	
Does the proposed decision conflict with any of the Council's key strategy priorities?		No	
Name of assessor:		Jude Thomas	
Date of assessment:		22 November 2017	
Is this a:		**Is this:**	
Policy	**Yes**	**New or proposed**	**No**
Strategy	**No**	**Already exists and is being reviewed**	**Yes**
Function	**No**	**Is changing**	**Yes**
Service	**No**		

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To consider the Basic Allowance and level of Special Responsibility, Subsistence, Travel and Dependants' Carers' Allowances awarded to elected Councillors
Objectives:	To ensure that the Council complies with the Local Authorities (Members' Allowances) (England) Regulations 2003, and to minimise as far as possible barriers associated with becoming an elected councillor.
Outcomes:	A Members' Allowances Scheme that takes into consideration barriers to becoming a councillor, the level of public service discount that should be applied and reflects the workload and responsibility of councillors.
Benefits:	The Scheme will benefit existing councillors and future candidates.

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

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)	
Further Comments relating to the item:	
3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	**No**
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	**No**

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

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

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	N/a
Timescale for Stage Two assessment:	N/a

Name: Jude Thomas **Date: 21 November 2017**

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

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Appendix B

Report of the
West Berkshire Council
Independent Remuneration Panel
6 November 2017

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1. Chairman's Foreword

At least once every four years, since 2003, West Berkshire Council has been required to commission an Independent Remuneration Panel (IRP) to produce a report and recommendations on its Members' Allowances scheme and any factors impacting on it. The IRP, which met on 11-12 February 2015, fundamentally updated the Scheme. On 6 November 2017, the IRP met to discuss current arrangements, consider the evidence that had been received, and provide ' a light touch' overview, in line with its terms of reference.

In arriving at its recommendations, the Panel has taken into account the views, written and oral, of Members; the scope and level of allowances paid in similar councils in Berkshire; and the current and future financial challenges facing the Council. It is worth noting here that the Panel received eight written submissions prior to the meeting, and heard five representations from Members on the day.

The Panel's recommendations are detailed in full below with explanatory text and tables but briefly:-

We found that the reasoning underpinning the Basic Allowance figure, as determined by the IRP in 2015, was sound and the Basic Allowance should remain unchanged. Also unchanged is the Public Service Discount of 50%, which reflects the voluntary principle that the statutory framework requires, and is recognised in the Basic Allowance.

We noted the overwhelming evidence provided to the Panel that the Special Responsibility Allowance (SRA) for the Deputy Leader of the Council needed to be increased to acknowledge the additional responsibility that this role has required in the light of recent experience. We have recommended a small uplift in the existing SRA for this role to reflect this, from 50% of the Leader's SRA to 60%.

We have been impressed by the application of the Leader of the Main Opposition Group and his spokespersons to their challenge of shadowing the Executive portfolio holders with a view to holding them to account for their policy and its implementation. To that end, we recommend that at least two Main Opposition Group spokespersons each be awarded an SRA, if not all four, with the Leader of the Main Opposition Group to decide who should receive an SRA. (This in addition to the Leader of the Main Opposition Group who already receives an SRA).

We have also recommended that the Chairman of the Personnel Committee should receive an SRA on a par with that received by the Chairman of the Governance and Ethics Committee, in view of the nature of the cases under consideration which are becoming more frequent and complex.

We recommend minor updates relating to the Travel and Subsistence Allowances and the dateline for the submission of claims. These will help provide an even more efficient service for Members.

Overall, the impact of these changes on the Members' Allowances Scheme budget for the financial year 2018-19 is expected to be minimal.

It was tentatively suggested at the meeting that the next IRP review might be in approximately May 2020; one year after the Boundary Review and following the local elections in West Berkshire in Spring 2019.

I would like to thank my fellow Panel members, Jonathan Hopson and Tim Renouf, for their contributions to the report, not least for their keen statistical eye. Our thanks

to the Council's Strategic Support team who demonstrated outstanding organisation skills and whose guidance on procedures and processes was very much appreciated. Most especially, our thanks to all those Members who provided input for us to consider.

David Danielli (Chairman)
9 November 2017

2. Executive Summary – Recommendations

2.1 The full proposed scheme alterations are detailed within the report and comparative data is shown in Appendix C, but the main features of the Panel's recommendations are that:

1. The Basic Allowance

The Basic Allowance remains unchanged, notwithstanding any increases associated with indexation, but that the Independent Remuneration Panel meets again in approximately May 2020; one year after the Boundary Review.

2. The Special Responsibility Allowances

The Special Responsibility Allowances be as follows:

Role	**Proposed amount***
Leader of the Council (x1)	£18,494 (2.5 x the Basic Allowance)
Deputy Leader of the Council (x1)	£11,097 (60% of Leader's Allowance)
Executive Members (x8)	£9,247 (50% of the Leader's Allowance)
Chairman of Overview and Scrutiny Management Commission (x1)	£4,624 (25% of the Leader's Allowance)
Chairman of the Council (x1)	£5,548 (30% of the Leader's Allowance)
Vice-Chairman of the Council (x1)	£1,110 (20% of Chairman's Allowance)
Chairman of Planning Committee (x2)	£4,624 (25% of the Leader's Allowance)
Chairman of Licensing Committee (x1)	£2,775 (15% of the Leader's Allowance)
Chairman of the Governance and Ethics Committee (x1)	£2,775 (15% of the Leader's Allowance)
Chairman of Personnel (x1)	£2,775 (15% of the Leader's Allowance)
Leader of the main Opposition Group (x1)	£7,398 (40% of the Leader's Allowance)
Opposition Spokespersons (x4)**	£2,219 (30% of the Leader of the Opposition's Allowance)
Leader(s) of Minority Group(s) if have 5 Group Members	£1,849 (10% of the Leaders Allowance)

Those roles in italics have been amended from the existing scheme.

**Figures are correct for 2017/18 and will be index linked for 2018/19 so may be subject to change.*

***Opposition Spokespersons – the IRP supports previous recommendation that four should be paid but that, if all are not paid for reasons of proportionality, then they recommend that at least two should be paid.*

A table showing the above information, the level of current allowance and the potential budgetary impact is attached at Appendix A.

3. Travel Allowances

The Travel Allowance rates remain unchanged and should continue to be in line with Inland Revenue approved rates.

- For clarification purposes, 14.1.6 of the Scheme should specify that valid insurance, MOT (if required), Tax and driving licence are required when claiming a Travel Allowance for attending an approved duty.

4. The Subsistence Allowance

The current Subsistence Allowances remain unchanged.

- For clarification purposes, the reference to the Subsistence Allowance being indexed to Officer rates in 14.1.13 of the Scheme, should be removed as this is no longer accurate.

5. Dependants' Carer's Allowance

The current wording of the Dependants' Carer's Allowance to be, "the UK Living Wage (currently £7.85) per hour up to a maximum of 40 hours per month per Councillor", is amended to be, "the UK Living Wage up to a maximum of 40 hours per month per Councillor". The level would be determined, as appropriate, at the time of any claim.

- For clarification, 14.1.4 of the Scheme should include specific reference to Childcare costs being eligible for the Allowance.

6. The Administration of the Scheme

The administration of the Scheme remains unchanged with the exception of the following change of wording to 14.1.10 with regard to the submission of claims:

"Members **may** submit claims for expenses relating to travel, subsistence and Dependants' Carer's Allowance that are incurred by their attendance at meetings and other approved duties. Claims must be made, in writing, and may be made in arrears up to two calendar months, if claimed by 5th of the third month. e.g. all expenses for 1st October to 30th November must be claimed by close of business on 5th December."

7. Indexation

That the level of indexation for the Basic Allowance and Special Responsibility Allowances remain unchanged and be automatically linked to that used for West Berkshire Council officers unless Members choose to forgo index linked increases in a particular year.

The Dependants' Carers' Allowance's maximum hourly rate remain indexed to the UK Living Wage but reference to a specific figure be removed, as noted above.

The mileage allowances remain indexed to HMRC rates.

That, in accordance with the 2003 Members' Allowances Regulations (21.1e), the level of indexation will be revisited in November 2021, if not before.

3. Regulatory context

3.1 This report is a synopsis of the deliberations and recommendations made by the Independent Remuneration Panel (the Panel) for West Berkshire Council to advise the Council on its Members' Allowances Scheme.

3.2 The Panel was convened under *The Local Authorities' (Members' Allowances) (England) Regulations 2003 (SI 1021*) ("the 2003 Regulations"). These regulations, which arise out of the relevant provisions contained in the Local Government Act 2000, require all local authorities to establish and maintain an advisory Independent [Members] Remuneration Panel to review and provide advice on Members' allowances on a periodic basis.

3.3 All Councils are required to convene their Panel and seek its advice before they make any changes or amendments to their Members' Allowances Scheme. They must 'pay regard' to their Panel's recommendations before setting a new or amended Members' Allowances Scheme.

4. Membership of the Independent Remuneration Panel

4.1 The West Berkshire Council Independent Remuneration Panel last met in February 2015 to review the full scheme. Mr David Danielli was the only panel member from the 2015 process who was still available to take part in the 2017 process so the Council undertook to recruit two new panel members.

4.2 The membership and Terms of Reference (see section 5.1) of the November 2017 meeting of the West Berkshire IRP was considered by Corporate Board at the 17 August 2017 meeting. Full Council then agreed the appointment of the members to the Independent Remuneration Panel on the 14 September 2017.

4.3 The Council is required to ensure that the composition and regulation of its Independent Remuneration Panel accords with the 2003 Regulations. The Regulations require the following:

(a) The Panel should consist of at least three members.

(b) The members of the Panel cannot be members of any local authority in respect of which that Panel makes recommendations. Anyone who would be disqualified from being an elected member of a local authority is also disqualified from being a member of the Panel.

(c) The members of the Panel cannot also be members of a Committee or Sub-Committee of an authority in respect of which the Panel makes recommendations. This includes co-opted members and members of the Governance and Ethics Committee.

4.4 Based on the above requirements, the Council's current Independent Remuneration Panel accords with the 2003 Regulations.

4.5 The current membership of the Panel is as follows:

David Danielli

A freelance Corporate Communications Consultant. David was formerly a Community Relations Manager at Vodafone, a major business in West Berkshire. David is a member of the West Berkshire Chamber of Commerce and is a former Chairman of Empowering West Berkshire.

Jonathan Hopson

Chief Executive of Camp Hopson & Co. Ltd. in Newbury from 2004 to 2014, now retired.

Tim Renouf

IT Consultant and Governor at St Nicolas School, with particular experience of school finance.

4.6 The Panel was supported by:

- Moira Fraser, Democratic and Electoral Services Manager, who acted as advisor to the Panel.
- Jude Thomas, Members Services Officer, who provided administrative support and kept a record of proceedings.

5. Terms of Reference

5.1 The Terms of Reference of the Panel for this review were agreed as follows:

To review the West Berkshire Council Scheme of Members Allowances including:

- Basic Allowance
- Special Responsibility Allowances
- Allowances for Independent Members
- Dependants' Carer's Allowance
- Travelling Allowance
- Subsistence Allowance
- The administration of the scheme

6. Method of Working

6.1 The Panel met at the Council Offices at Market St in Newbury on Monday 6 November 2017, to consider the written evidence and to receive evidence from Members of West Berkshire Council, in accordance with the Terms of Reference.

6.2 The Panel received briefings from the following West Berkshire Council Officers:

- Moira Fraser, Democratic and Electoral Services Manager

- Andy Day, Head of Strategic Support

6.3 The Panel received representations in person from the following Members:

- Emma Webster, Chairman of Overview and Scrutiny Commission;
- Lee Dillon, Leader of the Opposition (Liberal Democrat);
- Pamela Bale, Chairman of Personnel Committee;
- Graham Jones, Leader of the Council;
- Hilary Cole, Executive Member and Deputy Leader of the Council

Councillors Webster and Jones were interviewed via conference call.

Councillor James Cole, Chairman of Governance and Ethics Committee, was unable to attend but his written submission was given specific consideration.

6.4 All Members were sent a questionnaire that formed the basis of an invitation to make written submissions to the Panel if they so wished. Written representations were received from the following Members:

- Peter Argyle (Conservative), Member of various committees including Licensing Committee and Eastern Area Planning;
- Dominic Boeck (Conservative), Executive Member for Culture and Environment;
- Graham Bridgman (Conservative) Chairman of Licensing Committee and Member of Eastern Area Planning Committee, Governance and Ethics Committee and Appeals Panel;
- Hilary Cole (Conservative), Deputy Leader and Executive Member for Planning, Housing and Leisure;
- James Cole (Conservative) Chairman of Governance and Ethics Committee;
- Richard Crumly (Conservative), Vice Chairman of Personnel Committee and member of various committees including Licensing Committee and Eastern Area Planning Committee;
- Tony Linden (Conservative), Member of various committees including Licensing Committee and Appeals Panel;
- Garth Simpson (Conservative), Member of various committees including Overview and Scrutiny Management Commission and Western Area Planning Committee;
- Quentin Webb (Conservative), Chairman of Council and Member of Licensing Committee and Governance and Ethics Committee.
- Comments were also received from Virginia von Celsing (Conservative), Member of Western Area Planning Committee.

6.5 For the full list of other evidence considered by the Panel see Appendix B.

6.6 For the full summary of allowances paid in other unitary councils included in the benchmarking group see Appendix C.

7. Key Messages

7.1 Comparison of Remuneration with Peers

Whilst evidence shows that the remuneration of West Berkshire Council Members is generally lower than many similar unitary authorities, the Panel noted that this is also the case for staff remuneration and an increase of 16.5% in the Basic Allowance recommended by the IRP in 2015, had brought Members' allowances more in line with others.

