

Notice of Meeting



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Executive

Thursday, 13th February, 2020 at 5.00 pm

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

Note: The Council broadcasts some of its meetings on the internet, known as webcasting. If this meeting is webcasted, 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, 5 February 2020

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

e-mail: executivecycle@westberks.gov.uk

Further information and Minutes are also available on the Council's website at www.westberks.gov.uk



To:	Councillors Steve Ardagh-Walter, Dominic Boeck, Councillor Graham Bridgman, Hilary Cole, Lynne Doherty, Rick Jones, Ross Mackinnon, Richard Somner and Howard Woollaston
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Agenda

Part I

	Page(s)
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	
2. Minutes To approve as a correct record the Minutes of the meeting of the Executive held on 16 January 2020.	9 - 14
3. Declarations of Interest To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' Code of Conduct .	
4. Public Questions Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.	
<hr/>	
(a) Question submitted to the Portfolio Holder for Economic Development and Planning by Mr Ian Morrin <i>"Please could the Portfolio Holder for Planning provide evidence about the experience and capability that West Berkshire Council plan to bring to bear to deliver the Grazeley project including the promised infrastructure and positive environmental benefit?"</i>	
<hr/>	
(b) Question submitted to the Portfolio Holder for Economic Development and Planning by Mr Alan Pearce <i>"In light of the recent recommendation by planning officers to refuse the application to develop the old Newbury Weekly News site with 81 apartments, primarily due to the risk of flood, does the Council honestly believe that building flats on the adjoining football ground will ever be a practical or sensible option?"</i>	
<hr/>	
(c) Question submitted to the Portfolio Holder for Economic Development and Planning by Mr Lee McDougall <i>"Can the Council please detail what funds are currently held in "Developer contributions towards local infrastructure, services and amenities" account (contributions secured through the Community Infrastructure Levy ("CIL") and through S106 obligations?"</i>	
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- (d) **Question submitted to the Portfolio Holder for Public Health and Wellbeing by Mr Paul Morgan**
“Please detail what requirements brief has been given to Avison Young to provide consultancy and a report on all options regarding the location / re-provision of the Football Ground at Faraday Road?”
-
- (e) **Question submitted to the Portfolio Holder for Public Health and Wellbeing by Mr Paul Morgan**
“Please advise on the anticipated cost and completion timescales for the brief given to Avison Young?”
-
- (f) **Question submitted to the Portfolio Holder for Finance by Mr John Stewart**
“Please detail the total Council expenditure in the last 10 years on maintaining and keeping the Faraday Road Football Ground in a “good and decent state” as per its legal obligations under Section 10 of Open Spaces Act?”
-
- (g) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr John Stewart**
“Please advise why the Faraday Road Football Ground cannot be re-opened for organised community 11-a-side football through the provision of temporary toilets and changing rooms, which will be less than the original budget allocation for the MUGA proposal?”
-
- (h) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr Paul Morgan**
“Could the Council please provide the detail behind their latest announcement to put fencing around the abandoned grass area at the Faraday Football Ground instead of the unpopular “expensive” MUGA?”
-
- (i) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr Paul Morgan**
“What consultation took place in order to justify yet another policy change with respect to the Faraday Football Ground Asset of Community Value (ACV)?”
-
- (j) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Mr Jack Harkness**
“Can the Council confirm it still believes that Northcroft is a viable location for the re-provision of the existing Faraday Road football stadium, as it outlined at the Newbury Vision Conference in Oct 2018?”
-

5. Petitions

Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.



Petition to be presented by Kathryn Bowie requesting that the Council install a footpath in Sulham Hill, Tilehurst to enable residents to safely and inclusively access the recreation ground.

Items as timetabled in the Forward Plan

	Page(s)
6. Investment and Borrowing Strategy 2020/21(C3809) Purpose: This report sets out the proposed Investment and Borrowing Strategy for 2020/21, as required by the Local Government Act 2003.	15 - 34
7. Medium Term Financial Strategy 2020/21 to 2023/24 (C3810) Purpose: The Medium Term Financial Strategy (MTFS) is a rolling four 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, Capital Programme, and the Investment and Borrowing Strategy reports.	35 - 54
8. Capital Strategy 2020/21 to 2022/23 (C3811) Purpose: To outline the Capital Strategy covering financial years 2020/21 -2022/23 and supporting funding framework, providing a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.	55 - 78
9. Revenue Budget 2020/21 (C3812) Purpose: To consider and recommend to Council the 2020/21 Revenue Budget, which proposes a Council Tax requirement of £102.06m, requiring a Council Tax increase of 1.99% and a 2% adult social care Council Tax Precept. The Council Tax increase will raise £2.1m and the precept will raise a further £2.1m ring-fenced for adult social care. The report also proposes the Fees and Charges for 2020/21 as set out in Appendix F and the Parish Expenses as set out in Appendix G and recommends the level of General Reserves as set out in Appendix E.	79 - 154
10. Capital Financial Performance Report 2019/20 Quarter Three (EX3801) Purpose: The financial performance report provided to Members on a quarterly basis reports on the under or over spends against the Council's approved capital budget. This report presents the Quarter Three financial position.	155 - 164
11. 2019/20 Revenue Financial Performance Quarter Three (EX3797) Purpose: This report is to report on the in-year financial performance of the Council's revenue budgets.	165 - 178



Agenda - Executive to be held on Thursday, 13 February 2020 (continued)

12. **Treasury Management 2019/20 Mid Year Performance Report (EX3871)** 179 - 196
Purpose: To inform Members of the treasury management activity and performance of the Council's investments as at 30th November 2019.
-
13. **Council Strategy Delivery Plan (EX3815)** 197 - 214
Purpose: To inform the Executive of the proposed performance measures and associated targets to be used as part of the Council Strategy Delivery Plan in order to monitor the progress of the Council Strategy 2019/23 delivery.
-
14. **West Berkshire Playing Pitch Strategy (EX3870)** 215 - 272
Purpose: To adopt the Playing Pitch Strategy developed for West Berkshire.
-
15. **Consent for Transport for the South East Becoming a Sub-National Transport Body (EX3791)** 273 - 316
Purpose: The purpose of this report is to consider the plans for Transport for the South East (TfSE) becoming a Sub-national Transport Body (STB).
-
16. **Members' Questions**
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.
- (a) **Question submitted to the Portfolio Holder for Adult Social Care by Councillor Owen Jeffery**
"What was the average number of empty bed nights in West Berkshire Council care homes in December 2019?"
-
- (b) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor David Marsh**
"What is the current amount of tree cover in West Berkshire (in hectares, and as a percentage of the total area of the district), and how much of this is on council-owned land?"
-
- (c) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor David Marsh**
"How many trees has or will the Council plant on an annual basis between 2015 and 2021"
-
- (d) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Adrian Abbs**
"What is the council proposing to do about the maintenance program on drains which results in excessive flooding and long delays addressing reported issues, particularly on Monks Lane in Wash Common which took 3 months to address?"
-



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- (e) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Adrian Abbs**
“What is the council proposing to do about the maintenance program for paths which results in dangerous walking conditions for pedestrians, especially at the bottom of Andover Road, Wash Common?”
-
- (f) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Adrian Abbs**
“What is the council proposing to do about the enforcement of hedge trimming that is forcing people off of poorly maintained footpaths into the roads, especially at the bottom of Andover Road and Fifth Road in Wash Common?”
-
- (g) **Question submitted to the Portfolio Holder for Environment by Councillor Martha Vickers**
“In light of the recent allegations made by Clare Perry, the sacked president of the committee responsible for organising the Climate Change Conference in Glasgow this coming November, will this Council lobby the MP for Newbury who is vice chair of the All Party Parliamentary Group on the Environment to challenge the Government on its commitment to Climate Change?”
-
- (h) **Question submitted to the Portfolio Holder for Public Health and Community Wellbeing by Councillor Martha Vickers**
“Why, despite the Leader stating at a recent meeting of OSMC that the proposed merger of local CCGs would be discussed at the Health and Well Being Board, was it given barely two minutes?”
-
- (i) **Question submitted to the Portfolio Holder for Environment by Councillor Martha Vickers**
“Can the Council tell me what plans there are in place to reduce food waste and ensure that existing food recycling facilities are used correctly?”
-
- (j) **Question submitted to the Portfolio Holder for Transport and Countryside by Councillor Tony Vickers**
“What evidence does the Council have that Newbury Car Club has been a success (or otherwise) when considering that Council policy now requires most Newbury housing developments to contribute towards ensuring the continued existence of the car club?”
-

17. Exclusion of Press and Public

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



Part II

18. **Contract Award for the Provision of Education Packages for Young People with Severe Social, Emotional and Mental Health Difficulties (EX3861)** 317 - 322

(Paragraph 3 - information relating to the financial/business affairs of a particular person)

Purpose: This paper seeks to inform Executive of the tender process that has been undertaken and seek delegated authority to award the contract.

Sarah Clarke
Head of Legal and Strategic Support

West Berkshire Council Strategy Priorities

Council Strategy Priorities:

PC1: Ensure our vulnerable children and adults achieve better outcomes

PC2: Support everyone to reach their full potential

OFB1: Support businesses to start, develop and thrive in West Berkshire

GP1: Develop local infrastructure to support and grow the local economy

GP2: Maintain a green district

SIT1: Ensure sustainable services through innovation and partnerships

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



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DRAFT

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

EXECUTIVE

MINUTES OF THE MEETING HELD ON THURSDAY, 16 JANUARY 2020

Councillors Present: Steve Ardagh-Walter, Dominic Boeck, Councillor Graham Bridgman (Vice-Chair, in the Chair), Hilary Cole, Rick Jones, Ross Mackinnon, Richard Somner and Howard Woollaston

Also Present: John Ashworth (Corporate Director - Environment), Melanie Ellis (Chief Accountant), Joseph Holmes (Executive Director - Resources), Olivia Lewis (Group Executive (Lib Dem)), Andy Sharp (Executive Director (People)), Shiraz Sheikh (Principal Solicitor), Councillor Adrian Abbs, Stephen Chard (Principal Policy Officer), Councillor Carlyne Culver, Councillor Lee Dillon, Councillor Owen Jeffery, Councillor David Marsh, Councillor Steve Masters, Councillor Erik Pattenden and Councillor Tony Vickers

Apologies for inability to attend the meeting: Councillor Jeff Brooks, Councillor Lynne Doherty and Councillor Alan Macro

(Councillor Graham Bridgman, Deputy Leader, in the Chair)

PART I

75. Minutes

Councillor Bridgman advised that he would be declaring an interest in Agenda Item 7 (Granting the leasehold of the Stratfield Mortimer Library building to Stratfield Mortimer Parish Council) which would require him to leave the Chamber. Therefore another Member of the Executive would need to be appointed to Chair the meeting for that item.