7.2 Recognising the Current Economic Context

The Panel was advised that the current financial situation of the Council was extremely challenging with £30.16 million savings having been made from the revenue budget since 2014/15 and further significant savings will be required for 2018/19. They were made aware that there is a sensitivity amongst the public regarding Members' allowances and were advised that changes to the current Members' Allowance Scheme should, ideally, be made within the same overall budget. The Panel was mindful of this throughout its deliberations.

7.3 Boundary Review

The Panel was advised that the Boundary Commission was currently undertaking a Boundary Review of West Berkshire and that, whilst the details were yet to be agreed, it had been confirmed that the Council would be reduced by nine Members to 43, with effect from the May 2019 election.

7.4 Governance Structure

Since the IRP last met in 2015, the one significant amendment to the governance structure of West Berkshire Council had been the merging of the Governance and Audit Committee with the Standards Committee to form the Governance and Ethics Committee.

A revised scrutiny model was adopted at the May 2017 Annual Council meeting. The Scrutiny role had been developed to integrate scrutineers into existing committees and groups. The Council's governance arrangements will also be amended to reflect the outcome of the Boundary Review.

8. Basic Allowance

8.1 In giving consideration to the level of Basic Allowance (BA), the Panel was mindful of the 2003 Statutory Guidance:

'Having established what local councillors do, and the hours which are devoted to these tasks the local authorities will need to take a view on the rate at which, and the number of hours for which councillors ought to be remunerated' (2003 Guidance Para.67).

8.2 This guidance highlights three considerations when arriving at the recommended Basic Allowance namely:

- The 'hours' or time required to be an effective ordinary Member
- The amount of this time that should be remunerated

- The rate of remuneration

8.3 In effect, the Basic Allowance is primarily a time-based allowance, that must be paid equally to all Members and that takes into account the full range of duties and activities that Members are expected to undertake including:

- Attending various meetings of the Council and its committees
- Ward work and constituent meetings
- Attendance at meetings of external organisations (Outside Bodies)
- Liaison with Town and Parish Councils
- Reading, preparation and relevant training where necessary

8.4 The majority of Local Authorities have used a time based formula for setting a Basic Allowance. With this in mind, a panel should have regard to three variables, namely:

- The hours 'devoted to these tasks' (2003 guidance)
- The number of these hours for which 'Councillors ought to be remunerated' and the element which should be conceptualised as the voluntary contribution by Members (often referred to as the Public Service Discount or PSD)
- The rate of remuneration

8.5 The Panel noted that the hours dedicated to Council work in West Berkshire varied between Members. However, the written and verbal submissions suggested that Members typically spent between 14 to 16 hours a week on Council work. This figure had not changed from the 2015 IRP.

8.6 The Panel was aware of the difficulty that the political groups have in recruiting new Councillors, particularly with reference to the time commitment required and the relatively low level of remuneration. The Panel noted that, in order to attract candidates from more diverse backgrounds, as well as young employed professionals, the Basic Allowance should be set at a level to mitigate some of the factors that may dissuade some people from standing for election.

8.7 That said, the Panel was also mindful of not setting allowances at a level that attracts candidates for financial reasons as an element of public service is explicitly built into Members' remuneration. The Panel accepted that the current level of the Basic Allowance reflected a "reasonable recompense" that would allow most people to stand and be a Councillor without suffering undue financial hardship. It was further accepted that the rationale used in the 2015 review of Members' Allowances; that allowances should be an 'enabler' and seek to reduce financial barriers to being a Councillor rather than provide full compensation for work undertaken and responsibilities held, still stood true. The statutory guidance reminds Panels that, in arriving at the recommended Basic Allowance, they should recognise that not all the time put in by Members should be remunerated. There is an element of public service. Historically, at West Berkshire Council, the time expectation has been discounted by 50% for remuneration purposes.

8.8 Taking the evidence and rationale cited above into account, the Panel accepted that the formula for the Basic Allowance, agreed at the 2015 Review, was still appropriate as a baseline.

8.9 The Panel recommends that the Basic Allowance should remain unchanged at the current level of £7,398, inclusive of the same items agreed at the 2015 IRP and detailed in 14.1.2 of the Members' Allowance Scheme.

9. Special Responsibility Allowances

9.1 The Panel was mindful of Paragraph 72 of the 2003 Statutory Guidance which states, in relation to the total number of Special Responsibility Allowances (SRAs) and the number of SRAs payable to any one Member:

9.2 "However, these are important considerations for local authorities. If the majority of Members of a Council receive a Special Responsibility Allowance the electorate may rightly question whether this was justified. Local Authorities will wish to consider very carefully the additional roles of Members and the significance of these roles, both in terms of responsibility and real time commitment, before deciding which will warrant the payment of a Special Responsibility Allowance".

9.3 The Panel considered each of the Special Responsibility Allowances currently paid by the Council and also those roles that currently do not attract a Special Responsibility Allowance. The Panel was also guided in their deliberations by the evidence provided by the Members and officers.

9.4 All figures will be index linked and, therefore, may be subject to change annually.

9.5 Leader of the Council (x1)

The Panel gave consideration to the Special Responsibility Allowance paid to the Leader of the Council and accepted that the current allowance (2017/18) of £18,494 (2.5 times the Basic Allowance) was perceived to still be appropriate and that the role of the Leader was largely the same as it had been in 2015.

Benchmarking shows that the Leader's Special Responsibility Allowance for 2016/17 is below the average paid across the other Berkshire unitary councils (£19,624) and the South East Employers' Allowances Survey of Unitary Councils (£21,520). See Appendix C.

Aware of the benchmarking data, but mindful of the current financial situation, **the Panel recommends that the Special Responsibility Allowance for the Leader remains unchanged at £18,494 (2017/18).**

9.6 Deputy Leader of the Council (x1)

The Leader of the Council is supported by a Deputy Leader who also has historically had their own portfolio of service areas. Typically Deputy Leaders are remunerated at a higher level than other Executive Members. However this is not the case in West Berkshire Council. The Deputy Leader's Special Responsibility Allowance is the same as the eight other Executive Members (£9,247).

The Panel considered the written and verbal submissions of Members and acknowledged that the role of Deputy Leader attracted greater responsibility than that of Executive Members. Whilst the Panel accepted that the recent situation within West Berkshire Council had been extraordinary, with the death in office of the previous Leader, the situation did highlight the additional responsibility that could fall to the Deputy Leader. With this in mind, **the Panel recommends that the Deputy**

Leader of the Council should be paid a higher allowance than the other Executive Members and, therefore, recommends that the position should receive a Special Responsibility Allowance of 60% of the Leader's allowance which equates to £11,097 per annum.

9.7 Executive Members (x8)

By law, the Executive can comprise a maximum of ten Members including the Leader and Deputy Leader. Currently all the Executive Members receive the same Special Responsibility Allowance of £9,247.

There had been no representations to suggest amendments were required to the Executive Member Allowances.

The Panel, therefore, recommends that other Members of the Executive (up to eight) continue to receive a Special Responsibility Allowance set at 50% of the Leader's Special Responsibility Allowance (£18,494) which equates to £9,247 per annum.

9.8 Chairman of Overview and Scrutiny Management Commission (x1)

West Berkshire Council has one Overview and Scrutiny Management Commission, which is a statutory committee charged with holding the Executive to account. It is also responsible for reviewing wider policies, decisions and performance of the Council. The West Berkshire Council Overview and Scrutiny Management Commission typically meets four times per annum; a significant reduction from the situation in 2015, when the IRP last considered the allowance. The Chairman receives a Special Responsibility Allowance of £5,548, which historically was set at 30% of the Leader's Special Responsibility Allowance.

Taking into account the reduced role of the Chairman of the Overview and Scrutiny Management Commission, and considering it alongside other allowances within the Scheme, **the Panel recommends that the Chairman of the Overview and Scrutiny Management Commission receive a Special Responsibility Allowance set at 25% of the Leader's recommended Special Responsibility Allowance (£18,494); a reduction of 5% resulting in an allowance of £4,624 per annum.**

9.9 Chairman of Planning Committee (x2)

West Berkshire Council currently operates two Area Planning Committees reflecting the widespread geographical nature of the District. Each Planning Committee meets every three weeks in the evening and meetings are often lengthy. The Chairman of a Planning Committee has a high profile and demanding role and is, often, subject to high pressure. The role is also relatively time consuming in terms of attending the Planning meetings themselves, site visits and preparing for the meetings.

Benchmarking shows that the current Special Responsibility Allowance (£4,624) paid to the Chairmen of the two Planning Committees (which was set at 25% of the Leader's Special Responsibility Allowance) may appear lower than other authorities; this is balanced by virtue of paying two Chairmen a Special Responsibility Allowance which is not typical in Berkshire.

The Panel believes that, due to the workload, high public profile and sensitive nature of planning in West Berkshire, the current level of remuneration is correct and recommends that the Special Responsibility Allowance for Chairmen of the

Planning Committees be maintained at 25% of the Leader's Allowance which equates to £4,624 per annum.

Should the model change in the future, and Planning Committees be reduced to just one, **the Panel recommends that the level of remuneration is increased to 30% of the Leader's Special Responsibility Allowance for the one Chairman and that the level of remuneration be reviewed one year after the new model is introduced.**

9.10 Chairman of Council (x1)

West Berkshire Council has a Chairman of the Council rather than a Mayor, although the roles are similar. The Chairman of the Council fulfils a largely civic role that is extremely demanding in terms of the time commitment involved in attending a large number of events(normally around 150 a year). In addition, the Chairman of the Council chairs all the Council meetings, which can be a very demanding role when constitutional issues arise and acts as the ambassador for the Council. The following day to day costs are covered by their Special Responsibility Allowance:

- Clothing required to attend numerous high profile events, sometimes involving Royalty;
- Tickets for events such as charity concerts, plays and performances;
- Charity donations and raffle tickets;
- Gifts and thank you cards.

9.11 The Chairman currently receives a Special Responsibility Allowance of £5,548. There have been no representations to suggest amendments were required to the Chairman's Allowance and the role had not changed since the allowance was considered in 2015 so **the Panel recommends that the remuneration for the Chairman of the Council should stay unchanged at 30% of the Leader's Special Responsibility Allowance which equates to £5,548 per annum.**

9.12 Vice-Chairman of the Council (x1)

The Vice-Chairman of the Council is currently remunerated with a Special Responsibility Allowance of £1110.

The Vice-Chairman provides much needed support to the Chairman of the Council given the large number of events that the Chairman is expected to attend. The Vice-Chairman is also required to chair Council meetings in the absence of the Chairman of the Council.

Again, there have been no representations to suggest amendments were required to the Vice Chairman's Allowance and the role had not changed since the allowance was considered in 2015 so **the Panel recommends that the remuneration for the Vice-Chairman of the Council remains unchanged at 20% of the Chairman's Special Responsibility Allowance which equates to £1,110 per annum**.

9.13 Chairman of the Licensing Committee (x1)

The Special Responsibility Allowance (£2,775) for the Chairman of the West Berkshire Council's Licensing Committee was originally set at 15% of the Leader's Special Responsibility Allowance. While Licensing, like Planning, is a statutory and quasi-judicial committee, the nature of the work is not at the same level as Planning,

as evidenced by the Licensing Committee meeting approximately four times a year, with functions under the Licensing Act 2003 delegated to ad hoc sub committees. The Panel received no evidence to indicate that the current ratio of 15% requires revising.

The Panel recommends that the Special Responsibility Allowance for the Chairman of the Licensing Committee continues to be set at the current ratio of 15% of the Leader's Special Responsibility Allowance, which equates to £2,775 per annum.

9.14 Chairman of the Governance and Ethics Committee (x1)

In the 2015 IRP, the Chairman of the Council's Governance and Audit Committee was awarded a Special Responsibility Allowance of 15% of the Leader's allowance (currently £2775 per annum), for the first time. This was in recognition of the responsibility that lay with the Committee and, therefore, the Chairman:

- Signing off the Council's Statement of Accounts
- Monitoring the internal and external audit functions
- Acting as custodian of the Council's Constitution

Since the 2015 IRP, the role of the Governance and Audit Committee has changed to incorporate the functions of the Standards Committee and, as a result, has been renamed Governance and Ethics Committee.

The Panel acknowledged the increase in remit of the Governance and Ethics Committee but noted that the Chairman of the previous Standards Committee had not received a Special Responsibility Allowance and felt that the increase in responsibility was not sufficient to warrant an increase in the allowance. **The Panel, therefore, recommends that the Special Responsibility Allowance remains unchanged at 15% of the Leader's Special Responsibility Allowance which currently equates to £2,775 per annum**.

9.15 Chairman of the Personnel Committee (x1)

The Personnel Committee is responsible for making changes to Human Resources policies and procedures, appointing staff at Head of Service level and above, by means of an Appointments Panel, and for determining requests for the early release of pensions, although the financial implications of each request have to be approved by the Executive. It consists of five Members and meets on an ad hoc basis (historically two or three times a year).

The Panel acknowledged that, whilst the Personnel Committee does not meet regularly, the impact of its work is significant and the responsibility of the Chairman is, therefore, also significant. The panel felt that the responsibility was comparable with that of the Chairman of the Governance and Ethics Committee and the Licensing Committee and **recommends that the Chairman of the Personnel Committee be awarded a Special Responsibility Allowance of 15% of the Leader's Special Responsibility Allowance, currently £2775 per annum.**

9.16 Leader of the Main Opposition Group (x1)

The 2003 Regulations require that where the Council is controlled by one or more political groups (defined as having a minimum of two Members) then at least one Special Responsibility Allowance must be paid to an Opposition Member. Typically,

this statutory requirement is fulfilled by paying the Leader of the Opposition a Special Responsibility Allowance which in the case of West Berkshire Council is currently the Leader of the Liberal Democrat Group.

The role of the Opposition is to hold the Administration to account and challenge the Executive. These functions are carried out by the Leader of the Opposition and the Shadow Executive.

The Panel noted that the responsibility upon individual Opposition Members, and the Leader in particular, had increased significantly, following the 2015 election which resulted in their number diminishing from thirteen to 4 Members. All Opposition Members were now Shadow Executive Members. The Panel also noted that, following the election, the Opposition had lost their Group Support Officer and that this had further increased the responsibility of Shadow Members in scrutinising policies and decisions and holding Council to account.

Currently the Leader of the Opposition receives a Special Responsibility Allowance of £7,398. **The Panel recommends that the Leader of the Opposition's Allowance should remain unchanged at 40% of the Leader's Special Responsibility Allowance which equates to £7,398 per annum.**

9.17 Opposition Spokespersons (x4)

The 2015 IRP recommended that the Opposition Spokespersons should receive a Special Responsibility Allowance set at 30% of the Leader of the Opposition's Special Responsibility Allowance which currently equates to £2,219 per annum and that this Special Responsibility Allowance could be paid to a maximum of four members of the Opposition.

The Panel recognised the importance of the role of the Opposition Spokespersons in working with the Leader of the Opposition to hold the Executive to account. In a similar way to the Executive Members, the Opposition Spokespersons each have a shadow portfolio made up of a number of service areas that they are responsible for. Opposition Spokespersons are required to:

- Be fully aware of the issues within their shadow portfolio area;
- Scrutinise the decisions of the Executive;
- Attend regular officer briefings;
- Read briefing papers and prepare for meetings;
- Attend various task groups.

These recommendations were not agreed by Council in May 2015 and currently no Opposition Spokesperson allowances are paid. This was an historical arrangement based on concerns about proportionality and originally agreed by Council in September 2011.

As stated above, the Panel noted the increased responsibility upon individual Opposition Members, following the 2015 election, and the decline in number from thirteen to 4 Members. All Opposition Members are now Shadow Executive Members. The Panel also noted the impact of the loss of the Opposition Group Support Officer after the election and the resulting increase in workload and responsibility of Shadow Members in scrutinising policies and decisions and holding Council to account.

For these reasons, **the Panel recommends that the Opposition Spokespersons should receive a Special Responsibility Allowance set at 30% of the Leader of the Opposition's Special Responsibility Allowance which equates to £2,219 per annum and that this Special Responsibility Allowance should be paid to a maximum of four members of the opposition. The Panel further recommends that, if Council is not minded to award four allowances based on concerns of proportionality, that two allowances be paid.**

9.18 Leader(s) of Minority Group(s) (if have 5 group members)

The Members' Allowances Scheme allows for an SRA to be paid to any Leaders of Minority Groups with five or more members, although currently, there are no qualifying Members. This is set at 10% of the Leader's SRA (£1,849).

The Panel recommends that a Special Responsibility Allowance remain unchanged at 10% of the Leader's Special Responsibility Allowance which equates to £1,849 and is only payable to Leaders of any Minority Groups provided they have a minimum of five Members.

The Panel further recommends that, should a minority Group be in existence at West Berkshire Council, the SRA should be promptly reviewed.

9.19 Confirming the one Special Responsibility Allowance only rule

The Panel also recommends that the rule that no Councillor shall be entitled to receive more than one Special Responsibility Allowance be retained.

10. Travel Allowances

10.1 No evidence was received to indicate that the current terms and conditions, including approved duties, and rates at which these allowances are claimable, needed revisiting.

10.2 The Panel recommends that the current travel allowances, including the approved duties and terms and conditions for which they are claimable, be maintained at current rates subject to any indexation that may be applicable.

10.3 For clarification purposes, the Panel further recommends that the Scheme be amended to specifically state that, when claiming a Travel Allowance for attending an approved duty, Members should have valid insurance, MOT (if appropriate), tax and driving licence. This would bring the Scheme into line with the requirements of staff.

10.4 In the interests of transparency and the requirements of internal audit for Officers to carry out the necessary checks of Members travelling claims, **the Panel felt that the current requirement that reimbursements for travelling expenses should only be provided with evidence of expenditure was still appropriate. Where receipts or evidence of expenditure (in the case of car parking payments made by phone) are not provided, the expenditure will be treated as an 'incidental expense' under the Basic Allowance.**

11. Subsistence Allowances

11.1 No evidence was received to indicate that the current terms and conditions, including approved duties, and rates at which these allowances are claimable needed revisiting.

11.2 The Panel recommends that the current subsistence allowances, including the approved duties and terms and conditions for which they are claimable, be maintained as follows:

- Claims for Subsistence Allowance for meetings that take place at any of the Council Offices are liable to tax but those that take place 'off-site' are not, and any claims made should reflect this.
- Claims for Subsistence Allowance must fall within the relevant time periods, as set out below, and therefore start and finish times of journeys must be included with each claim. The following rates are currently payable:
    - Breakfast Allowance (more than four hours away from normal place of residence or, where the Authority permits, a lesser period, before 11.00am) - £5.00;
    - Lunch Allowance (more than four hours away from normal place of residence or, where the Authority permits, a lesser period, between 12 noon and 2.00pm) - £7.00;
    - Tea Allowance (more than four hours away from normal place of residence or, where the Authority permits, a lesser period, including the period 3.00pm to 6.00pm) - £3.00;
    - Evening Meal Allowance (more than four hours away from normal place of residence or, where the Authority permits, a lesser period, ending after 7.00pm) - £12.00.

11.3 In the interests of transparency and the requirements of internal audit for Officers to carry out the necessary checks of Members' subsistence claims, the Panel felt that the current requirement that reimbursements for subsistence expenses should only be provided with evidence of expenditure, was still appropriate. Where receipts or evidence of expenditure are not provided, the expenditure will be treated as an 'incidental expense' under the Basic Allowance.

12. Dependants' Carers' Allowance (DCA)

12.1 The Panel discussed the importance of continuing to pay the Dependants' Carers' Allowance in order to not discourage people who undertake a caring role from standing for Election and becoming a Councillor.

12.2 For clarity, the Panel recommends that the current Scheme should be amended to state that the allowance be paid at the UK Living Wage rate, up to a maximum of 40 hours per month per Councillor, removing the reference to a specific amount.

12.3 For further clarity, the Panel also recommends that a statement be included within the Scheme to specifically include Childcare costs within the Allowance.

13. The Administration of the Scheme (including indexation)

13.1 The Panel noted that the current wording contained in the Members' Allowances Scheme reads as follows:

13.2 'Members **shall** submit all claims relating to travelling, subsistence and Dependants' Carers' Allowance in writing and in arrears within two months of the date of the meeting in respect of which the entitlement to the allowance arises and must be received for processing by the Members' Services Officer by the 5th of each month.

13.3 The Panel noted that this wording had caused some confusion and frustration for Members and recommends that the Scheme be amended to read:

"Members may submit claims for expenses relating to travel, subsistence and Dependants' Carer's Allowance that are incurred by their attendance at meetings and other approved duties. Claims must be made, in writing, and may be made in arrears up to two calendar months, if claimed by 5th of the third month. e.g. all expenses for 1st October to 30th November must be claimed by close of business on 5th December."

13.4 The Panel noted that the scheme already made provision for Members who are unable to submit claims within the timescales due to illness.

13.5 The Panel confirms the following indices are applied from 2018/19 and run for up to four years:

- That the level of indexation for the Basic Allowance and Special Responsibility Allowances be automatically linked to that used for West Berkshire Council Officers unless Members choose to forgo index linked increases in a particular year.
- The Dependants' Carers' Allowance's maximum hourly rate is indexed to the UK Living Wage.
- The mileage allowances are indexed to HMRC rates.

14. Implementation

14.1 The implementation of any recommendations will take place from the Annual Council meeting in May 2018. In accordance with the Members' Scheme of Allowances, the Basic and Special Responsibility Allowances are paid over 11 months from June – April, with no payment made in May. Any amendments made to the Basic and Special Responsibility Allowances would therefore be payable from June 2018. All other changes would be implemented from May 2018 onwards.

15. Appendices

Appendix A - The budgetary impacts of the Panels' recommendations

Appendix B - List of information considered by the Panel

Appendix C - Summary of benchmarking data

Appendix A: The budgetary impact of the Panel's recommendations

Position	Amount November 2017	Proposed Allowance May 2018***	Difference	Change as a % of Leader's SRA	Budgetary Impact
Basic Allowance (52)****	£7,398	£7,398	£0	0%	£0
Special Responsibility Allowances					
Chairman of Council (1)	£5,548	£5, 548	£0	0%	£0
Vice-Chairman of Council (1)	£1,110	£1,110	£0	0%	£0
Leader of Council (1)	£18,494	£18,494	£0	0%	£0
Deputy Leader of the Council (1)	£9,247	£11,097	£1,850	+10%	+£1,850
Executive Members (up to 8)	£9,247	£9,247	£0	0%	£0
Chairman of the Overview & Scrutiny Management Commission (1)	£5,548	£4,624	-£924	-5%	-£924
Chairman of Licensing Committee (1)	£2,775	£2,775	£0	0%	£0
Chairman of Governance and Ethics Committee (1)	£2,775	£2,775	£0	0%	£0
Chairman of Personnel (1)	£0	£2,775	£2,775	15%	+£2,775
Chairman of Planning Committee (2)*****	£4,624	£4,624	£0	0%	£0
Leader of the Main Opposition (1)	£7,398	£7,398	£0	0%	£0
Opposition Spokespersons (up to 4)*	£2,219	£2,219	£0	0%	£0*
Leader(s) of Minority Group(s) **	£1,849	£1,849	£0	0%	£0**
Total***					£3,701

* The current Scheme allows for payment to four Opposition Spokesmen although payments are not currently made. The recommendation is that these allowances are paid.

** The Special Responsibility Allowance for Leader(s) of Minority Groups is only payable if a Minority Group attains 5 Members. At present no Minority Group has reached that threshold.

*** The proposed allowances for May 2019 and the total additional yearly spend do not include any indexation that may be applied.

**** Following the implementation of the Boundary Review in May 2019, the number of Councillors will reduce from 52 to 43 and with a resulting budgetary impact.

***** Should the model change in the future, and Planning Committees be reduced to just one, the Panel recommends that the level of remuneration is increased to 30% of the Leader's Special Responsibility Allowance for the one Chairman and that the level of remuneration be reviewed one year after the new model is introduced.

Appendix B: List of information considered by the Panel

1. Arrangements for the Day (6th November 2017)
2. The Terms of Reference for the Panel
3. West Berkshire Council Profile – District Needs Assessment
4. WBC IRP Report February 2015
5. WBC Allowances Scheme - Constitution (part 14)
6. WBC Statutory Publication of Allowances and Expenses Received by Members 2016/17
7. WBC Special Responsibility Allowances 2017/18
8. WBC Member Claim Form
9. WBC Governance Structure
10. WBC Committee Membership
11. WBC Timetable of Meetings 2017/18
12. WBC Member Attendance 2016/17
13. LGA Councillors Census 2013
14. SE Employers Summary of Members' Allowances Survey 2016/17
15. Berkshire & Swindon Local Authorities' Comparative Data
16. WBC Member Questionnaire Summary
17. Written representations received from Members
18. Presentation by Andy Day, Head of Strategic Support

Appendix C: Summary of benchmarking data referred to by Panel

West Berkshire Unitary Authorities - SE Employers Allowances Survey Unitary Councils 2016/17														
Berkshire Unitary Authority	Basic Allowance	Leader	Deputy Leader	Executive Members	Overview &Scrutiny Chairman	Governance & Ethics/Audit Chairman	Council Chairman/Mayor	Council Vice Chairman/Deputy Mayor	Planning Chairman	Licensing Chairman	Personnel Chairman(Direct from UAs for 2017/18)	Opposition Group Leader	Opposition Spokes-person	Minority Group Leader
Bracknell Forest	8,687	28,954	17,372	15,926	5,791	2,201	4,234	9,651	7,239	5,626	2,201	965	2,201	N/A
Reading	8,220	7,004	5,722	3,816	N/A	2,147	N/A	N/A	2,147	2,147	2,147	3,816	N/A	2,147
RBW&M	7,983	23,949	13,171	11,975	5,987	4,790	3,000	1,000	5,987	5,987	N/A	4,790	0	0
Slough	7,476	19,348	13,606	10,691	6,805	2,916	7,185	2,818	4,860	2,916	1,943	5,831	0	3,888
West Berks	7,398	18,494	9,247	9,247	5,548	2,775	5,548	1,110	4,624	2,775	N/A	7,398	2,219	1,849
Wokingham	7,618	20,000	N/A	10,000	5,000	2,500	7,420	1,960	5,000	2,500	1,250	7,500	N/A	N/A

Property Investment Strategy

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Dominic Boeck
Date Portfolio Member agreed report:	21 February 2018
Report Author:	Richard Turner
Forward Plan Ref:	C3401

1. Purpose of the Report

1.1 The Property Investment Strategy for the acquisition of commercial property for investment purposes was adopted by the Council on 9th May 2017.

1.2 The Strategy contains within it provision for the periodic review (at least on an annual basis) of the Property Investment Strategy to ensure its compatibility with market conditions and the Council's investment objectives.

1.3 A revised Property Investment Strategy (West Berkshire Council – Property Investment Strategy (revised), January 2018) has been prepared to build upon the adopted JLL document should the Council resolve to adopt the recommended amendments within this document.

1.4 The Council resolved in May 2017 to agree the acquisition and disposal of building assets up to a value of £10M by way of Delegated Authority. The recommendations within the revised Strategy include increasing the acquisition value to £15M and it is recommended to increase the Delegated Authority threshold to this revised level.

2. Recommendations

2.1 The Council resolves to:

(1) Adopt the revised Property Investment Strategy (West Berkshire Council – Property Investment Strategy (revised), January 2018).

(2) To delegate to the Head of Legal Services in consultation with and having received agreement from the Property Investment Board to purchase investment property in accordance with the above Strategy up to a maximum of £15 million per transaction.