Councillor Rick Jones proposed that Councillor Hilary Cole be appointed as Chairman for this particular item. This was seconded by Councillor Howard Woollaston.

(Councillor Graham Bridgman abstained from the vote).

RESOLVED that Councillor Hilary Cole would Chair the meeting for Agenda Item 7.

The Minutes of the three meetings held on 19 December 2019 were approved as true and correct records and signed by the Deputy Leader, subject to the following amendments:

Meeting 1 (Ordinary Meeting)

It was noted that the link to the transcription of the questions and answers from the previous meeting needed to be enabled. This would be corrected.

Meeting 2 (First Special Meeting)

Item 65 – Preventing Homelessness and Rough Sleeping Strategy (EX3832) – second page, final paragraph, fourth sentence:

She acknowledged that the Market Street development had a lower affordable housing provision but this was an **exception**.

Item 67 – Community Investment Scheme (EX3860) – seventh paragraph:

Councillor Culver next queried if there were examples of **where Abundance (the private company referred to) had worked with other local authorities**.

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Item 68 – Senior management posts of Chief Executive, Executive Director (Place), Service Director and Service Lead (EX3825) – Resolutions (bullet point 3):

- the posts of Service Director for Adult Social Care, Environment, and Strategy & Governance be established and recruited to early in 2020;

76. Declarations of Interest

Councillor Carolyne Culver declared an interest in Agenda Item 6 by virtue of the fact that she was a teacher at Theale Green School, but reported that, as her interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, she determined to remain in the meeting for the matter but would not participate in the debate.

Councillor Graham Bridgman declared an interest in Agenda Item 7 by virtue of the fact that he was a Stratfield Mortimer Parish Councillor and reported that, as his interest was a disclosable pecuniary interest or an other registrable interest, he would be leaving the meeting during the course of consideration of the matter.

77. Public Questions

There were no public questions submitted.

78. Petitions

There were no petitions presented to the Executive.

79. Schools Funding Formula 2020/21 (EX3784)

The Executive considered a report (Agenda Item 6) concerning the primary and secondary school funding formula for 2020/21. The report set out West Berkshire Council's funding proposals for 2020/21 post consultation with all schools.

Councillor Ross Mackinnon proposed acceptance of the report's recommendations. He explained that it was an annual requirement for the Council to approve the funding formula for primary and secondary schools.

In terms of the consultation response, Councillor Mackinnon explained that largely favourable responses had been received to all of the consultation questions with the exception of question four which received a more balanced response: 'Which of the following options would you support regarding a transfer from the Schools Block to the High Needs Block for 2020/21?'

Nine of the sixteen respondents to this question supported a transfer, the remaining seven did not. Of the nine; four supported a transfer of 0.25% (the proposal in this report), three were in favour of a larger transfer of 0.5% and the remaining two did not specify a transfer amount.

Councillor Dominic Boeck seconded approval of the report's recommendations.

Councillor Erik Pattenden noted that 16 (close to 20%) of schools had responded to the consultation. He queried whether a response from this number sufficiently represented West Berkshire's schools. He also questioned how much weight could be given to responses from 16 schools and whether their feedback could have altered the recommendations.

Councillor Mackinnon responded. He agreed it would have been preferable for a higher response rate, but added that schools could not be forced to respond. The responses received did not alter the report's recommendations.

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Councillor Boeck added to the response by stating that many of West Berkshire's schools looked to their representative(s) on the Schools' Forum to be their voice on such matters. The Schools' Forum was represented by each sector of West Berkshire's schools. He would not expect small schools for example to respond individually.

Councillor Pattenden noted this, but pointed out that schools had been given very little time (ten working days) to respond. He was concerned that the consultation had been rushed. He was also concerned that the consultation responses would not be considered by the Schools' Forum until 20 January 2020 ahead of a final decision needing to be made on 21 January 2020.

Councillor Boeck explained that this aligned with the consultation process conducted annually for the school funding formula. Councillor Pattenden felt this routine practice was flawed.

Councillor Mackinnon referred to the recommendations. He reiterated that the consultation response that related to recommendations one and two had been strongly in favour of approval. He felt it unlikely that a higher response rate would have elicited a different answer. Councillor Pattenden stated that a higher response would have given greater assurance of schools' views. Councillor Mackinnon reiterated the point that all schools were represented on the Schools' Forum.

Councillor David Marsh queried why the recommended top slice of 0.25% was unpopular to the majority of the responding schools. Councillor Boeck explained that he had not yet read all of the individual school responses in detail. Ultimately this would be for the Schools' Forum to determine.

Councillor Marsh then asked what would happen in the event that the Schools' Forum did not accept the Executive's recommendations at its meeting on 20 January 2020. In response, Councillor Graham Bridgman drew Members' attention to recommendation 2.2: 'If the Schools' Forum do not agree with the proposals, the Local Authority can make the final decision on funding allocations, and can appeal to the Secretary of State to make a block transfer.'

Following on from one of Councillor Pattenden's comments, Councillor Lee Dillon felt that this annual process needed to be reviewed when considering that the final decision needed to be made one day after the Schools' Forum meeting. The only path available in this short timeframe, should the Schools' Forum reject the recommendation for a 0.25% top slice, was recommendation 2.2.

Councillor Dillon also voiced concern at Councillor Boeck's comment that he had not read all the consultation responses in detail. Councillor Boeck clarified his response to Councillor Marsh by stating that he was aware of the responses provided by schools, but he was unaware of the motivation for their views.

Councillor Pattenden commented that he had read the detailed consultation responses, in particular the responses of schools opposed to the 0.25% top slice. There was acceptance that the High Needs Block was underfunded. However, there was concern that the proposed 0.25% (which amounted to approximately £261k) was not sufficient to meet the shortfall which, he had been informed by Officers, was in the region of £1.5m.

Councillor Mackinnon felt it entirely appropriate to look to alleviate this shortfall at least in part. Councillor Pattenden felt that schools wanted the underfunding to be acknowledged. There was concern that this could impact on education resources and class sizes.

Councillor Mackinnon commented, as noted earlier, that some of the schools that responded were opposed to a transfer of any funding, whereas others supported

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increases equal to and in excess of 0.25%. He clarified the point that this was not new funding, it would be a transfer from the Schools Block to the High Needs Block.

Councillor Dillon agreed that additional funds would of course be welcomed. However, the Formula was not going far enough. West Berkshire's schools were being underfunded in the region of £1.5m.

Councillor Boeck agreed with Councillor Dillon in that the funding was currently not right for West Berkshire's schools. While the Schools Block allocation would increase by £5.3m in 2020/21, this not enough. He would continue to lobby through West Berkshire's Members of Parliament to improve on the funding situation.

RESOLVED to:

- 1) Replicate the DfE's National Funding Formula to calculate the funding allocations and to introduce the mobility factor into the local formula.
- 2) Address any surplus or shortfall in funding by a combination of reduced AWPU (age weighted pupil unit) rates and a cap on gains.
- 3) Apply a top slice of 0.25% to the schools' funding, in order to support High Needs, which would provide £261k additional funding for high needs.

If the Schools' Forum did not agree with the proposals, the Local Authority could make the final decision on funding allocations, and could appeal to the Secretary of State to make a block transfer.

Other options considered:

A number of options were considered and consulted on for formula allocation.

80. Granting the Leasehold of the Stratfield Mortimer Library Building to Stratfield Mortimer Parish Council (EX3865)

(Councillor Graham Bridgman left the meeting at 5.21pm)

(Councillor Hilary Cole in the Chair)

The Executive considered a report (Agenda Item 7) which sought approval for Stratfield Mortimer Parish Council's request for West Berkshire Council to grant them a 99 year lease of the Stratfield Mortimer Library building so they could increase community use of the building alongside the Council's Library Service. If approved, the Parish Council would take on the ownership and management of the building.

Councillor Rick Jones stated that there had been many successes in the Library Service in recent years. There had been a growth in the number of volunteers, libraries had become vibrant community spaces and the Council had been successfully working in partnership with Town and Parish Councils. He made reference, as an example, to Hungerford Library. This had become a community hub and was managed by Hungerford Town Council. This same principle was being recommended for Stratfield Mortimer. It would bring significant benefits to the Parish and the District Council, both community and financial benefits.

Councillor Dominic Boeck previously held the Library Portfolio and he had been involved in the work to transform the Library Service from the outset. He was delighted to see that the Stratfield Mortimer Library was performing so well and gave his support to the report's recommendations.

Councillor David Marsh turned to the report's conclusions. He was concerned at the reference made in paragraph 7.1 in relation to the distance between Burghfield Library and Stratfield Mortimer Library, and having two libraries in relatively close proximity.

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Councillor Marsh felt this reference could imply that Burghfield Library was under threat. This was a concern when many of the Council's libraries had previously been at risk of closure.

Councillor Jones understood the concern, but made the point that the service was performing well. There would be a further strategic review of the Library Service early in 2020, but this carried no threat to any individual library. The focus of the review would be on benefits to the community.

Councillor Boeck commented that it had not been the Council's intention to close all its libraries. This further review had been planned since the previous review in 2016. He praised the support given by Parish and Town Councils to West Berkshire's libraries.

Councillor Hilary Cole added that the involvement of communities and volunteers did much to contribute to this success story.

She also advised that a covenant was placed on the Stratfield Mortimer Library building which meant it could only be used for that purpose. However, the Parish Council could put the building, which was being transferred in a good condition, to community use in addition to library use.