(3) To delegate to the Head of Legal Services in consultation with and having received agreement from the Property Investment Board to dispose of property in accordance with the above Strategy up to a maximum of £15 million per transaction.

3. Implications

3.1	**Financial:**	The revised strategy will contribute to the suitable and timely acquisition of commercial property to achieve the planned revenue income targets from financial year 18/19.
3.2	**Policy:**	The proposal will supersede the Strategy previously adopted on 9th May 2017.
3.3	**Personnel:**	This proposal does not introduce any impact on staffing.
3.4	**Legal:**	The business case presented in the report to Council on 9th May 2017 conveyed the legal basis for the Property Investment Strategy. This business case stands and is not impacted by the proposals in the revised Strategy.
3.5	**Risk Management:**	By acting on the proposals to revise the Strategy, it is expected that this will positively impact the progression with property acquisition and ownership.
3.6	**Property:**	The Property Services Team continue to lead on the acquisition of and management of commercial property, with the appointment of Montagu Evans as commercial advisers.
3.7	**Other:**	None identified

4. Other options considered

4.1 The 'Do nothing' option is available to retain the Property Investment Strategy in its current form. This is not recommended as this does not react to a changing market. WBC will be best placed to succeed in its property investment through structured periodic revision of the strategy.

Executive Summary

5. Introduction / Background

5.1 As a result of the financial head winds facing local government, West Berkshire Council, resolved to create a UK wide Commercial Property Investment Portfolio in order to generate a new revenue income stream through direct commercial property investment.

5.2 Intrinsic within the adopted strategy is a mechanism for a regular review of the Strategy, on a day-to-day basis utilised by the Councils Property Investment Board (PIB), to ensure its compatibility with market conditions and the Councils Investment Objectives.

6. Proposal

6.1 The recommended amendments to the Investment Guidelines help ensure the attainability of the portfolio's target 6% net yield whilst providing the Property Investment Board (PIB) with enhanced agility to deploy the funds resources and realise a sustainable income stream sooner.

6.2 Asset Categorisation - It is recommended that an appropriate alternative categorisation which suitably reflects the council's objectives be introduced, this being 'Prime' and 'Good Secondary' as set out below:

Prime	Net yield of 6% or lower, established location, very strong tenant covenant, unexpired lease term of 9 years or more
Good Secondary	Net yield of higher than 6%, good location, strong tenant covenant, unexpired lease term commensurate with prevailing market conditions

6.3 Geographical Weighting – Allowing greater flexibility to invest more heavily in stronger, more robust areas will provide tangible benefit for the portfolio. In particular this is the case for London and the South East where a defensive portfolio would naturally carry greater weight. A narrower split of regions and some flexibility on the maximum allocation as set out below:

Region	**Max weighting**
South East	Up to 60% (£30m)
South West & Midlands	Up to 35% (£17.5m)
North	Up to 35% (£17.5)
Scotland & Wales	Up to 35% (£17.5m)

6.4 Sector Weighting – the current investment strategy categorises six sectors. To comply with this allocation in a relatively small fund is challenging. Simplifying the sectors provides flexibility whilst maintaining the principles of balance and diversification, such as suggested below:

Sector	Max weighting	Examples
Industrial / Warehouse	Up to 40% (£20m)	Logistics hubs, light industrial, trade parks
Retail	Up to 40% (£20m)	Small supermarkets, restaurants, retail warehouses
Offices, Alternatives and Other	Up to 35% (17.5m)	Offices, business parks, hotels, cinemas, petrol stations, wind farms

6.5 Lot Size – the current strategy puts a cap on any single lot of 20% of the portfolio value (£10m) with a minimum lot size of £3m. It is proposed to amend this to offer a lot size without a minimum and up to a maximum of £15m.

6.6 Income Risk – income risk is currently managed through a 10% cap of total income to be accounted for in any one tenant, once fully invested. Assuming a portfolio running yield of 6.00% and a portfolio value of £50m, this cap is equivalent to £300,000 per annum, per tenant. It is recommended that the cap is increased to £750,000 per annum, per tenant.

7. Conclusion

7.1 Conclusion – the Property Investment Strategy in its current form represents a very solid base from which to build. The Councils experience in the market since May 2017 emerging market trends and the stock availability, have provided the basis for amending the Investment Guidelines in the strategy in order to provide flexibility in terms of lot size, weighting and income spread. Doing so will expose the fund to a broader range of potential investments which will better enable it to deploy its funds efficiently and defensively to deliver the fund's overall target return of 6%.

8. Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Supporting Information

8.3 Appendix C – West Berkshire Council – Property Investment Strategy (revised), January 2018

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- ***(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- ***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
  - ***(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
  - ***(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- ***(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***

(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(3) Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

What is the proposed decision that you are asking the Executive to make:	To adopt the revised Property Investment Strategy (2018)
Summary of relevant legislation:	Local Government Act 1972 Local Government Act 2003 Localism Act 2011
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Richard Turner
Date of assessment:	8th January 2018

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To benefit from long term revenue income streams.
Objectives:	To acquire commercial property.
Outcomes:	Ownership of commercial property with total capital value of £50m
Benefits:	Long term income stream to benefit services in West Berkshire.

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

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

Group Affected	What might be the effect?	Information to support this
Age	No effect	
Disability	No effect	
Gender Reassignment	No effect	
Marriage and Civil Partnership	No effect	
Pregnancy and Maternity	No effect	
Race	No effect	
Religion or Belief	No effect	
Sex	No effect	
Sexual Orientation	No effect	
Further Comments relating to the item:		

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

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

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

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	n/a

Timescale for Stage Two assessment:	n/a

Name: **Date:**

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

Appendix B

Property Investment – Supporting Information

1. Introduction/Background

1.1 As a result of the financial head winds facing local government, West Berkshire Council, resolved to create a UK wide Commercial Property Investment Portfolio in order to generate a new revenue income stream through direct commercial property investment.

1.2 The Councils Corporate Programme Board adopted a Property Investment Strategy prepared by property consultants JLL (dated March 2017) on 9 May 2017.

1.3 The Council works as an 'Informed Client' with enhanced capability provided by Property Consultants Montagu Evans (appointed for both Capital Markets and Property Management during August 2017).

1.4 Intrinsic within the adopted strategy is a mechanism for a regular review of the Strategy, on a day-to-day basis utilised by the Councils Property Investment Board (PIB), to ensure its compatibility with market conditions and the Councils Investment Objectives.

1.5 Mindful of the above, the Strategy has been 'pressure tested' to ensure its suitability. A number of minor amendments are now recommended so as to ensure the portfolios exposure to a wider range of suitable properties, whilst maintaining a defensive, balanced commercial property investment portfolio, from which to derive a long term, sustainable revenue stream.

1.6 A revised Property Investment Strategy (West Berkshire Council – Property Investment Strategy (revised), January 2018) has been prepared to build upon the adopted JLL document should the Council resolve to adopt the recommend amendments within this document.

1.7 This report outlines the minor amendments to the Strategy, which it is recommended the Council adopt.

1.8 Included within the recommendations is increasing the lot size of individual acquisitions from £10M to £15M. It is recommended to increase the current approved threshold for Delegated Authority of the Head of Legal Services to £15M to align with this.

2. Supporting Information

2.1 The Councils Investment Strategy consists of 'Core Objectives', 'Investment Policy' and 'Investment Guidelines'. Whilst the existing 'Core Objectives' and 'Investment Policy' remain robust and fit-for-purpose, it is now apparent that the rigidity of 'Investment Guidelines' is limiting access to suitable defensive opportunities and retarding the deployment of the Councils funds.

2.2 In reality, the £50m committed by the Council over an 18 month timeframe equates to portfolio of circa. 8-12 properties (dependant on lot size). This is a particularly pertinent consideration when reviewing 'Sector' and 'Geographical' allocations.

2.3 Competition for Strategy compliant properties, generally derives from Private Wealth/Equity, Pension Funds/Institution and from other Local Authorities. New entrants to the market currently benefit from cheap money adding to the competition.

2.4 Further, uncertainty caused by Brexit and the macroeconomic climate has led many investors to rebalance their portfolios seeking longer term income. Those funds are increasingly willing to accept lower yields to acquire suitable assets which has led to yield compression and subsequently higher prices.

2.5 The table below illustrates the strength of the market and competition since May 2017:

Property	Quoting Price / Yield	Achieved Price / Yield
Stoke Park, Eastleigh	£8.55m (6.50% NIY)	£10.2m (5.45% NIY)
Clarion House, Maidenhead	£9.86m (6.50% NIY)	Under offer at sub-6.3%
McDonalds, Watford	£3.1m (6.00% NIY)	£4.09m (4.50% NIY)
Hobbycraft, Basingstoke	£4.81m (6.00% NIY)	£5.5m (5.25% NIY)
Cheshire Oaks Leisure Park (Due diligence undertaken but was not taken to PIB)	£5.95m (5.25% NIY)	£6.58m (4.75 % NIY)

2.6 The Net Initial Yield (NIY) referred to in the table above is the initial net income (rent) at the date of purchase, expressed as a percentage of the gross purchase price including the purchase costs (legal and surveyor fees, VAT and stamp duty).

The NIY is not to be confused with the portfolio yield (Net Yield) referred to in the Strategy which is the running yield of the annual net income (essentially gross rent excluding costs such as management fees, cost of finance etc.) of the total portfolio investment divided by its current market value.

2.7 Competition is driving increasingly competitive pricing, limiting the potential for value-for-money, and reducing the availability of stock which is in turn making it challenging to deploy funds in a timely manner to meet the Councils target.

2.8 Since May 2017, Montagu Evans (ME) have undertaken detailed analysis of over 80 investment opportunities on behalf of the Council. The Council has completed on one property acquisition (retail sector - Eastbourne); exchanged contracts on a second (retail sector - Cleveland Gate); and, has successfully bid on a property during December 2017 (alternative sector – Dudley Port, Tipton) and a further property during January 2018 (retail sector – Lincoln High Street). ME are now engaged with managing the properties within the portfolio.

2.9 In short, the market is crowded and competition robust. The Strategy employed by the Council needs to be appropriate flexibility whilst maintaining good investment discipline.

2.10 The overall portfolio objective is to generate net proceeds, which is the cash returned to the Council as an investor after all of the costs associated with property investment and management are deducted. The existing Strategy targets a net yield of 6% once fully invested (net of purchase costs).

2.11 Based on an assumed prudential borrowing rate of 2.53%, the investment model illustrates that a £50m gross portfolio (£46.6m net) will return circa. £1m net per annum once fully invested (excluding internal WBC costs).

2.12 The recommended amendments to the Investment Guidelines help ensure the attainability of the portfolio's target 6% net yield whilst providing the PIB with enhanced agility to deploy the funds resources and realise a sustainable income stream sooner.

2.13 It is recommend that the minor amendments to the Investment Guidelines are incorporated into the adopted Strategy, as set out in the 'West Berkshire Council – Property Investment Strategy (revised), January 2018', so as to ensure the portfolios long term success.

3. Options for Consideration

3.1 Option 1: To maintain the status quo. Whilst the existing strategy is robust, its rigidity combined with the financial resource committed, is delaying the deployment of funds, limiting exposure to investment opportunities and subsequently, impeding the inflow of revenue.

3.2 Option 2: Adopt the minor amendments to the Investment Guidelines recommended within this paper and supporting documents, so as to provide greater flexibility and ensure exposure to a wider range of suitable properties. The Council will continue to own a defensive, balanced commercial property investment portfolio, from which to derive a long term, sustainable revenue stream.

4. Proposals

4.1 Asset Categorisation - It is recommended that an appropriate alternative categorisation which suitably reflects the council's objectives be introduced, this being 'Prime' and 'Good Secondary' as set out below:

Prime	Net yield of 6% or lower, established location, very strong tenant covenant, unexpired lease term of 9 years or more
Good Secondary	Net yield of higher than 6%, good location, strong tenant covenant, unexpired lease term commensurate with prevailing market conditions

4.2 This would broaden the flexibility of the strategy and consequently access to stock.

4.3 Geographical Weighting – Allowing greater flexibility to invest more heavily in stronger, more robust areas will provide tangible benefit for the portfolio. In particular this is the case for London and the South East where a defensive portfolio would naturally carry greater weight. A narrower split of regions and some flexibility on the maximum allocation as set out below:

Region	**Max weighting**
South East	Up to 60% (£30m)
South West & Midlands	Up to 35% (£17.5m)
North	Up to 35% (£17.5)
Scotland & Wales	Up to 35% (£17.5m)

4.4 Sector Weighting – the current investment strategy categorises six sectors. To comply with this allocation in a relatively small fund is challenging. Simplifying the sectors provides flexibility whilst maintaining the principles of balance and diversification, such as suggested below:

Sector	**Max weighting**	**Examples**
Industrial / Warehouse	Up to 40% (£20m)	Logistics hubs, light industrial, trade parks
Retail	Up to 40% (£20m)	Small supermarkets, restaurants, retail warehouses
Offices, Alternatives and Other	Up to 35% (17.5m)	Offices, business parks, hotels, cinemas, petrol stations, wind farms

4.5 Lot Size – the current strategy puts a cap on any single lot of 20% of the portfolio value (£10m). This limits the potential to expose the fund to a number of interesting and suitable assets which occupy a space in the market that is less competitive but which carries strong investment stock. £10m represents the investment ceiling for many private wealth and local authority investment funds; £15m generally being the smallest lot size considered by the larger funds.

4.6 In order to allow the fund to access this less competitive area of the market, it is recommended extending the upper limit on a single lot size to £15m.

4.7 It is recommended that the current minimum lot size of £3m is removed in order to allow access to slightly smaller lots. It is not envisaged that the portfolio will include many assets below £3m.

4.8 Income Risk – income risk is currently managed through a 10% cap of total income to be accounted for in any one tenant, once fully invested. Assuming a portfolio net yield of 6.00% and a portfolio value of £50m, this cap is equivalent to £300,000 per annum, per tenant.

4.9 It is recommended that the cap is increased to £750,000 per annum, per tenant. This is a significant increase on the current guidance, but would give the fund the flexibility, in an exceptional situation, to acquire a £15m lot at a 5% yield (this would equate to a rent of £750,000 per annum, before costs). It is recognised that this reduces the capacity for the fund to diversify, but provides the potential to acquire a stable, long income asset around which to structure a portfolio of complementary assets.

4.10 To mitigate the risk, such investments would be subject to the tenant having a Dunn & Bradstreet rating of 5A1 and with a minimum unexpired term of 9-10 years.

4.11 The table below sets out a summary of current Guidelines and recommended amendments:

CURRENT GUIDELINES		**RECOMENDED AMMENDMENT**	
Asset Categorisation (capital allocation and weighting):			
Core **Core +** **Opportunistic**	Current adopted structure: Core @ 50%, 5%+ yield; Core+ @ 33%, 6%+ yield; Opportunistic @ 17%, 8%+. Adopted structure is commonly adopted by many large funds. However, Opportunist exposes the fund to significant income risk which is not aligned to the Councils defensive strategy or size of fund. The structure restricts acquisition flexibility and limits investment opportunities. Capital is spread too thinly for size of the fund.	**Prime** **Good Secondary**	Simplified structure allows pragmatic acquisition and flexibility, appropriate to the size of resource committed by the Council. Remains aligned with the Councils defensive fund strategy. Prime - 60%, net yield of 6% or lower, established location, very strong tenant covenant, unexpired lease term of 9 years or more. Good Secondary - 40%, net yield of higher than 6%, good location, strong tenant covenant, unexpired lease term commensurate with prevailing market conditions. Removes the funds exposure to Opportunistic income risk.

Geographical weighting:			
Town/City **Region**	Town or City – maximum of 25% (£12.5m) in any one town/city. Region – maximum of 35% (£17.5m) in any one region. Current policy is commonly adopted by larger funds however restrict exposure to good opportunities in the SE/ London which should form a platform for a defensive portfolio.	**South East** **South** **West/Midlands** **North** **Scotland/Wales**	South East maximum exposure of 60% (<£30) South West & Midlands maximum exposure of 35% (<£17.5m) North maximum exposure of 35% (<£17.5m) Scotland & Wales maximum exposure of 35% (<£17.5m) Risk remains balanced however, increased exposure to strong investment opportunities in the SE and London markets.
Sector Weighting:			
Industrial / warehouse **Alternatives** **Retail – warehouse / supermarket** **Offices** **Retail – high street** **Other**	Industrial/warehouse – 25% (£12.5m) Alternatives – 20% (£10m) Retail (warehouse/supermarket) – 20% (£12.5m) Offices – 20% Retail (high street) – 10% (£5m) Other – 5% (£2.5m) The current structure is appropriate for larger funds. Current structure spreads the funds resources thinly whilst not necessarily reducing risk.	**Industrial / warehouse** **Retail** **Offices & Other**	Industrial/Warehouse maximum of 40% (£20m). Retail maximum of 40% (£20m) Offices & Other maximum of 35% (£20m) Appropriate for size of the resource committed by the Council – simplified structure provides flexibility whilst balancing risk.

Lot Size:			
Max £10m	Current lot ceiling puts the acquisition strategy in direct competition with local private equity buyers, local buyers and other LA's.	**Max £15m**	Opens up investment opportunities.
Income Risk:			
Max £300k / tenant / annum	Cap @ maximum of 10% (£300k / tenant per annum). Current cap restricts investment opportunities.	**Max £600k / tenant / annum**	Cap @ maximum of 20% (£600k / tenant per annum). Increased access to strong investment opportunities. To off-set increased income risk, tenants will require a minimum of 5A1 D&B covenant strength and 10 years to lease expiry.

4.12 Conclusion – the Property Investment Strategy in its current form represents a very solid base from which to build. The Councils experience in the market since May 2017 emerging market trends and the stock availability, have provided the basis for amending the Investment Guidelines in the strategy in order to provide flexibility in terms of lot size, weighting and income spread. Doing so will expose the fund to a broader range of potential investments which will better enable it to deploy its funds efficiently and defensively to deliver the fund's overall target return of 6%.

5. Consultation and Engagement

5.1 Montagu Evans

5.2 Property Investment Board

Background Papers:

1. Jones Lang LaSalle (JLL) Strategy document and guidance document;
2. Montagu Evans, strategy revision document.

Subject to Call-In:
Yes: ☐ No: ☒

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

Item is Urgent Key Decision ☐
Report is to note only ☐

Wards affected:

None

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

☒ **SLE – A stronger local economy**
☒ **MEC – Become an even more effective Council**

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

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

The proposals contained in this report will help to achieve the above Council Strategy aims and priority by generating additional revenue income streams.

Officer details:

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West Berkshire Council - Property Investment Strategy (revised)

Prepared by

Dean Fischer, Property Services

January 2018

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Introduction

This document has been prepared by Dean Fischer on behalf of West Berkshire Council (WBC).

This document supersedes the original Investment Strategy, prepared by JLL during March 2017, and adopted by WBC on 9th May 2017. Embedded within the original strategy was a mechanism to review and revise every twelve months, so as to ensure that WBC commercial property portfolio is tightly aligned to WBC's investment objectives.

Whilst the JLL strategy has provided a robust launch point, it has become evident that there is a need to fine-tune the investment framework so as to suitably empower the WBC Property Investment Board (PIB), ensure increased exposure to appropriate opportunities, enhance flexibility during acquisition and underpin the portfolio's long term performance.

Mindful of the above, WBC requested its appointed property consultants, Montagu Evans (ME), to review and revise the existing strategy where appropriate, so as to ensure exposure to a wider range of suitable properties, whilst creating a defensive, balanced commercial property investment portfolio, from which to derive a long term, sustainable revenue stream.

The WBC portfolio will seek to invest in the region of £50m which will likely equate to 8-12 properties in total (dependent on lot sizes).

Yields referred to in this report (unless otherwise stated) are net of purchase costs and exclude the cost of debt.

Core Objectives

Set out below are the core objectives of the investment strategy:

- To invest in good quality commercial property to generate a sustainable and predictable income return
- To acquire standing commercial property investments which generate an immediate income, through being let on commercial terms, or from properties which are contracted to be let
- The desired income yield (return) to provide a clear margin over the cost of capital, in a form which is sustainable, and has the potential to increase through future rental growth
- An even balance of risk and return is achieved through portfolio diversification

- To acquire investment grade properties possessing characteristics that retain liquidity and preserve capital (notwithstanding market movement)

Investment Strategy

The strategy is defined in two sections:

Section 1 – details the revised core strategic investment policy to be adopted by WBC.

Section 2 – an Aide Memoir of the investment framework to be referred to by the appointed Investment Advisor (ME) and the PIB.

Section 1 – Investment Policy

The WBC property investment framework is structured according to the following core principles:

- Acquisitions to be made in direct commercial real estate
- UK wide target market (to include WBC area)
- Generally, investments to be purchased freehold, with good and assignable legal title. Leaseholds considered where held under long leases (100 years plus) at a peppercorn rent
- To acquire institutional grade income producing investments, let on conventional lease terms and secured against good to strong covenants (Dunn & Bradstreet rating 3A1 – 5A1)
- Target portfolio net yield of 6.0% (once fully invested)
- Asset level internal rate of return (IRR) averaging not less than 5.0% p.a. over an assumed 5 year hold period
- No investment in speculative development
- No investment in areas within Flood Zone 3 or with a high land contamination risk

Section 2 – Investment Guidelines

This section provides a 'hand-rail' which will help guide the decision making process when assessing investment opportunity. Its principles are to create a defensive and balanced commercial property investment portfolio with intrinsic risk diversification.

Portfolio Structure

Categories	Target Weighting	Target Yield	Asset Profile
Prime	**60%**	6% or lower	Net yield of 6% or lower, established location, very strong tenant covenant, unexpired lease term of 9[1] years or more
Good Secondary	**40%**	6% or higher	Net yield of higher than 6%, good location, strong tenant covenant, unexpired lease term commensurate with prevailing market conditions

Sector Weightings

Sector	Target Weighting	Asset Profile
Industrial/Warehouse	**Up to 40% (£20m)**	Logistics hubs, light industrial, trade parks
Retail	**Up to 40% (£20m)**	Small supermarkets, restaurants, retail warehouses, shops
Offices, Alternatives and Others	**Up to 35% (£17.5m)**	Offices, business parks, hotels, cinemas, petrol stations, wind farms

[1] *Note 9 years to allow access to stock which has recently been let on a ten year term so will have slightly less than ten years after allowing for marketing and legal process.*

Asset Risk Diversification – Guidelines

Attribute	Why	Risk/Solution
Lot Size – up to £15m	Generally, no single asset should be over 40% (£15m) of the fully invested portfolio by value.	Risk - Exposure to single asset. Solution - by acquiring only longer income lots with a minimum 9-10 years unexpired lease term and a tenant covenant of 5A1 on the Dunn & Bradstreet rating.
Income risk – exposure generally restricted to circa. **£750k** per tenant per annum	Manages income risk and security through tenant diversification and lease length. Provides the potential to acquire a stable, long income asset around which to structure a portfolio of complementary assets.	Risk - Exposure to tenant failure, voids and potential negative cash flow. Solution – investment will be subject to the tenant having a Dunn & Bradstreet rating of 5A1 and with a minimum unexpired term of 9-10 years.
Location: • South East up to 60% (£30m) • South West & Midlands up to 35% (£17.5m) • North up to 35% (£17.5m) • Scotland & Wales up to 35% (£17.5m)	Spread of risk through investment diversification in different micro-locations	Risk - Over exposure to locational risk where negative impacts of weak or low growth could affect total performance. Solution - Focus on dominant SE market to increase exposure to suitable defensive investment opportunities.
Sector (retail/office etc.) No more than **40%** held in a specific sector at any time	To create greater portfolio balance with different sectors holding different risk v return profiles	Risk - Over exposure to an under-performing sector. Solution - Focus on dominant SE market to increase exposure to suitable defensive investment opportunities

Regional Weighting No more than **40%** (60% in SE only) held in a specific region at any time	To provide a spread of risk to balance performance from regional spread. Different regions within the UK often perform (grow) at different rates and at different times within an economic cycle	Risk - Exposure to regional under-performance through lower economic growth. Solution - Focus on dominant SE market to increase exposure to suitable defensive investment opportunities.

Quarterly & Annual Review

During November 2017 ME were instructed by WBC to review the overall strategy to ensure its suitability and resilience in relation to the size of financial resource committed and the prevailing market conditions. The basis of that review forms the backbone of this document. The investment criteria, guidelines and performance will remain under regular review.

As good practice, quarterly and an annual reviews between WBC and ME will be held so as to ensure that the portfolio does not under-perform the market or its risk profile increase due to changes in both the macro and micro-economic position around the real estate market.

This will provide WBC with a clear understanding of the portfolio's position and management, its risk and return profile and any latent value that can be driven out through strategic asset management.

A regular review of the five year cash flow is important to understand any future working capital requirements, as well as assessing the accuracy of the predicted rental income.

The quarterly and annual strategy review will cover:

Quarterly	Annual
Investment: 1. Brief market update – investment trends, activity and forecasts 2. Brief update on the occupational markets 3. Review of current investment strategy 4. Report on performance of the	**Investment:** 1. Market update on investment trends, activity and forecasts 2. Update on the occupational markets 3. Review of current investment strategy 4. Re-confirm investment criteria

portfolio and individual assets 5. Provide a review of portfolio activity and the added value created over the previous quarter 6. Update Work/Hold/Sell asset designation	and asset target weightings 5. Identify any re-alignment required to match market changes and forecasts 6. Benchmarking the existing portfolio and asset level investment returns 7. Report on performance of the portfolio and individual assets 8. Report on any KPI or performance criteria 9. Provide annual property business plans to evaluate added value opportunities 10. Provide a review of portfolio activity and the added value created over the previous 12 months 11. Update five year cash flow forecast 12. Update Work/Hold/Sell asset designation
Management: 7. Report on portfolio management performance including rent collection rates, bad debt provision and service charge reconciliations 8. Advise on all critical lease dates, break options, rent reviews and lease expiries 9. Report on any health and safety incidents and insurance claims 10. Report on dilapidations claims and status 11. Capital expenditure requirements over the preceding quarter	**Management:** 13. Report on portfolio management performance including rent collection rates, bad debt provision and service charge reconciliations 14. Advise on all critical lease dates, break options, rent reviews and lease expiries 15. Report on any health and safety incidents and insurance claims 16. Report on dilapidations claims and status 17. Capital expenditure requirements over the preceding 12 months

Portfolio Valuation

An annual external valuation is be undertaken to enable WBC to benchmark the property portfolio/asset performance as well as ensure that current book values are in line with prevailing market values.

Market Street Land Appropriation

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Graham Jones
Date Portfolio Member agreed report:	25 January 2018
Report Author:	Bill Bagnell / Shiraz Sheikh
Forward Plan Ref:	C3373

1. Purpose of the Report

1.1 To seek approval to appropriate the Council's land at Market Street in order to facilitate the development of the site by Grainger of its consented scheme.

2. Recommendations

2.1 The Council resolves

(1) To authorise the appropriation of the land at Market Street, Newbury (the Site) for planning purposes (as shown on the plan at Appendix B which is owned freehold by the Council edged red and edged green) under the provisions of Section 122 of the Local Government Act 1972 to enable the Council to override third party rights and easements pursuant to Section 203 of the Housing and Planning Act 2016; and

(2) That in doing so the Council has considered the provisions of the Equalities Act 2010 and the Human Rights Act 1998 contained in paragraph 6.9 of this report, so far as they might be applicable in deciding whether or not to authorise the appropriation, and with regard to Article 1 of Protocol 1 Part II of Schedule 1 of the Human Rights Act 1998, it is considered that in balancing the rights of the individuals who may be affected by the appropriation against the benefit to the community of proceeding with the appropriation, the appropriation resulting in the interference of individual rights is justified in the interests of regenerating the area.