RESOLVED to work with Stratfield Mortimer Parish Council (SMPC) to negotiate a 99 year lease of the building to the parish council and a Joint User Agreement so that:

- SMPC is responsible for the cost of the maintenance and upkeep of the building, delivering a saving to be reinvested in the library service to improve resilience.
- The Council maintains its statutory responsibility for delivering a library service - set out in a Joint User Agreement between the Council and SMPC.
- SMPC are able to continue using the building as their parish council office without paying rent to the Council.
- SMPC are able to develop the use of the building for community purposes – for example, as Hungerford Town Council has done since taking over the Hungerford library building.
- SMPC are able to invest in the building to increase the community facilities available – for example, a meeting room, a publicly accessible toilet facility, storage.
- The Council and SMPC continue to work together to increase the use of the library service and other community activities in the building for the benefit of residents.

RESOLVED that Legal, Property and Legal Services would work with SMPC to agree the Heads of Terms of the lease and Joint User Agreement by April 2020 or as soon as is possible thereafter.

RESOLVED that Property Services identify a value for the asset using the Depreciated Replacement cost methodology.

Other options considered:

Continuing with the current arrangements; including the ongoing cost of maintaining the building and limiting community access to 19 hours per week.

81. **Members' Questions**

(Councillor Graham Bridgman returned to the meeting and resumed in the Chair)

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

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(a) Question to be answered by the Portfolio Member for Economic Development and Planning submitted by Councillor Tony Vickers

A question standing in the name of Councillor Tony Vickers on the subject of what the Council was doing to secure delivery of the 2000 new dwellings at Sandleford Park was answered by the Portfolio Holder for Economic Development and Planning.

(b) Question to be answered by the Portfolio Member for Economic Development and Planning submitted by Councillor Jeff Brooks

A question standing in the name of Councillor Jeff Brooks (asked on his behalf by Councillor Lee Dillon) on the subject of the publication of the Economic Development Plan was answered by the Portfolio Holder for Economic Development and Planning.

(c) Question to be answered by the Portfolio Member for Economic Development and Planning submitted by Councillor Alan Macro

A question standing in the name of Councillor Alan Macro on the subject of why the publication of the Housing and Economic Land Availability Assessment (HEELA) had been delayed was answered by the Portfolio Holder for Economic Development and Planning.

(d) Question to be answered by the Portfolio Member for Environment submitted by Councillor Adrian Abbs

A question standing in the name of Councillor Adrian Abbs on the subject of the reduction of West Berkshire Council's carbon footprint, since the climate emergency was declared, was answered by the Portfolio Holder for Environment.

(e) Question to be answered by the Portfolio Member for Environment submitted by Councillor Adrian Abbs

A question standing in the name of Councillor Adrian Abbs on the subject of the actual usage of Electric Vehicle charging points in West Berkshire during 2019 was answered by the Portfolio Holder for Environment.

(f) Question to be answered by the Portfolio Member for Economic Development and Planning submitted by Councillor Steve Masters

A question standing in the name of Councillor Steve Masters on the subject of the actual numbers of both affordable and social units delivered by developers on greenfield and brownfield sites across West Berkshire since May 2015 was answered by the Portfolio Holder for Economic Development and Planning.

(g) Question to be answered by the Portfolio Member for Economic Development and Planning submitted by Councillor Steve Masters

A question standing in the name of Councillor Steve Masters on the subject of the Council's aspirations for maximising social and affordable units on the Market Street development was answered by the Portfolio Holder for Finance.

(The meeting commenced at 5.00pm and closed at 5.47pm)

CHAIRMAN

Date of Signature

Investment and Borrowing Strategy 2020/21

Committee considering report:	Council
Date of Committee:	03 May 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	C3809

1. Purpose of the Report

This report sets out the proposed Investment and Borrowing Strategy for 2020/21, as required by the Local Government Act 2003.

2. Recommendation

To agree and adopt the proposed Investment and Borrowing Strategy for 2020/21.

3. Implications and Impact Assessment

Implication	Commentary
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 £40m 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.
Human Resource:	Not applicable
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
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.
Property:	Not applicable
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.			
Implication	Positive	Neutral	Negative	Commentary
Equalities Impact:				
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		No impact
Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		No impact
Environmental Impact:		X		No impact
Health Impact:		X		No impact
ICT or Digital Services Impact:		X		No impact
Council Strategy Priorities or Business as Usual:		X		Business as Usual
Other				
Data Impact:		X		No impact
Consultation and Engagement:	Joseph Holmes, Executive Director for Resources, s151 Officer. Andy Walker – Head of Finance and Property			

4. Executive Summary

- 4.1 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 2020/21 and borrowing limits for the next three years. It also provides a forecast of the Council's long term borrowing requirements.
- 4.2 The Prudential Code requires authorities to look at capital and investment plans in light of overall organisation strategy and resources to ensure that decisions are made with sufficient regard to the long term financing implications and risks to the Council. To demonstrate that local authorities have fulfilled these objectives, the code sets out a number of indicators, the code does not include suggested indicative limits or ratios. Local Authorities are to set their own limits and ratios, subject to controls under section 4 of the Local Government Act 2003. The Council's capital programme is a key driver of the treasury management activity. The output of the capital programme is reflected in the prudential indicators detailed in section 5.8 – 5.15 of this report.
- 4.3 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 on a day to day basis to support the Council's business)
 - (3) Yield (return on investment).
- 4.4 Currently the Treasury Management function is undertaken in house and overseen by the Treasury Management Group who are responsible for the Implementation of the Investment and Borrowing Strategy. Treasury performance reporting to Executive is undertaken mid-year and at outturn annually. For future financial years special treasury management advice and support is to be commissioned from external specialists to ensure the Council remains compliant with the latest legislative amendments, maximises opportunities for generation of yields from investments whilst maintaining a prudent strategy that operates within the Council's risk appetite.

5. Supporting Information

Introduction

- 5.1 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
- 5.2 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in

the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

- 5.3 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The current strategy represents an appropriate balance between risk management and cost effectiveness. However, it is proposed for future financial years that special treasury management advice and support is commissioned from external specialists to ensure the Council remains compliant with the latest legislative amendments, maximises opportunities for generation of yields from investments whilst maintaining a prudent strategy that operates within the Council's risk appetite.

Background / Economic Outlook

- 5.4 The Bank of England Monetary Policy Report for November 2019 states that the UK economy has slowed during 2019, reflecting continued uncertainty about Brexit and slowing of growth in the world economy. UK inflation has fallen below the Bank's 2% target since August. The Monetary Policy Committee have therefore maintained the base rate of interest at 0.75%.
- 5.5 The Bank of England expects uncertainty facing UK households and businesses to fall over the next few months and the global growth to recover gradually. It is therefore expected that interest rates will remain steady over the next few months but that upward pressure on prices will build gradually over the next few years, which is likely to lead to a modest increase in interest rates in the medium to long term. However, if UK growth does not recover, it may need to lower interest rates in the short term.
- 5.6 The effect of this has been that interest rates available to the Council from building societies for investments have decreased slightly since April 2019. For example, a 1 year investment with a top 20 building society in May 2019 earned 1.3% but equivalent rates are now at around 1.1%.
- 5.7 Another effect of recent UK economic conditions has been that the rates at which Local Authorities can borrow from the Public Works Loans Board, which are linked to the price of UK gilts, fell significantly during the first half of 2019. This led to a rapid increase in borrowing from the Public Works and Loans Board (PWLB) during summer 2019. In order to counteract this effect, HM treasury increased all PWLB rates by 1% in October. This restored PWLB rates approximately to their level in October 2018 and the Council is no longer able to take advantage of very low PWLB rates to reduce the cost of borrowing to fund its capital programme.

Prudential Indicators

- 5.8 The Prudential Code requires authorities to look at capital and investment plans in light of overall organisation strategy and resources to ensure that decisions are made with sufficient regard to the long term financing implications and risks to the Council. To demonstrate that local authorities have fulfilled these objectives, the code sets out a number of indicators, the code does not include suggested indicative limits or ratios. Local Authorities are to set their own limits and ratios, subject to controls under section 4 of the Local Government Act 2003.

5.9 Indicator One: Estimates of Capital Expenditure

The indicator is a summary of the Council's estimated capital expenditure for the current Capital Strategy (2020/21 – 2022/23) including funding from external sources (grants and contributions) and capital receipts, the balance remaining being the net financing requirement.

Capital Expenditure	Forecast 2019/20 £000s	As per Proposed 2020/21 Capital Programme £000s	As per Proposed 2021/22 Capital Programme £000s	As per Proposed 2022/23 Capital Programme £000s
People Directorate	15,976	17,372	12,525	16,740
Place Directorate	22,856	31,350	18,507	11,081
Resources Directorate	6,831	5,852	1,682	3,308
Invest to Save Schemes	112	3,252	550	2,400
Commercial Activities		37,747	-	
Total Requirement	45,775	95,573	33,264	33,528
Financed By:				
Capital Receipts	241		1,320	
Capital Grants & Contributions (inc s106 and CIL)	33,522	42,973	16,591	13,053
Net Financing Requirement	12,012	52,600	15,353	20,475

Note: Invest to save schemes are included in total capital expenditure and funding resources, however, these schemes will generate income and/or savings in revenue budgets elsewhere in the Council's services. Therefore the borrowing costs associated with invest to save schemes have minimal impact on the Council's Medium Term Financial Strategy position.

5.10 Indicator Two: Estimates of the Capital Financing Requirement (CFR)

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years.

The CFR is the total historical capital expenditure which has not yet been paid for from either revenue or capital resources. It is a measure of the Council's underlying borrowing requirement. Any capital expenditure which has not immediately been paid for will increase the CFR. The CFR does not increase indefinitely, as the Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used. The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases) included on the Council's balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility and so the Council is not required to separately borrow for these.