3. Implications

3.1 **Financial:** It is not believed that this land appropriation will involve compensation. Powers of Appropriation allow the Council to extinguish rights of way, covenants and other 3rd party benefits but subject to compensation where the owners of those rights and benefits are known. In the case of this appropriation, historic 3rd party rights and their owners are not identified in land titles / supporting documentation. Grainger plc has agreed to provide the Council an indemnity against compensation before enabling the development.

3.2 **Policy:** Market Street regeneration fulfils a key regeneration target first identified in the Newbury Vision, dated October 2003.

This target has been restated in all subsequent versions of the Newbury Vision and is similarly identified in the Local Development Plan.

3.3 **Personnel:** None

3.4 **Legal:** As referred to in the Report. The Council entered into a development agreement with Grainger Newbury Limited (**Grainger**) which requires the Council to exercise its powers of Appropriation.

3.5 **Risk Management:** None

3.6 **Property:** This report deals with appropriation of land as provided for in the Conditional Development Agreement with the Council and the Developer in 2013.

3.7 **Other:**

4. Other options considered

None as the Council has entered into a development agreement with Grainger and the agreement provides for such appropriation to be approved following planning consent which has been achieved.

Executive Summary

5. Introduction / Background

5.1 This report seeks the approval of the Council to authorise the appropriation of land owned by the Council at Market Street Newbury to facilitate the redevelopment by Grainger pursuant to a scheme which secured planning permission in April 2017.

6. Proposal

6.1 The Council has sought to redevelop the Market Street site (the Site) for a number of years. In 2005 a development brief for the Site was produced (Market Street Planning and Design Brief Supplementary Planning Document, June 2005). That brief included aspirations for the Site which focused on a high-density residential development, as part of a mixed-use scheme. The Council entered into a development agreement with Grainger Newbury Limited (**Grainger**) in February 2013 to enable the redevelopment of the area to proceed. Planning permission was granted in April 2017 for a scheme applied for by Grainger which permits the redevelopment of the land to deliver 232 dwellings (including some affordable housing) with associated car parking as well as mixed uses for commercial floor space including retail leisure and office uses as well as a multi-storey car park.

6.2 The majority of the Site is within the Council's ownership. As the title has been secured through a series of different acquisitions there are various entries of rights and interests on the title which could be interfered with as part of the redevelopment. These include rights of way throughout the site, rights in relation to service media, restrictive covenants on use and restrictions on alterations to buildings. As part of the redevelopment proposals the Council has successfully completed the merger of its various titles at the Land Registry (now registered with title BK101684).

6.3 The development proposed by the planning permission includes buildings with a number storeys. The analysis of the massing of the buildings to be constructed through modelling by Grainger has identified the potential for material loss of light and thus the potential to interfere with rights to light of those properties which are adjacent to the Site. Any interference without lawful authority could create a risk of an injunction being sought by those whose rights and interests are interfered with. Grainger has acquired the third party interests needed for the redevelopment within the planning application boundary including the acquisition of 2 Highfield Avenue. It is also in discussions with an adjoining owner to agree a deed of release to authorise interference with rights by agreement

6.4 The Council does have a statutory power of appropriation available to it for land that it owns, the effect of which is to authorise the interference with third party rights over land but subject to the payment of compensation. The basis of the assessment of compensation is on the depreciation of the value of the interest affected and not any share in the development value of the scheme interfering with those rights. As part of the Council's contractual agreement with Grainger the Council can be asked to consider the appropriation of the land in its ownership. Grainger has made that request. The Appropriation process is detailed below.

Appropriation

6.5 The Council can appropriate land for any purpose for which it is authorised to acquire land by agreement. The appropriation process is set out in the Local Government Act 1972 (1972 Act). Section 122(1) of the 1972 Act provides:

Subject to the following provisions of this section, a principal Council may appropriate for any purpose for which the Council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the Council and is no longer required for the purpose for which it is held immediately before the appropriation; but the appropriation of land by a Council by virtue of this sub-section shall be subject to the rights of other persons in, over or in respect of the land concerned.

6.6 The Council is a principal Council and so must follow the process set out in Section 122 of the 1972 Act. The Council should only resolve to appropriate land for another purpose if it is satisfied that the Market Street site (the Site) is no longer required for the purpose for which it is held. Whilst the Council currently holds the Site for a number of purposes including car parking, the freehold of the bus station and some residential units, it is required as part of the contractual commitment with Grainger as well as a stated planning policy objective to be redeveloped. The Site benefits from planning permission as set out above.

6.7 There are private rights of way and other easements over the Site as well as the potential for interference with rights to light and restrictive covenants. Where land is appropriated for planning purposes, the Council may rely upon the provisions of Section 203 of the Housing and Planning Act 2016. This has been in force since July 2016 and has replaced what was section 237 of The Town & Country Planning Act 1990. The Council has this statutory power to override easements, rights of way and restrictive covenants affecting land. This appropriation process is particularly necessary where agreement cannot be reached or the beneficiaries of any rights are unknown as is the case here. Section 203 authorises the overriding of any private rights (such as restrictive covenants and including rights of light) affecting the use of land which is held for planning purposes where development is carried out in accordance with planning permission. The power extends not only to development by the local planning authority itself but also to any person authorised by that authority. That being so, statutory undertakers are exempt from the provisions of Section 203 such that their rights cannot be overridden.

6.8 The ability to interfere with these rights is important in the context of enabling the development to proceed. Whilst the power exists to override such rights it does not prevent such rights being compensated. Section 204 of the Housing and Planning Act 2016 provides that compensation will be payable to those parties whose interests have been affected by the appropriation. The primary liability for the compensation is the party interfering with the right i.e. Grainger and the Council is seeking an indemnity from Grainger before enabling the development to proceed should appropriation be approved.

Human Rights and Equalities Impact

6.9 The Human Rights Act 1998 (HRA) came into force on 2 October 2000.

6.10 Provisions of the HRA which are relevant in relation to the proposed appropriation are:

(1) The European Convention on Human Rights (the Convention) is an international treaty signed under the auspices of the Council of Europe. Whilst the United Kingdom was instrumental in drafting the Convention it was never incorporated into United Kingdom law.

(2) The HRA still does not incorporate the Convention into United Kingdom law but what it does is to enable individuals to invoke Convention rights for certain purposes and for certain effects.

(3) The main article of the Convention which is of importance in circumstances where the Council is considering appropriating land is Article 1 of Protocol 1 – the protection of property.

(4) In appropriating land an authority must show that the appropriation is justified in the public interest.

6.11 Article 1 of Protocol 1 provides that:

(1) Every natural or legal person is entitled to the peaceful enjoyment of his possessions.

(2) No one shall be deprived of those possessions except in the public interest and subject to the conditions provided for by law.

(3) However, the above rules shall not prevent a State enforcing such laws as it deems necessary to control the use of property in accordance with the general interest.

(4) The Council must decide in relation to Article 1 whether a fair balance has been struck between the demands of the general interest of the community and the requirements of the protection of the individual's fundamental rights. The right to compensation is an important factor in considering the balance between the two.

(5) With regard to Article 1 of Protocol 1, it is considered that the interference with the individual's property is justified by the advantages accruing to the public by proceeding with the works particularly taking into account the fact that there is a legal right to compensation for the interference with rights arising from the appropriation.

6.12 In addition to the HRA, the Council is required to comply with the Equalities Act 2010. Section 149 of the Equalities Act 2010 requires the Council to have due regard to the need to:

(1) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(2) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

6.13 The Council carried out an equality impact analysis on 11th December 2017. This first of all assessed from a relevance perspective whether a full impact assessment was needed. This assessment concluded that the Scheme would not negatively impact on any particular group in a disproportionate way. As such no full assessment was required. The Council considers that it has complied with its duty under the Equalities Act 2010.

7. Conclusion

7.1 This report recommends that the Council appropriate the land within its ownership for planning purposes to enable development to proceed at Market Street. The appropriation will enable third party rights to be overridden and interfered with but subject to the payment of compensation once the interference takes place. The primary responsibility for the compensation rests with Grainger and the Council is seeking an indemnity from them before development proceeds.

8. Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Drawing 160276-3DR-00-10 0010 showing extent of land to be appropriated edged red and edged green

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- ***(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- ***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
  - ***(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
  - ***(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- ***(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***

(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(3) Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

What is the proposed decision that you are asking the Executive to make:	The Council is using its powers to appropriate its own land assets for an authorised purpose. This has been provided for in Development Agreement. The land in question is surplus to requirement and may be restricted by existing rights and covenants which cannot historically be identified, the removal of which are necessary in order to deliver to the Council's development partner an unencumbered development site.
Summary of relevant legislation:	The Land Appropriation process is covered under Section 122(1) of the Local Government Act 1972 (1972 Act). Also relevant to proposals is Section 203 of the Housing and Planning Act 2016
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Bill Bagnell
Date of assessment:	11th Dec 2017

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To appropriate Council land and thereby pass to Grainger an unencumbered development site.
Objectives:	To bring forward major urban regeneration in Newbury.
Outcomes:	To create a new gateway into Newbury from the station, to provide new town centre housing and create good quality public realm with updated signage.
Benefits:	The whole regeneration scheme by Grainger's will improve the lives of all those who live in Newbury as

	commuters, as those who come to Newbury to work and those visiting Newbury town centre by train for leisure purposes. The development itself will provide much needed town centre housing providing those living there with a well-connected and vibrant residential area.

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

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

Group Affected	What might be the effect?	Information to support this
Age	Positive effect	Consented development proposals will create new public realm, fully accessible and providing a new direct link into the town centre from the station which is not the case at present.
Disability	Positive effect	As above
Gender Reassignment	No effect	
Marriage and Civil Partnership	No effect	
Pregnancy and Maternity	No effect	
Race	No effect	
Religion or Belief	No effect	
Sex	No effect	
Sexual Orientation	No effect	

Further Comments relating to the item:

3 Result

Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	**No**

Please provide an explanation for your answer:

Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer:	

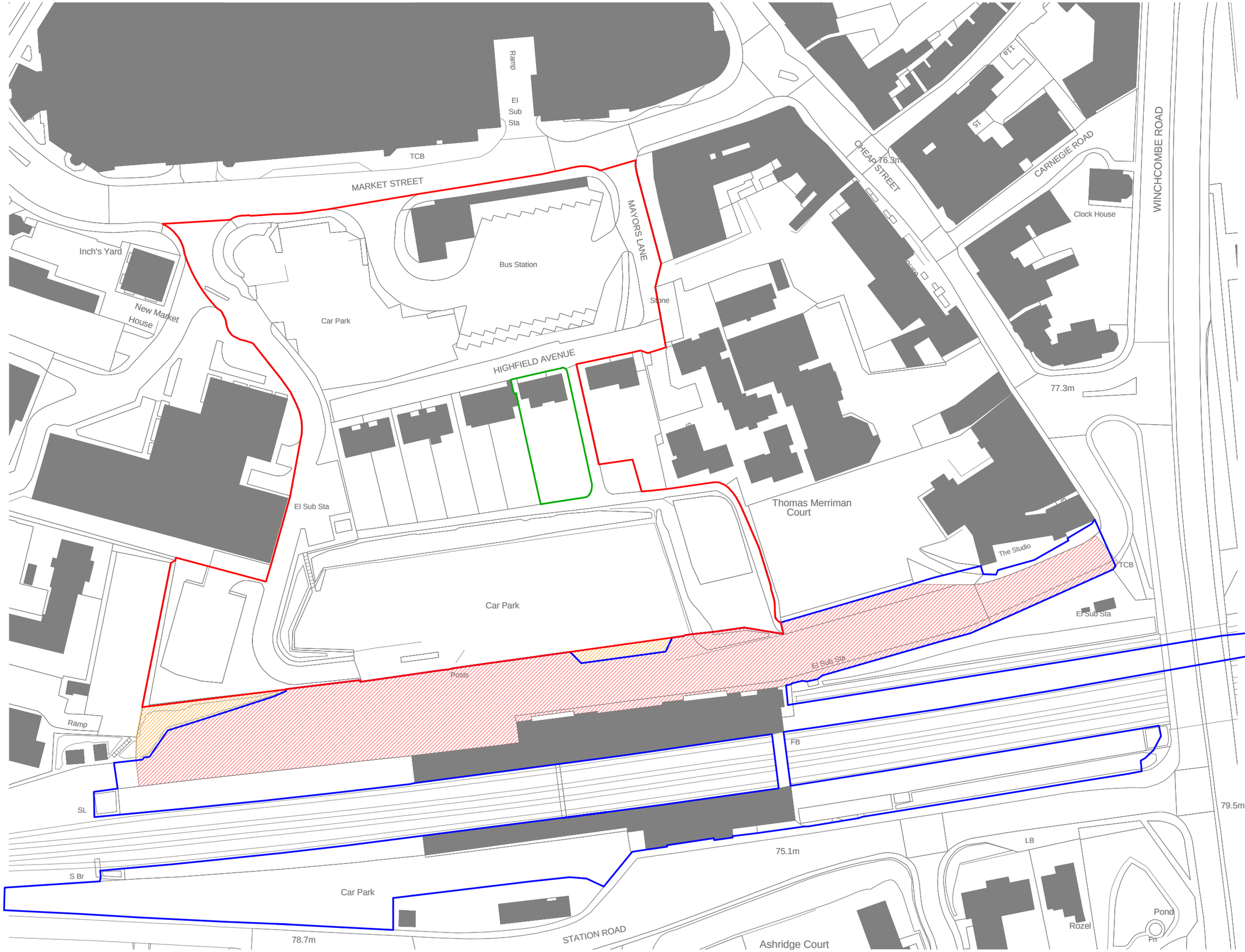
If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

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

4 Identify next steps as appropriate:	
Stage Two required	N/A
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Bill Bagnell **Date: 11th December 2017**

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



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Notes

Do not scale from this drawing.