Capital Financing Requirement (CFR)	Forecast 2019/20 £000s	As per Proposed 2020/21 Capital Programme £000s	As per Proposed 2021/22 Capital Programme £000s	As per Proposed 2022/23 Capital Programme £000s
CFR brought forward	240,120	244,780	289,560	296,646
Borrowing to fund Operational Assets	11,475	12,239	14,803	18,075
Invest to Save	537	2,614	550	2,400
Commercial Activities		37,747	-	-
Lease Liabilities	-	-	-	
Increase in borrowing to fund capital expenditure	12,012	52,600	15,353	20,475
Less MRP & other financing	7,352	7,820	8,267	8,605
CFR carried forward at yr end	244,780	289,560	296,646	308,516
Movement in CFR	4,660	44,780	7,086	11,870

5.11 Indicator Three: Ratio of Net Financing Costs

The Council is required to disclose the actual and estimates of the ratio of financing costs to net revenue budget, i.e. the proportion of the revenue budget funding the financing of capital expenditure (net interest and the minimum provision to repay debt). The table below shows the actual and estimated ratios for the duration of the current Capital Strategy (2020/21 – 2022/23). The ratio is increasing and this is affordable within the Council's overall budget requirement and is planned for as part of the Council's Medium Term Financial Strategy.

Net Financing Costs Ratio	Forecast 2019/20 %	As per Proposed 2020/21 Capital Programme %	As per Proposed 2021/22 Capital Programme %	As per Proposed 2022/23 Capital Programme £000s
Total Ratio	11.4%	12.6%	12.5%	12.5%

5.12 Indicator Four: Actual External Borrowing

The Council needs to ensure that its total borrowing does not exceed the total of the CFR in 2020/21 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes. The table below details the Council's forecast treasury position at 31st March 2020, with estimates for future years (actual external borrowing (gross debt) against the CFR).

Actual External Borrowing	Forecast 2019/20 £000s	As per Proposed 2020/21 Capital Programme £000s	As per Proposed 2021/22 Capital Programme £000s	As per Proposed 2022/23 Capital Programme £000s
Long term loans to fund Operational Assets	123,916	131,889	137,861	150,984
PWLB Maturity Loans inherited from Berkshire County Council	20,500	20,500	20,500	20,500
Long term loans to fund property investment	62,253	100,000	100,000	100,000
Short Term loans for cash flow purposes	4,000	15,000	15,000	15,000
Other long term liabilities	12,971	12,249	11,843	10,670
Gross Debt at 31st March	223,640	279,638	285,204	297,154
CFR	244,780	289,560	296,646	308,516
Percentage of Gross Debt to CFR	91%	97%	96%	96%

5.13 Indicator Five: The Operational Boundary.

The Council is required to determine the limit for total external debt, i.e. the most money the Council would normally borrow at any time during the year. Table five below sets out the limits for external debts for 2019/20 up to and including financial year 2022/23.

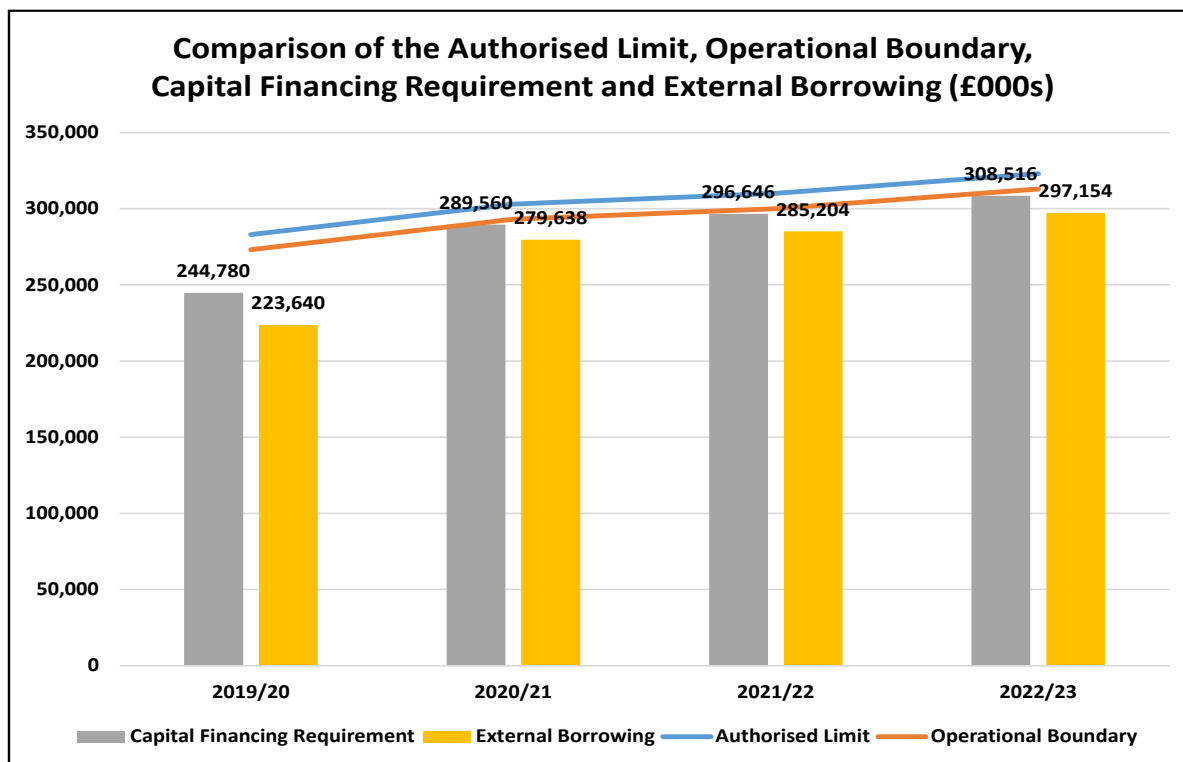
Operational Boundary	As per Approved 2019/20 Capital Programme £000s	As per Proposed 2020/21 Capital Programme £000s	As per Proposed 2021/22 Capital Programme £000s	As per Proposed 2022/23 Capital Programme £000s
Long Term Borrowing	245,000	265,000	273,000	287,000
Other long term liabilities	13,000	13,000	12,000	11,000
Short Term borrowing	15,000	15,000	15,000	15,000
Total	273,000	293,000	300,000	313,000

5.14 Indicator Six: The Authorised Limit.

The Council is required to determine the limit for External Borrowing which refers to the maximum amount the Council is able to borrow. Table three below sets out the limits for external debts for 2019/20, up to and including financial year 2022/23. This is a statutory limit determined under section 3 (1) of the Local Government Act 2003. Government under sections 4(1) and 4(2) may limit either the total of all Council borrowing, or those of a specific Council.

Authorised Boundary	As per Approved 2019/20 Capital Programme £000s	As per Approved 2020/21 Capital Programme £000s	As per Approved 2021/22 Capital Programme £000s	As per Proposed 2022/23 Capital Programme £000s
Long Term Borrowing	255,000	275,000	283,000	297,000
Other long term liabilities	13,000	13,000	12,000	11,000
Short Term borrowing	15,000	15,000	15,000	15,000
Total	283,000	303,000	310,000	323,000

- 5.15 The graph below provides a comparison of the authorised limit, operational boundary, CFR and the actual anticipated external borrowing level.



6. Proposals

- 6.1 Appendix C includes details of the Councils actual borrowings and investments as at 31.3.2019 and forecast levels of borrowing and investments for 31.3.20.

The proposed borrowing strategy:

- 6.2 **Objectives:** The Councils' chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 6.3 **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal / short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Alternatively, the Authority may arrange forward starting loans during 2020/21, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved

without suffering a cost of carry in the intervening period. In addition, the Authority may borrow short-term loans to cover unplanned cash flow shortages.

6.4 **Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except the Royal Berkshire Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues.

6.5 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

6.6 The Council has historically raised all of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, which may be available at more favourable rates:

- (1) **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. Any decision to borrow from the Agency will be the subject of a separate report to Full Council.
- (2) **LOBOs:** The Council does not currently hold any of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost.
- (3) **Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators detailed later in Appendix D.
- (4) **Debt rescheduling:** The PWLB allows Councils to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or

repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

The proposed Investment Strategy:

- 6.7 **Objectives:** The CIPFA Code requires the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 6.8 **Strategy:** The Council recognises the increasing risk and low returns from short-term unsecured bank investments, however, 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. 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 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.
- 6.9 **Business models:** Under IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 6.10 **Specified Investments:** Specified investments are defined as those satisfying each of the following conditions:
- Denominated in sterling.
 - To be repaid or redeemed within 12 months of the date on which the investment is made.
 - Do not involve the acquisition of share capital or loan capital in any body corporate.
 - Are made with the UK government, local authorities, parish councils, community councils, or a deposit taker awarded a high credit rating and authorised by a regulatory body (Financial Services Authority usually).
- 6.11 **Non Specified Investments:** Any investments that do not meet the criteria set out in 6.10 above are classified as Non-specific investments.
- 6.12 **Credit ratings and limits:** The proposed credit ratings and limits are detailed in the table below.

Organisations	Maximum Value £000s
Debt Management Office (UK Govt)	Unlimited
UK Local Authorities (including Police and Fire Authorities and similar public bodies)	5,000
UK Building Societies ranked 1- 11	5,000
UK Building Societies ranked 12-21	4,000
UK Building Societies ranked 22 -25	3,000
UK Banks and other financial institutions rated Prime 1 by Moody's	5,000
UK Banks and other financial institutions rated Prime 2 by Moody's	4,000
UK Banks and other financial institutions rated Prime 3 by Moody's	3,000
UK based money market funds rated AAA by Moody's (per individual fund)	5,000

The Council under section 15(1) of the Local Government Act 2003 can choose to make loans to local enterprises, local charities, wholly owned companies and joint ventures as part of a wider strategy for local economic growth. The Council can make such loans if it can be demonstrated that:

- Total financial exposure of loan is proportionate.
- Have used an allowed “expected credit loss” model for loan and receivables as set out in IFRS 9 Financial Instruments.
- Have appropriate credit control arrangements to recover overdue repayments.
- The Council has formally agreed the total level of loans by type that it is willing to make and the total loan book is within the self-assessed limit (i.e. authorised borrowing limit).