All dimensions are to be checked prior to construction and any discrepancies are to be identified to the Architect.

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- WBC land to be appropriated, excluding area edged green
- To be included in appropiated area if land is in WBC ownership at Cabinet meeting.
- Network Rail Station Lease area
- Network Rail land within Station Lease affected by development
- Network Rail land outside Station Lease but with Network Rail ownership affected by the development

P03	08/09/17	Site boundary line amended	LF
P02	07/09/17	Existing background shown in lieu of proposed	LF
P01	07/09/17	For comment	LF

Revisions

Status

Client
Grainger

Project
Market St Newbury

Title
Land Appropriation Plan with Existing Background

Scale	Size	Date	Drawn	Checked
1:500	A1	07/09/17	LF	JP

3DReid
www.3DReid.co
Architecture Interior Masterplannin

Drawing No. 160276-3DR-00-10 0010

Rev. P03

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Challenging Communication Issues - Update to the Officers Code of Conduct

Committee considering report:	Council on 1 March 2018
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	5 February 2018
Report Author:	Sarah Clarke
Forward Plan Ref:	C3434

1. Purpose of the Report

1.1 A review has been undertaken of the Council's policies to ensure that they remained fit for purpose, having regard to the increasing use of social media.

1.2 It is recommended that the rules governing the use of social media by officers should form part of the Officers Code of Conduct.

1.3 This report seeks to advise of proposed amendments to the Code of Conduct relating to officers use of Social Media.

2. Recommendation

2.1 That Council approve the amendments to the Officers Code of Conduct within Part 13 of the Constitution, as detailed in Appendix C.

3. Implications

3.1	**Financial:**	None
3.2	**Policy:**	This proposes amendments to the Officers Code of Conduct.
3.3	**Personnel:**	Staff may be affected by the proposed changes to existing policies. However, the impact is considered to be minimal and is considered to reflect good practise.
3.4	**Legal:**	None
3.5	**Risk Management:**	These proposals seek to set out clear guidelines relating to the use of social media by officers.
3.6	**Property:**	None
3.7	**Other:**	None

4. Other options considered

4.1 Leave the policy unchanged.

Executive Summary

5. Introduction / Background

5.1 A review has been undertaken of the Council's policies relevant to the use by officers of social media.

5.2 As a result of that review, it is proposed to amend the Officers Code of Conduct so that this incorporates a section on the use of social media.

6. Proposal

6.1 It is proposed that the Officers Code of Conduct be amended as detailed in Appendix C.

7. Conclusion

7.1 It is considered that the proposed changes will provide greater clarity to officers about acceptable standards of behaviour in relation to social media and communications.

8. Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Supporting Information

8.3 Appendix C – Code of Conduct for Staff

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

"(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- ***(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
- ***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
  - ***(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
  - ***(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
- ***(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***

(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(3) Compliance with the duties in this section may involve treating some persons more favourably than others."

The following list of questions may help to establish whether the decision is relevant to equality:

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

What is the proposed decision that you are asking Council to make:	Amend the Officers Code of Conduct
Summary of relevant legislation:	Relevant local government and employment legislation.
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Sarah Clarke
Date of assessment:	16.10.17 and 24.01.18

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	The proposed decision should provide greater clarification for staff about their obligations under the relevant legislation and internal policies.
Objectives:	To ensure appropriate behaviour by staff.
Outcomes:	No inappropriate actions by employees and to ensure appropriate sanctions are available in the event of a breach.
Benefits:	Greater certainty for all parties.

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

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

Group Affected	**What might be the effect?**	**Information to support this**
Age	None	
Disability	None	

Gender Reassignment	None	
Marriage and Civil Partnership	None	
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Gender	None	There is a higher ratio of female to male workers employed by the Council. However, it is considered that there will be limited impact if any.
Sexual Orientation	None	
Further Comments relating to the item:		
The changes to the policies will impact all staff equally. The policies seek to clarify obligations.		

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

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

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

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	

Timescale for Stage Two assessment:	

Name: Sarah Clarke **Date: 16.10.17 and 24.01.18**

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

Challenging Communication Issues – Update to the Officers Code of Conduct – Supporting Information

1. Introduction/Background

1.1 A review has been undertaken of the Council's policies to ensure that they remain fit for purpose, having regard to the increasing use of social media.

1.2 It is recommended that the rules governing the use of social media by officers form part of the Officers Code of Conduct.

2. Supporting Information

2.1 The use of social media as a form of communication has increased significantly in recent years and the way in which Council employees present and conduct themselves on social media could have an impact on public perception of the Council.

2.2 It is recommended therefore that clear guidelines be issued regarding the use of social media. This will ensure that all employees understand what is considered to be acceptable behaviour when using social media.

2.3 This proposal therefore seeks to incorporate guidance on the use of social media into the Officers Code of Conduct. By incorporating this within the Code of Conduct, this will additionally ensure that the guidelines are reviewed annually as part of the annual rolling review of the Council's Constitution.

2.4 Options for Consideration

2.5 The options for consideration are as follows:

(1) We continue to operate under the existing policy and guidance;

(2) We update the Code of Conduct.

3. Proposals

3.1 It is proposed that the Officers Code of Conduct be updated in accordance with the draft attached at Appendix C.

3.2 The proposed amendments include an additional section at paragraph 13 regarding the use of social media. The proposed amendments also include an additional paragraph at 10.2 and some additional word for clarification at paragraph16.3.

3.3 This Report was considered by the Governance and Ethics Committee on the 5th February 2018. As a result of that, a number of changes were made to the draft Code of Conduct. These included the following:

(a) Details were added at paragraph 13.2 to provide some guidance as to the meaning of the term 'Social Media'.

(b) It was clarified in paragraph 13.8 that Social Media could be used during working hours for an authorised work related purpose.

(c) A number of minor amendments including typographical and formatting issues were identified and rectified.

4. Conclusion

4.1 It is hoped that the proposed revisions to the Officers Code of Conduct will provide greater clarity about acceptable levels of conduct.

5. Consultation and Engagement

5.1 Katie Penlington, Martin Dunscombe

5.2 Trade Unions

Background Papers:

None

Subject to Call-In:
Yes: ☐ No: ☒

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

Wards affected:

All

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

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

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

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

The proposals contained in this report will help to achieve the above Council Strategy aim and priority by ensuring that the Constitution accords with the relevant legislation and custom and practice.

Officer details:

Name: Sarah Clarke
Job Title: Interim Head of Legal Services
Tel No: 2596
E-mail Address: sarah.clarke@westberks.gov.uk

Code of Conduct for Staff Section 13.5 of the Council's Constitution	Reference: Version No: Issue Date:	Constitution 1.3 September 2017

Document Control

Document Ref:	Constitution part 13		**Date Created:**	
Version:	1.3		**Date Modified:**	November 2017
Revision due				
Author:	Jane Milone, amended by Katie Penlington		**Sign & Date:**	
Head of Service:	Robert O'Reilly		**Sign & Date:**	
Equality Impact Assessment: (EIA)	Date undertaken:	n/a		
	Issues (if any):			

Change History

Version	Date	Description	Change ID
0.1	July 2014	To reflect changes to the Constitution dated	
0.2	May 2016	To remove outdated reference to Member Code of Conduct following changes to the	
1.3	November 2017	Revised to include a section on social media	

Related Documents

Referenc	Title	Tier
	Council Constitution	

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1 Introduction

1.1 This Code of Conduct for West Berkshire Council employees sets out the expected standards of behaviour for employees of the Council, other than those based in schools.

1.2 The public is entitled to expect the highest standards of integrity from local government employees and to know that decisions and actions taken are fair and impartial. Public confidence is shaken if there is the least suspicion, however ill-founded, that there has been improper conduct or that decisions and/or actions have been influenced by improper motives or pressures. Councils are expected to provide clear guidance to their employees on what is acceptable conduct and what is not.

1.3 The Council also has a right to expect high standards of conduct and loyalty from its employees. In delivering Council services, employees should maintain the high standards of behaviour that the public is entitled to expect. Employees should also behave in a fair, courteous and supportive manner to colleagues within the Council, and operate within the Council's employment policies.

1.4 Breaches of the Code of Conduct will normally result in disciplinary action being taken. Serious breaches may result in dismissal from the Council's employment.

2 Applicability

This code of conduct applies to all employees directly employed by the Council. School employees will be covered by the code of conduct approved by the governing body of the school.

3 Gifts and hospitality - general

The acceptance of gifts and hospitality is a sensitive area where actions can easily be misconstrued. Much of what is acceptable practice in the private sector is not acceptable in local government employment, where actions of employees are open to public scrutiny. In deciding whether to accept gifts or hospitality, employees should consider how their actions might be considered by a member of the public; they should not be embarrassed to explain them. These guidelines will help to judge what sort of gift, and what level of hospitality, is acceptable.

4 Rules and Procedure for Gifts and Hospitality

Acceptance of gifts or hospitality should be the exception. If in any doubt, they should be refused.

(a) Employees may accept small "thank you" gifts of token value, such as a diary, a coffee mug or bunch of flowers, if they have not asked for any such gift and if their manager agrees (in advance as far as possible). The manager must note all such gifts in the hospitality register (see (e) below). Gifts that the manager refuses permission to accept must be returned.

(b) Employees should always say no if it is believed that the giver has an ulterior motive. They should be sensitive to the possibility that the giver may think that even small gifts or simple hospitality will elicit a more prompt service or preferential treatment.

(c) Employees should not accept gifts or hospitality from anyone who is, or may be in the foreseeable future, tendering for any contract with the Council,

seeking planning consent, seeking employment with the Council, or in dispute with the Council, even if the employee is not directly involved in that service area.

(d) If an employee is in doubt about the acceptability of any gift or offer of hospitality he or she must consult the Head of Service or Corporate Director.

(e) Employees must report immediately (in writing if requested to do so) any offer of hospitality made to them. The manager will make sure it is entered in the hospitality register. Each Head of Service will keep a hospitality register to record any offer of a gift or hospitality, whether accepted or not.

5 Hospitality

5.1 A gauge of what is acceptable hospitality is whether the Council would offer a similar level of hospitality in similar circumstances.

5.2 Occasional working lunches with customers, providers or partners are generally acceptable as a way of doing business provided that the frequency and cost are reasonable.

5.3 Invitations to corporate hospitality events must each be judged on their merit. Provided the general rules above have been taken into account, it may be acceptable to join other company/organisation guests at:

- sponsored cultural and sporting events, or other public performances, as a representative of the Council;
- special events such as significant anniversary or jubilee celebrations.

5.4 In all such cases, Corporate Directors or Heads of Service must be consulted. When deciding acceptability, employees and managers should take account of:

- the number of events attended;
- the possible public perception of the attendance of employees at such events;
- the appropriateness of the invitations, in terms of the level of hospitality, the frequency and the status of the invited employee.

5.5 Acceptance of paid holidays, concessionary travel rates, offers of hotel accommodation or the use of company flats is not permitted.

5.6 If an employee is visiting a company to view equipment that the Council is considering buying, expenses for the trip should be paid by the Council. Acceptance of refreshments and/or a working lunch may be acceptable, but care must be taken to ensure that the Council's purchasing/tendering procedures are not compromised.

5.7 Acceptance of sponsored hospitality that is built into the official programme of conferences and seminars related to an employee's work is acceptable.

5.8 Offers to speak at corporate dinners and social gatherings or events organised by, for example, a professional body, where there is a genuine need to impart information or represent the Council, may be accepted if agreed in advance with the Head of Service. In such cases, where a spouse or partner is included in the invitation, it is acceptable for them to attend as well, provided that expenses incurred are met by the employee.

5.9 Any invitation accepted should be made to the employee in their professional/working capacity as a representative of the Council.

6 Rules Governing Interests

6.1 Local government employees must, at all times, be seen to be acting fairly and impartially and must consider how their actions appear to members of the public. Everything they do is open to public scrutiny. The public must never have reason to suspect that an employee's personal needs or interests or those of their family or friends influence actions or decisions.

6.2 The following rules set out what constitutes an interest that may conflict with the interests of the Council and the actions that employees must take should such an interest exist:

- Financial interests can be either direct (eg an employee or family member making application for planning consent or a grant from the Council) or indirect (eg an employee or family member being a committee member of a club that is making such an application);
- A personal interest exists when an employee or their family or close friends or any organisation they belong to could gain or lose (other than financially) from an act or decision of the Council;
- Employees must disclose to the Head of Service if they have a friend, associate or relative who is involved in providing goods or services to the Council, or who is receiving grants or benefits from the Council of a kind that they deal with directly or monitor in any way in the course of their work. ;
- If circumstances arise during employment in which the employee could exploit Council information or procedures, he/she should inform the Head of Service. The manager should be informed if the employee, their partner or a close relative:
    - is applying for a service or benefit that in the job the employee supplies, administers or influences; or
    - is or could be affected by a change to service delivery, enforcement or control procedures which in the job the employee carries out, administers or influences;
- An employee should register with the Council their membership with any organisation not open to the public that has secrecy about rules, membership and/or conduct, for example Freemasons.

6.3 Disclosures must be made in writing to the Head of Service, with a copy to the Head of Human Resources. He or she will enter brief details of the enclosure in a register that is open for inspection by elected Members of the Council, but not the general public. Disclosures will also be circulated to other Heads of Service for the attention of any officers who might need to know.

6.4 The Head of Human Resources will liaise as appropriate with the Head of Finance and the Audit Manager, who will also have access to any disclosures.

7 Other Employment and Activities

7.1 Employees must not engage in any additional employment, unpaid appointments or other outside activity which conflicts with the Council's interests or which could damage public confidence. In some circumstances permission must be sought before taking on additional employment, as follows:

(a) **Senior Employees**

Senior employees (on or above scp 33) must not engage in any other business or take up any additional appointment or employment without the written consent of their Head of Service.

(b) **All Other Employees**

There is no requirement employees on scp 32 or under to obtain the consent of their Head of Service before taking up additional employment. However, all employees must inform their manager if they do so because the Working Time Directive requires employers to know the total number of hours worked by their employees.

7.2 The Council owns any inventions, writings and drawings created in the course of employment (intellectual ownership). Employees must obtain their Head of Service's written permission to publish or use this material for any other purpose.

7.3 Employees should consider with caution any requests to do private work, using their professional/technical skills, and must always be aware of the potential for conflict of interest and damage to public confidence in those circumstances.

8 Confidentiality

8.1 Some Council documents are public documents, eg the Constitution and Complaints Procedures. Other information is strictly exempt/confidential, eg personal information about staff and clients and tendering information. Such information must not be made public or disclosed without authorisation.

8.2 Employees must not disclose any information that is exempt and/or confidential or that, if it were made public, might lead to a breakdown in the trust and confidence that the Council is required to provide to the public and therefore to expect of its employees. It may be necessary to discuss confidential information with colleagues, but sensitive information should not be discussed in public, where it may be overheard. Employees should not disclose exempt/confidential information gained through employment in a social or public setting.

8.3 Employees must not pass any information, or make comment, to the press or other media unless they are expressly authorised to do so. Media enquiries in particular should be handled with care and employees should notify the appropriate Head of Service and the Public Relations Team if they have been approached by the media.

9 Recruitment and Appointment

9.1 If an employee is involved in recruitment or making an appointment, they must apply the Council's Recruitment and Selection processes, and ensure that fairness and equity is applied at all stages.

9.2 Employees involved in recruitment or making an appointment, must inform their manager if they are closely associated with any of the candidates (eg he/she is a relative or close friend).

Employees making a work-related application to the Council (eg for a different job, secondment or development opportunity) must disclose to the decision-maker any information that could affect the outcome or cause public concern (eg the relationship to an important contractor or client of the service or a conviction relevant to the work). They must not seek the help or influence of Members of the

Council or senior employees.

10 General Conduct

10.1 All employees are expected to apply the Council's values to all aspects of their behaviour and conduct at work. The Council has an Equality Policy that must be applied in all dealings, with work colleagues as well as with those individuals and organisations that employees have contact with in their work.

10.2 The Council's Constitution sets out how the Council operates, how decisions are made and the procedures which are followed. Any failure by officers to comply with the provisions of the Council's Constitution may result in disciplinary action being taken.

10.3 The Council has agreed Disciplinary Rules which contain examples of conduct which is unacceptable. Employees must make themselves aware of the content of these rules.

10.4 The Council expects the conduct of its employees to be such that no justifiable complaint can be made by members of the public, other bodies and agencies, other employees, managers or Council Members. Any complaints about inappropriate conduct will be dealt with using the Council's Disciplinary Procedure.

10.5 All employees are expected to comply with the law relating to their work and general conduct. If they break the law outside of working time and the offence is one that could damage public confidence or have a direct effect on their work, they may be subject to disciplinary procedures.

10.6 All employees are expected to treat the equipment and facilities that they use at work with care. Abuse of Council property and facilities will be considered as a serious matter and dealt with under the Disciplinary Procedure.

11 Dress and Presentation

11.1 The Council expects its employees to dress in a manner that gives a good impression to the public, and is suitable for the type of work being carried out. Clothes should provide sufficient cover at all times of the year. Managers will advise employees of the type of clothes that are appropriate for the type of work they are employed to do.

11.2 Employees who are required to wear a uniform must conform to those requirements. If they have personal, cultural or religious objections to these requirements, they must raise them with their Head of Service, who will consider each case on its merits and take appropriate action, including using the Council's agreed procedures where appropriate, seeking advice from Human Resources where necessary.

11.3 Clothes should be clean and tidy unless soiled by work duties on that day.

12 Service Delivery

12.1 Good customer care is essential. The first impression created with service users, either in personal contact or on the telephone, will often determine how the interaction will proceed and how the Council will be perceived.

12.2 Employees must treat all service users with courtesy and respect. If a service user is aggressive or offensive, an employee may firmly and politely end their interaction with him or her or summon assistance, but they should not be aggressive or rude

in response. They should inform their manager in writing immediately of details of any aggressive or offensive customer or colleague they have dealt with. Details of the protocol that operates in each service area for dealing with aggressive or offensive customers should be provided by the Head of Service.

12.3 Training programmes are provided for staff to help develop ways of dealing with difficult customers appropriately. Managers should provide details if an employee believes it may help them in their job.

12.4 It may be necessary for security staff to use reasonable force to remove a person who has acted violently and refused to leave the premises. Employees who are directly assaulted may be entitled as a last resort to take reasonable action to defend themselves, but over-reaction can constitute a criminal offence. The Council will support, and take appropriate action on behalf of, employees who are assaulted in the course of their duties.

12.5 Employees should try at all times to make service users feel that they are receiving the best attention. Every effort should be made to satisfy the service user or enquirer at his/her first point of contact. If an employee needs to refer the enquiry or matter to another member of staff or another agency, they must explain the reason why.

13 Social media

13.1 The way in which Council employees present and conduct themselves on social media can have an impact on public perception of the Council. Employees should consider carefully before they identify themselves as an employee of the Council on their personal social media accounts as this will increase the likelihood that comments may have an impact on the Council.

13.2 For these purposes, social media has a broad meaning. By way of example, this will include but will not be limited to the following types of social media sites: Facebook, Instagram, Twitter, Snapchat, You Tube and local internet based discussion forums.

13.3 Anything posted, shared or 'liked' on social media could potentially end up in the public domain, regardless of the privacy settings selected by the employee. Employees should be mindful of this when using social media both for and outside of work.

13.4 Employees must ensure that their use of social media does not adversely affect the Council, its business, reputation or credibility. They must ensure that their work and personal use of social media does not:

- breach any Council policy or procedure;
- subject the Council to legal challenge or potential legal challenge;
- compromise the privacy or dignity of service users or colleagues;
- disclose confidential information gained through their employment by the Council;
- amount to cyber-bullying of colleagues, service users, elected Members or others associated with the Council and its business; for example by posting, commenting or liking information or images about/of them that is intimidating, hostile, abusive, degrading, humiliating or offensive;
- criticise Council employees, service users or individual elected Members.

Where an employee is concerned that the Council, its employees or elected Members are acting improperly or unlawfully they should use the Whistle Blowing Procedure to report these concerns; see section 20 below;

- show a lack of respect for the opinions and beliefs of others;
- imply that the personal views of the employee are an expression of the views of the Council.

Failure to adhere to these requirements may result in action being taken under the Council's disciplinary procedure and where appropriate this may result in dismissal.

13.5 If an employee wishes to publically comment upon policies or proposals of the Council they should take care to ensure that their comments are not personal or offensive. Employees in politically restricted posts should also take care that their comments do not breach the restrictions placed upon them by legislation. Further information can be found in the Council's Politically Restricted Posts Policy and Procedure.

13.6 Employees in the public sector need to maintain high standards of conduct and impartiality. Employees should not connect with service users where this could give rise to a conflict of interest. Particular care must be taken with respect to vulnerable service users. Where an employee considers that it may be appropriate to accept or send a connection request (eg a Facebook friendship request) with a vulnerable service user they must obtain prior written approval from their manager before accepting or seeking the friendship request.

13.7 Where employees are unsure whether or not it is acceptable to post, comment or 'like' something on social media they should check with their line manager before doing so.

13.8 Personal social media sites must not be used by employees during their working hours except for authorised work related purposes.

14 Working with Managers

14.1 Managers should deal with staff courteously, reasonably and fairly at all times.

14.2 Managers will use the Council's Employee Performance Management scheme to appraise performance and provide feedback. They will define expectations, advise on how to improve and deal with any concerns about an employee's work.

14.3 Managers should provide advice relating to the Council's human resources policies and provide access to appropriate training and career development within the context of budget and service delivery needs.

14.4 Managers will support staff in the proper performance of their duties, including assistance, where necessary, in dealing with other employees or members of the public.

14.5 Employees should treat managers with respect and courtesy and carry out any reasonable and lawful instructions their manager gives them to the best of their ability.

14.6 Employees should complete any document, form or record in an honest way and never damage, alter or falsify them.

14.7 Employees have a responsibility to report any breaches of disciplinary or other Council rules.

15 Working with elected Members

15.1 Employees are expected to be polite and efficient when dealing with enquiries from elected Members, working within whatever procedures apply in each Service. Elected Members are also expected to deal with employees courteously and reasonably (as, in any event, is required by their Code of Conduct).

15.2 Employees should not discuss any personal matters to do with the job with Members directly, but should go through agreed Council procedures, such as grievance and appeals procedures or consultative panels. Allegations or claims about other employees should be taken up with an appropriate manager, not with Members.

15.3 Employees should not use Members to bypass formal Council procedures in any way, for example to influence the outcome of any disciplinary matter. This does not affect the rights of trade unions to take up matters on behalf of their members through the recognised channels, or for Members to be formally involved in Council procedures when appropriate - for example as a witness.

15.4 Employees should not try to influence Members prior to any appointment. This does not preclude them from approaching their local Ward Member in his/her role as their elected representative.

16 Working with other Employees

16.1 Employees should show respect for their colleagues and should not disrupt or hinder their work in any way.

16.2 All forms of bullying, including violence or verbal aggression towards colleagues is unacceptable and will be dealt with under the Disciplinary Procedure. It is not acceptable for employees to abuse their position with the Council to take advantage of other employees. If there are important issues that they cannot resolve amicably with another employee, they must make the situation known to their manager.

16.3 All forms of harassment, including on the grounds of sex, race, religion or belief, sexual orientation, age, gender identity or reassignment, disability, pregnancy or maternity, marriage or civil partnership, political affiliation, or membership of a trade union, are unacceptable. The Council's approach is set out in the Responding to Bullying and Harassment Policy. Allegations will be investigated and dealt with under the terms of the Disciplinary Procedure where necessary.

16.4 Personal relationships with colleagues who would have a line or other management relationship must be declared on appointment. If close personal relationships develop between colleagues who have a management relationship, the employees concerned must inform the Head of Service. The information will be treated with confidentiality.

17 Smoking, Alcohol and Prescription Drugs at Work

17.1 The Council operates a no smoking policy. This applies to all Council buildings, and those where Council services are provided. It also applies when transporting customers in Council or private vehicles.

17.2 Employees should not consume alcohol when they are on duty unless agreed beforehand by their manager for specific occasions.

17.3 Employees should ensure that any alcohol which is consumed whilst off duty but

during the normal working day will not damage the reputation of the Council. For certain types of work, for example those which involve operating heavy machinery, driving Council vehicles and working in Social Services, it is not acceptable to consume any alcohol during the working day. Managers must provide employees with details of local arrangements.

17.4 Prescribed drugs may be taken on the condition that they do not interfere with service delivery. If an employee is taking prescribed drugs that may affect their behaviour and/or their performance they should inform their line manager, who will take a view on their attendance at work.

18 Working with Money and making Financial Claims

18.1 Employees receiving or responsible for public money need to take particular care. Monies collected on behalf of the Council must be banked by them or otherwise passed to responsible officers without undue delay.

18.2 All processes and procedures laid down for the management of the Council's financial affairs must be followed, including Financial Regulations, Standing Orders and the Council's Anti-Fraud and Anti-Corruption Policy.

18.3 Claims submitted to the Council for reimbursement of expenditure or for legitimate allowances, the correct procedures must be followed and details of the claim are within set limits, are correct and can be substantiated.

19 Working Safely

19.1 The Council and its employees have statutory responsibilities for ensuring that a healthy and safe working environment is maintained. These are set out in the Council's Health and Safety Policies.

19.2 Actions or omissions of any individual that place others in danger may lead to disciplinary action.

19.3 Employees are expected to:

- adhere to the Council's Health and Safety Policy and the safety rules relating to their particular service;
- make known to their manager any unsafe situations or practices that they become aware of;
- take appropriate steps to ensure the health and safety of other employees and any other users of the Council's premises;
- wear any safety clothing and use any safety equipment provided for work;
- report promptly any injuries, accidents or near misses suffered at work;
- report incidents of abusive/aggressive or bullying/threatening behaviour experienced by the employee or others whom they come into contact with during their work;
- tell their manager if they are taking any medications that could affect their ability to work safely;
- comply with hygiene requirements.

20 Protecting the Council and its Standards

20.1 The Council needs its employees help to ensure that West Berkshire can continue

to be a fair and equitable provider of services, a safe and rewarding place to work and a local authority with the highest standards and reputation. It recognises that employees are often the first to know when things are going wrong in the Council's operations.

20.2 However, there may be reasons why employees are reluctant to draw attention to their concerns eg they feel that reporting on colleagues, managers or elected Members is disloyal, they are worried that they may not be believed, or they are afraid of possible victimisation or future disadvantage.

20.3 The Council values employees and others who are prepared to acknowledge when things are not right and to bring such matters to the attention of others that can deal with them. Only by encouraging those people to report inappropriate or unlawful conduct can the Council protect its reputation and maintain its high standards.

20.4 Improper or unlawful conduct can cover a wide range including financial irregularity; abuse of clients; abuse of power or position; neglect of duty; sexual or racial discrimination; bullying or harassment.

20.5 If an employee detects or has reason to suspect that colleagues, managers or elected Members are acting improperly, the Council has a reporting process that can be followed without fear of victimisation, discrimination or disadvantage. The process is set out in the Council's Whistleblowing Policy.