It is proposed under the parameters of paragraph 4.4 above that the table of credit ratings and limits agreed by Full Council is modified to include the following:

Organisations	Maximum Value £000s
Registered Charities, public sector bodies and Council owned companies / joint ventures	5,000

It is not proposed that lending to voluntary groups and parishes will be undertaken.

- 6.13 **Exposure to Risk:** The proposed investment limits represent the maximum values 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. The Council manages its exposure to risk via a series of treasury management indicators. Appendix D provides greater detail on the indicators used to monitor and review the performance of the treasury management function.
- 6.14 **Commercial Property:** The Council has invested £62m of a £100m approved fund in commercial property. Based on the current investment of £62m, a budgeted contribution of £1.5m is made to the Council’s revenue budget supporting the delivery of core services. The table below details the budgeted net contribution from income generated from commercial property to the budgeted net revenue budget based on the current investment portfolio.

Budgeted Income to the Net Revenue Budget	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Net Revenue Budget Requirement	131,110	130,562	137,199	141,198
Net Income generated by commercial property	1,500	1,500	1,500	1,500
Ratio of net commercial property income to net revenue budget	1.1%	1.1%	1.1%	1.1%

- 6.15 The table below details the level of Council debt as a proportion of total forecast Council debt, attributable to commercial property.

Debt Financing of Commercial Property	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Total debt financing brought forward	223,640	279,638	285,204	297,154
Debt brought forward for commercial property	100,000	100,000	100,000	100,000
Ratio of commercial property debt funding to total Council debt funding	44.7%	35.8%	35.1%	33.7%

**Debt relating to commercial property is based on a fully invested fund of £100m*

- 6.16 External specialist advisors have been used to develop and deliver the Property Investment Strategy. The Council has a separate Property Investment Strategy approved by Council in July 2018 which sets out the investment criteria and agreed fund level.
- 6.17 The table below details the total net yields from investment property by category and the net contribution to the revenue budget.

Investment Property Yields	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Net Income generated by commercial property	1,500	1,500	1,500	1,500
Net Income generated by Investment Property (non commercial)	389	389	389	389
Total net contribution to the revenue budget	1,889	1,889	1,889	1,889
Ratio of investment income to net revenue budget	1.4%	1.4%	1.4%	1.3%

7. Other options considered

Not applicable.

8. Conclusion

- 8.1 The Council has a comprehensive Investment and Borrowing Strategy compliant with the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code), adopted by Council in compliance with the Local Government Act 2003. Implementation of the strategy is overseen by the cross party Treasury Management Group. Treasury performance reporting to Executive is undertaken mid-year and at outturn annually.

9. Appendices

- 9.1 Appendix A – Equalities Impact Assessment
- 9.2 Appendix B – Data Protection Impact Assessment
- 9.3 Appendix C – Investments and Borrowing forecast 31.3.2020
- 9.4 Appendix D – Treasury Management Indicators

Background Papers:

None

Subject to Call-In:

Yes: No:

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

Wards affected: All

Officer details:

Name: Shannon Coleman-Slaughter

Job Title: Chief Financial Accountant

Tel No: 01635 519225

E-mail Address: Shannon.colemanslaughter@westberks.gov.uk

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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:	Agree the Investment and Borrowing Strategy
Summary of relevant legislation:	CIPFA Prudential Code 2017 and Local Government Act 2003
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Shannon Coleman-Slaughter/Andy Walker
Date of assessment:	24.12.19

Is this a:		Is this:	
Policy	No	New or proposed	New
Strategy	Yes	Already exists and is being reviewed	No
Function	Yes	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:	Robust treasury management
Objectives:	Robust treasury management
Outcomes:	Robust treasury management
Benefits:	Robust treasury management

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	N/A
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Shannon Coleman-Slaughter

Date: 24.12.19

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**Data Protection Impact Assessment – Stage One**

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Finance and Property
Team:	Accountancy
Lead Officer:	Shannon Coleman-Slaughter/Andy Walker
Title of Project/System:	Investment and Borrowing
Date of Assessment:	24.12.19

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><i>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</i></p>	<input type="checkbox"/>	X
<p>Will you be processing data on a large scale?</p> <p><i>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</i></p>	<input type="checkbox"/>	X
<p>Will your project or system have a “social media” dimension?</p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p>	<input type="checkbox"/>	X
<p>Will any decisions be automated?</p> <p><i>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</i></p>	<input type="checkbox"/>	X
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	X
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	X
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p><i>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</i></p>	<input type="checkbox"/>	X

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix C

Investment and Borrowing Forecast 31.3.2020

Borrowing & Investments	Actual	Average Rate	Forecast
	31.3.19		31.3.20
	£000s	%	£000s
Public Works and Loans Board (PWLB) Loans to fund Operational Assets	117,680	2.9	123,916
PWLB Maturity Loans inherited from Berkshire County Council	20,505	5.8	20,505
PWLB Maturity Loans to fund property investment	62,253	2.5	62,253
Local Authorities	8,500	0.9	4,000
Total external borrowing	208,938		210,674
Other long term liabilities:			
Private Finance Initiative (Waste)	13,651	6.1	12,971
Total other long term liabilities	13,651		12,971
Total gross external debt	222,589		223,645
Treasury Investments:			
Fixed Term investments with building societies	26,000	1.1	18,000
Deposits in Instant Access bank accounts and money market funds	5,068	0.7	750
Total treasury investments	31,068		18,750
Net debt	191,521		204,895

Treasury Management Indicators

Interest rate exposures:

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

	2019/20	2020/21	2021/22	2021/22
	Forecast	Estimate	Estimate	Estimate
	£000s	£000s	£000s	£000s
Impact of a 1% rise in interest rates:				
Long term borrowing	-	24	461	566
Other Long term Liabilities	-	-	-	-
Short term borrowing	3	13	13	13
Investments		- 260	- 260	- 260
Total Impact of a 1% rise in interest rates:	3	223	214	319
Impact of a 1% fall in interest rates				
Long term borrowing	-	- 23	- 523	- 621
Other Long term Liabilities	-	-	-	-
Short term borrowing	- 3	- 13	- 13	- 13
Investments	-	260	260	260
Total Impact of a 1% rise in interest rates:	- 3	224	- 276	- 374

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

Maturity structure of borrowing:

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper Limit	Lower Limit
Under 12months	0%	50%
12 months and within 24 months	0%	50%
24 months and within 5 years	0%	50%
5 years and within 10 years	0%	50%
10 years and above	0%	50%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

The above indicators remain unchanged from the 2019/20 Investment and Borrowing Strategy.

Medium Term Financial Strategy 2020/21 to 2023/24

Committee considering report:	Executive on 13 February 2020 Council on 3 March 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	22 January 2020
Report Author:	Melanie Ellis
Forward Plan Ref:	C3810

1. Purpose of the Report

- 1.1 The Medium Term Financial Strategy (MTFS) is a rolling four 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, Capital Programme, and the Investment and Borrowing Strategy reports.
- 1.2 The aim of the MTFS is to:
- (1) Allocate available resources focussing on those determined as most critical in supporting the Council's priorities and statutory responsibilities
 - (2) Ensure that capital investment is affordable; and
 - (3) Ensure that the Council has sufficient levels of reserves.

2. Recommendation

That Council approves and adopts the Medium Term Financial Strategy 2020/21 to 2023/24.

3. Implications and Impact Assessment

Implication	Commentary
Financial	These are contained in further detail within the report. Over the four years, the MTFS allocates £554m of Council revenue resources and £107.6m of capital resources. Joseph Holmes, Executive Director (Resources), S151
Human Resource:	The Council's establishment is funded from the Revenue Budget and Capital Programme. Any reductions in budget could impact on personnel.
Legal:	None

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.			
Property:	The proposed Capital Programme will provide £2.1m for maintenance and improvements to a number of existing Council buildings.			
Policy:	The MTFS is aligned directly to the Council Strategy and the Capital Strategy.			
Implication	Positive	Neutral	Negative	Commentary
Equalities Impact:				
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		No		Any impacts have been assessed and publicly consulted upon where necessary.
Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		No		Any impacts have been assessed and publicly consulted upon where necessary.
Environmental Impact:		X		
Health Impact:		X		
ICT or Digital Services Impact:		X		
Council Strategy Priorities or Business as Usual:	X			The MTFS will provide a positive impact on the Council Strategy. Thorough seeking to align resources more closely to Council Strategy priorities through an outcomes based approach over the next four year, this should assist in the successful delivery of the strategy.
Other		X		n/a
Data Impact:		No		
Consultation and Engagement:	Portfolio Holder for finance			

4. Executive Summary

- 4.1 The Medium Term Financial Strategy (MTFS) is a rolling four year strategy which is built to ensure that the financial resources, both revenue and capital, are available to deliver the Council Strategy. The MTFS is built on a 1.99% Council Tax increase and a 2% Council Tax precept for adult social care.
- 4.2 The forecast levels of revenue funding over the period of the MTFS, together with provision for forecast budgetary increases, means that West Berkshire Council has found savings and income generation totalling £3.24m for 2020/21 and faces a funding gap of around £12m over the following three years.

Recommendation

- 4.3 That Council approves and adopts the Medium Term Financial Strategy 2020/21 to 2023/24.

Conclusion

- 4.4 The forecast levels of funding available over the medium term, together with provision for budgetary increases and growing pressures, mean that the Council needs to address a funding gap of £12m over the three years from 2021/22. This is after assuming Council Tax increases of 1.99% and a 2% Council Tax precept for adult social care each year.
- 4.5 From 2020 onwards, the Council is moving its financial planning processes to become more focussed on outcomes through an Outcomes Based Budgeting (OBB) approach, which seeks to align financial resources to the priority areas articulated in the Council Strategy. 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.
- 4.6 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.

5. Introduction

- 5.1 The Medium Term Financial Strategy (MTFS) is a rolling four 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, Capital Programme and Investment and Borrowing Strategy reports.
- 5.2 The aim of the MTFS is to:
- (1) Allocate available resources focussing on those determined as most critical in supporting Council priorities and statutory responsibilities
 - (2) Ensure that capital investment is affordable; and

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

6. Background

- 6.1 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 committed the Council to a continued reduction in the Revenue Support Grant (RSG), it has provided some financial certainty on which the Council has planned ahead and built other sources of income.
- 6.2 Local authorities have had to raise funds locally via increases in Council Tax to keep up with increasing costs and reducing Government funding. West Berkshire raised Council Tax by 1.99% in 2016/17 and 2017/18 and then by 2.99% in 2018/19 and 2019/20. These increases when added to taxbase growth now generate an additional £12m per year. Authorities have been given the opportunity to raise an Adult Social Care (ASC) Precept on 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 3% in 2017/18 and 2018/19. This now funds £7.3m per year to support adult social care needs in the district.
- 6.3 The additional Council Tax has helped to mitigate the loss of the Revenue Support Grant and the increased costs that the Council has faced from demand led services especially in social care, over and above what can be funded from the ASC Precept. As a result, over the past four years, West Berkshire Council has had to find £30m of revenue savings to balance the budget, which has been achieved through becoming more efficient, making staff reductions, transforming services and generating income.

7. The 2020/21 Local Government Finance Settlement and beyond

- 7.1 The provisional settlement figures were issued on 20th December 2019 and the final settlement is anticipated to be announced in February 2020. The underlying principles from Central Government remain similar to in previous year, though the proposed settlement for 2020/21 has seen the introduction of £1bn nationally of social care funding:
 - (1) For Council Tax, a core principle of up to 2% increase was announced, together with a further 2% increase in council tax through the Adult Social Care precept.
 - (2) It has been announced that negative Revenue Support Grant will not be charged in 2020/21. Negative RSG is the name given to a downward adjustment of a local authority's business rates tariff, as a consequence of changes to distribution methodology adopted in 2016/17.
 - (3) The Berkshire business rates retention pilot, under a 75% retention scheme, will cease. Being part of a pilot generated additional funding for West Berkshire of £1.5m. Berkshire will now revert to the 50% retention scheme.

- (4) The Government has proposed to protect all social care grants from 2019/20 as well as providing one-off grant funding for 2020/21 to spend on social care services for children and adults.
- (5) The New Homes Bonus will fund all legacy payments associated with previous allocations, and there is a proposed new round of allocations for 2020/21. The Government will be explore other ways to incentivise growth, and any new 2020/21 allocations will not result in legacy payments in future years.
- (6) The Public Health grant will increase in line with inflation.
- (7) A number of other grants have been announced to combat rough sleeping, homelessness and improved building safety.

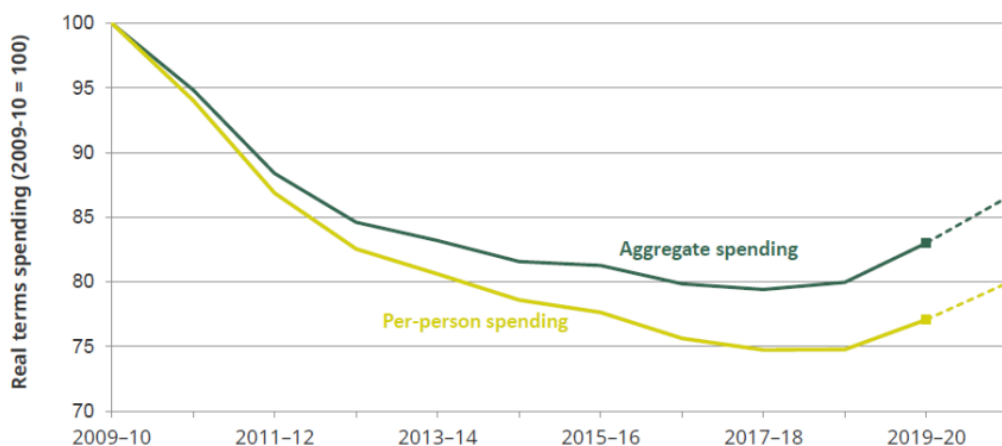
7.2 The 2020/21 settlement is part of the 2019 spending round announced by the Chancellor of the Exchequer in September 2019. It is anticipated that in 2020 there will be a longer spending review, which will provide some greater certainty in the long term for local government financing.

7.3 From the Conservative general election manifesto and previous announcements, there are some key areas that are due to be considered over the coming years though, in terms of non-Council Tax funding streams, this MTFs is based upon estimations from current announcements.

(1) Local Government Fair Funding

The Government has been reviewing options in recent years over the distribution of local government funding across the country and between different parts of the local government sector.

Institute of Fiscal Studies report on Local Government funding:



At present, it is difficult to forecast how the impact of the fair funding review will alter West Berkshire Council's financial position. It is likely that the Council will benefit from additional social care funding (for 2020/21 there has been a boost to this area and the Conservative general election manifesto implied that this is an ongoing amount through into future years), though the formula for new homes bonus

and business rates reform (see below items) will pose opportunities and challenges.

(2) Business Rates retention reform

As noted above, the Council will not be continuing into a business rates pilot for 75% retention from 2020/21. The Government is seeking to move all Councils to a 75% business rates retention basis (i.e. of the business rates collected locally, the local council retains 75% of them **less** a tariff payment to Government – if the business rates retained is *higher* than the amount of funding Government believes appropriate for the Council. West Berkshire is in this position). This may become a 100% retention in the future as this was the Government's original intent.

As part of this reform, the Government is proposing to have a 'hard' reset in 2021/22 of the business rates baseline. At present, the Council collects an element of the growth in business rates above the baselines from earlier in the decade; the policy aim from government is to allow councils a stake in economic development to grow the local business rates base. The baseline is due to be reset in 2021/22 to the current level; therefore the Council will see a significant drop in 2021/22 of its retained business rates, but the opportunity to retain higher levels of business rates growth in the future.

It is expected that the Government will provide some form of transitional funding from 2021/22, though at present, this is an estimate based on a reduction over a three year period; there is no confirmation or consultation on this.

(3) New Homes Bonus

The New Homes Bonus (NHB) was designed to incentivise councils to enable housing delivery in their local areas by providing the band D equivalent of Council tax for each new home built in the area (with additional amounts for affordable housing delivery). Originally Councils could retain this benefit for six years, but recently this has reduced to a four year benefit. In the Local Government finance settlement 2019, the amount for 2020/21 has been confirmed as a four year reward, but that in future it is likely to be abolished and replaced with a different scheme.

(4) Adult Social Care funding

The Government has also committed to publish a Green Paper on the future of Social Care. The aim of the paper is to ensure that the care and support system is sustainable in the long term. This is expected in 2020, though this paper has been delayed for a significant period of time.

(5) Capital funding

The spending review should also set out a number of core capital grants and priorities for Government funding, for example

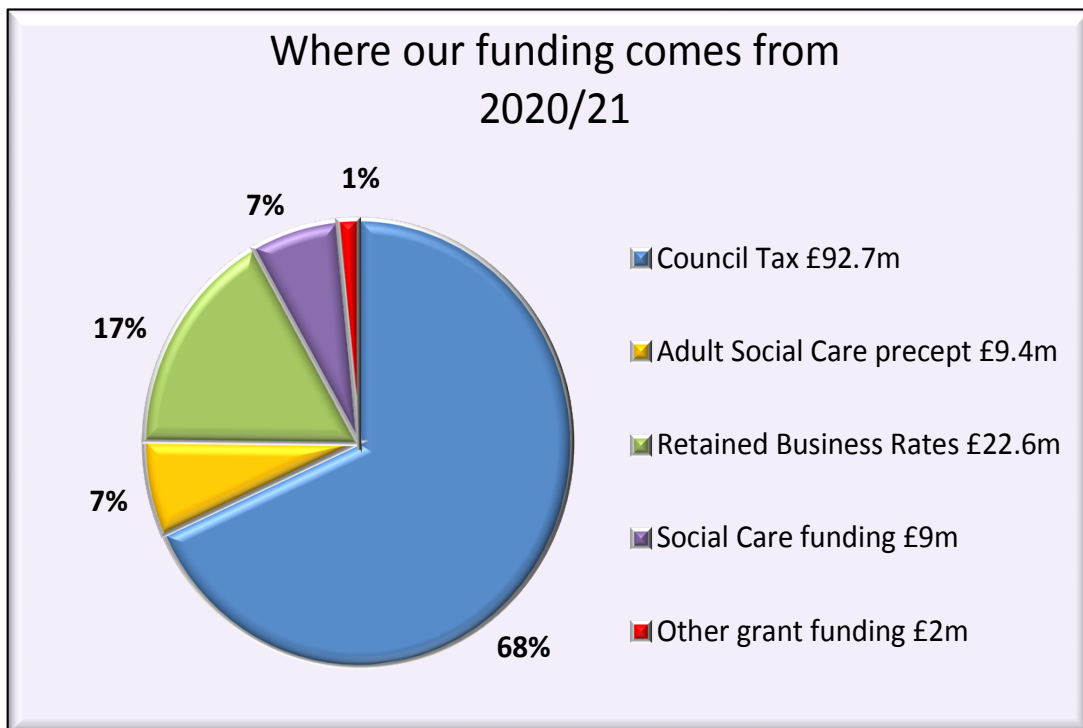
transportation and highways funding as well as education funding for school places. Community Infrastructure Levy (CIL) is also a critical part of financing the Council’s capital strategy and any reform to this will alter the levels of funding available.

(6) Capital financing

The Council, as a borrowing authority (i.e. there is a greater need to borrow for capital investment than ongoing investment funding available) commits a significant amount of its revenue funding to financing annual borrowing costs (see later in the MTFS), currently standing at **9%**. In October 2019, the Treasury increased the rates that local government can borrow from the PWLB (Public Works Loans Board) by a further 1%. Combined with macro-economic changes, this has increased the council’s longer term borrowing rates from 1.5% to over 3%. The Council is investigating other financing options, for example community bonds, but an assumption has been made in the MTFS to recognise an increase in borrowing costs as well as inflation rises in the cost of capital schemes.

8. Revenue Funding

8.1 The proposed 2020/21 revenue budget is funded from a number of sources as shown in the following chart:



8.2 Council Tax funds 68% of the revenue budget. The MTFS is built on a 1.99% Council Tax increase and a 2% Council Tax increase through the adult social care precept each year. The tax base growth is built at 0.3% in 2020/21 and at 0.6% thereafter, with a collection rate of 99.6%. The taxbase is the number of properties paying Council Tax.

- 8.3 Retained Business Rates represents the Council's share of the actual business rate collected in West Berkshire. For 2020/21, West Berkshire will no longer be part of the Berkshire business rates pilot under a 75% retention scheme, and will return to the 50% scheme.
- 8.4 Social care funding via the Better Care Fund (BCF) and Improved Better Care Fund (iBCF) 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. For 2020/21, additional social care funding will continue. However, this funding is one-off, but assumptions have been made in the MTFS about elements of this continuing.
- 8.5 Other grant funding is mostly the New Homes Bonus grant: monies received from Central Government for every net new additional property in the district. This is forecast to reduce over the period of the MTFS, but the assumption is that this funding stream will continue or be replaced with funding of a similar value.

9. Revenue Expenditure

- 9.1 The revenue funding outlined above funds the base budget, Better Care Fund expenditure, and the following year on year changes to the budget.

9.2 Budget growth and inflation:

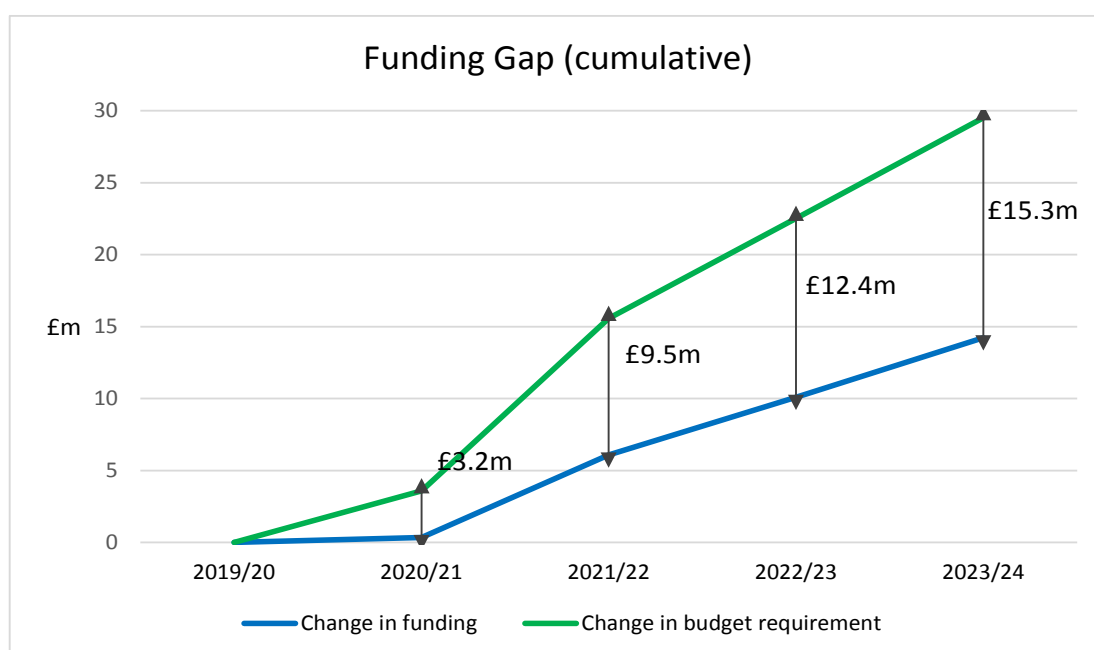
- (1) Pay and non-pay inflation: This is the annual budget increase required for the Council to perform exactly the same functions year on year. As part of the budget setting process, the Council provides for general inflationary pressures such as salary increases and increases to National Insurance and pension contributions.
- (2) Contract inflation: Budgets are inflated where a contract is in place and is subject to annual inflationary increases. The largest single 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 (release date 13.2.2020, current estimate 2.5%).
- (3) Modelled growth: Detailed modelling of expected cost pressures is undertaken in demand led services (Adult Social Care, Children and Family Services and Education). The modelling looks at demand, trends and cost increases.

9.3 Budget increases and investment:

- (1) Increased budget requirement: Each year new pressures arise which need to be built into the budget.
- (2) Investment in Council Strategy: The Council has approved a new Council Strategy for the period 2019-23 and is investing £680k to support the strategy.
- (3) Increase in capital financing: This is primarily, the annual increase in the revenue cost of paying for long term capital borrowing to fund the Council's Capital Programme.

10. Funding Gap

- 10.1 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 social care.
- 10.2 The Council continues to invest in commercial property, and this is scheduled to generate £1.1m income per year once fully invested.
- 10.3 The forecast levels of revenue funding over the period of the MTFs, together with provision for forecast budgetary increases, means that West Berkshire Council has found savings and income generation totalling £3.24m for 2020/21 and faces a funding gap of around £12m over the following three years. This is at assumed Council Tax increases of 1.99% per year with a 2% adult social care precept each year.



- 10.4 The Medium Term Financial Strategy sets out the Council's plans to close this funding gap.

11. Capital Funding

- 11.1 Capital funding is covered in detail in the Capital Strategy 2020/21 – 2022/23. The programme over the three year period amounts to £111.2m (£105.9m on operational assets and £5.3m on invest to save schemes). All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of £111.2m on operational assets and invest to save schemes is broken down as follows:

Funding of Expenditure on Operational Assets	2020/21	2021/22	2022/23	Total
	£000s	£000s	£000s	£000s
External Sources				
External Grants	21,453	12,520	8,389	42,362
Section 106 (s106)	3,275	2,539	1,114	6,927
Community Infrastructure Levy (CIL)	3,005	2,272	2,863	8,140
Own Resources				
Capital Receipts		1,320		1,320
Debt financing for operational assets	12,398	15,682	19,107	47,186
Debt financing for invest to save schemes	2,401	550	2400	5,351
Total Planned Funding	42,532	34,882	33,872	111,286

11.2 The proposed programme relies on £57.4m of external funding (i.e. grants, S106 and Community Infrastructure Levy). Levels of funding for later years of the programme is yet to be confirmed, availability of funding will therefore need to be kept under review, and changes may need to be made to the programme in future years.

11.3 £47.1m of external borrowing will be required to deliver the programme. External borrowing to fund capital expenditure on operational assets is 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. The planned programme requires an increase on the annual £500k rise, the planned increases in the capital financing budget are:

(1) £500k in 2020/2021

(2) £525k in 2021/2022

(3) £550k in 2022/2023

(4) £606k in 2023/2024

11.4 Further to the above increases in the revenue capital financing budget, £300k of additional treasury income generated in 2019/20 is being utilised to support delivery of the planned programme.

11.5 £5.3m of external borrowing will be required to support proposed invest to save schemes. The capital funding for invest to save schemes is financed through the project via either revenue savings or income generation.

12. Capital Expenditure

The proposed capital programme for 2020/21 – 2022/23 is detailed in the table below:

Expenditure By Service	2020/21	2021/22	2022/23	Total
	£000s	£000s	£000s	£000s
Adult Social Care	1,388	1,407	1,521	4,316
Children & Family Services	20	20	20	60
Education Services	14,375	11,148	15,200	40,724
People Directorate	15,783	12,575	16,741	45,100
Public Protection & Culture	659	501	507	1,667
Transport & Countryside	17,549	16,197	8,856	42,602
Development & Planning	1,753	1,808	1,718	5,280
Places Directorate	19,961	18,507	11,081	49,548
Chief Executive	0	0	0	0
Finance & Property	2,108	1,672	1,782	5,562
Customer Services & ICT	2,041	1,366	1,655	5,062
Legal & Strategic Support	237	213	214	663
Resources Directorate	4,386	3,250	3,651	11,287
Total Planned Expenditure	40,130	34,332	31,472	105,935
Invest to Save Schemes				
Public Protection & Culture	550	550	2,400	3,500
Transport & Countryside	1,851	0	0	1,851
Total Invest to Save Schemes	2,401	550	2,400	5,351
Total Programme including Invest to Save	42,532	34,882	33,872	111,286

13. Reserves

- 13.1 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.
- 13.2 Usable Reserves consist of the General Reserve and Earmarked Reserves. The General Reserve exists to cover a number of non-specific items and risks. Earmarked Reserves are held for specific future projects or service risks. 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:

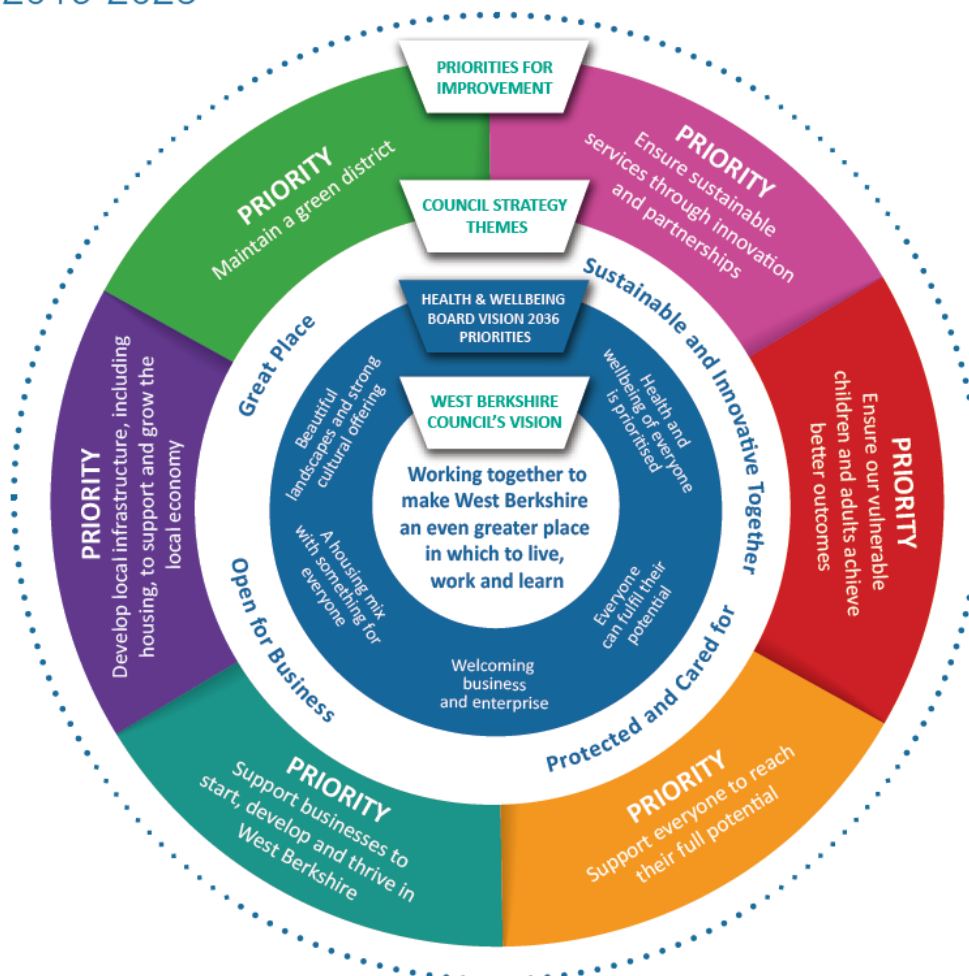
Usable Reserves	1.4.2019	1.4.2020
	Actual	Estimate
	£m	£m
General Reserve	8.16	7.97
Earmarked Reserves	19.77	13.38
Total Usable Reserves	27.93	21.35

- 13.3 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 the Council is operating in. The s151 officer, Executive Director (Resources) recommends that the General Reserve totals, as a minimum £6.5m.
- 13.4 During 2020/21, earmarked reserves are planned to reduce by £6.3m to invest in the Council Strategy, support a commercial property income shortfall and to fund the collection fund deficit, where reserves had been created in previous years to provide for this.

14. Medium Term Financial Strategy

- 14.1 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 £58m savings taken out of the budgets so far.
- 14.2 Whilst the Council will continue to maximise efficiencies from across its service areas, the financial strategy to close the funding gap over the medium term will focus on transformation, digitisation and commercialisation. The Corporate Programme will continue to drive this change and there are a number of projects supporting the financial strategy through identifying opportunities to transform services and through implementing changes that will deliver new income streams. Resources and staffing have been allocated to the Corporate Programme in order to move this forward, and in total, £1.6m has been put into a Transformation Reserve, in order to facilitate the delivery of the financial strategy. £1.3m of this has now been allocated to transformational projects.
- 14.3 From 2020 onwards, the Council is moving its financial planning processes to become more focussed on outcomes through an Outcomes Based Budgeting (OBB) approach. This seeks to align financial resources to the priority areas articulated in the Council Strategy below:

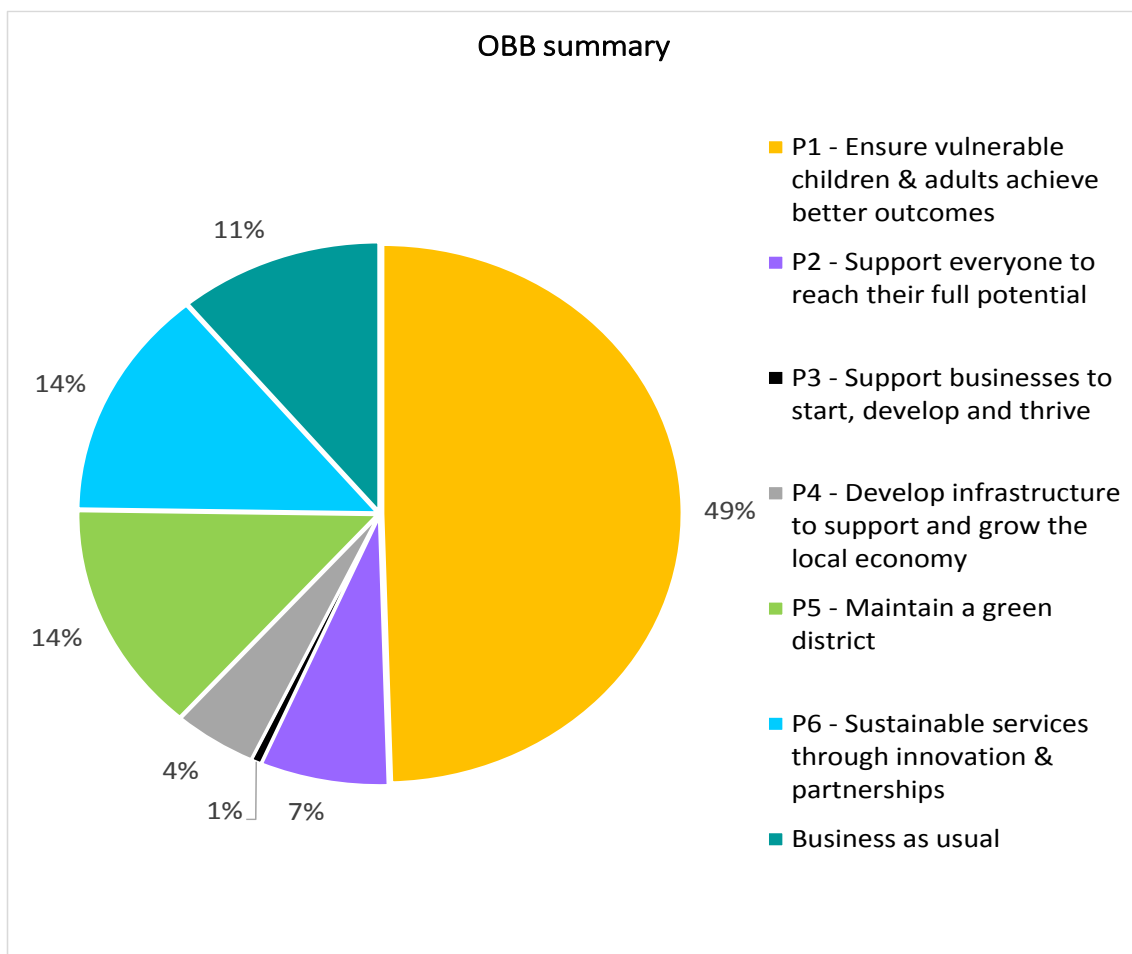
West Berkshire Council Strategy 2019-2023



14.4 OBB aims to provide a much longer term horizon for the MTFS with options presented to members for closing the financial gap over the medium term. The approach will encourage the use of capital and well as revenue budgets to help invest, avoid cost and identify new income streams and savings. The MTFS model has been created to support this approach. The established groups will need to achieve cost base reductions, but *after* an allocation has been made for modelled demand budgets in social care, *after* allocations for contractual and staffing costs, *after* an increase in capital financing costs and *after* an assumed investment of over £2m in the Council Strategy priorities.

14.5 The OBB can be summarised as:

- (1) Establishing baseline budgets on an outcome rather than directorate/service basis and the underlying financial model (see Model later) for cost base reduction – estimated at 10% at present.



- (2) Through outcomes groups (aligned to the Council Strategy priority outcomes) review budget allocation and consider savings and investment proposals over a four year period that support the revenue and capital strategies. New investment channelled to support council strategy priorities.
- (3) OBB reserve allocated to support profiling of savings over the four year period; i.e. so long as supported by a longer term business case, using reserves and topping up reserves as savings profiling change year on year.

- (4) Business cases produced setting out savings, their year, and resources required over spring/summer.
- (5) Budget allocation for four year period in Autumn 2020 with any required budget consultation and updates to the financial position following spending review and finance settlement indications.

14.6 Supporting the OBB approach there are a number of ongoing workstreams:

(1) New Ways of Working

The New Ways of Working (NWOW) programme was established in 2017 to review how and why we deliver services and looking at how we might deliver them in a more effective and efficient way. As part of these projects, we are reviewing our services and fees and charges by benchmarking against other councils. This large project has a target of three years to deliver changes and will lead to improved communication and streamlined business processes.

(2) 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, in order that we can improve outcomes. 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. This project is being managed by the Corporate Programme Office with the use of the Research Team.

(3) Commercialisation

The Council has committed to developing its commercial agenda and is moving towards changing working practices and encouraging a shift in culture to improve the way it trades with others. This also ties in with our aims through our economic development strategy proposals and the Vision 2036 currently being consulted upon. We are looking at how ideas are created, nurtured and developed into valuable projects to generate income and offset existing costs, working with a wide variety of potential business partners to improve our understanding of leading technologies and building on existing trading models which have a good track record of financial returns. Overall we have put in place good governance arrangements to ensure that there is a sensible, risk based, approach towards investing resources into the best ideas, balanced with being ambitious enough to influence the difficult financial position we find ourselves in.

Projects being developed at the moment include our position as a well-regarded training provider, trusted mental health and wellbeing therapists, reliable schools partner for back office services such as ICT, HR, Finance and Legal. Ideas around green technology, event management, regulatory and business continuity consultancy and many others are also being developed. This commercial activity is expected to provide additional commercial income.

(4) Digitisation

The Council's Digital Services Team has been working on creating a number of reusable "Digital Capabilities" and good progress has been made with the Booking System and Payments System, which have been used to support online forms and services for a number of Council departments. Future projects include:

- Customer services enhanced use of technology and machine learning
- Introduction of a pre-planning validation service to reduce the number of invalid planning applications and to generate additional revenue

(5) Sharing services and working with partners

We will continue to explore joining more 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 Emergency Planning.

We will continue to work with Town and Parish Councils and communities, to identify opportunities for devolving services to them. Communities themselves are taking positive action to request assistance around volunteering for library services and other services.

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

15. Supporting Information

15.1 The four year Medium Term Financial Model is shown in the following table. This is based upon the Council Tax increase model used for the 2020/21 Local Government Finance Settlement and is then replicated across the MTFs. There have been no indications beyond 2020/21 of the level of Council Tax or Adult Social Care precept, and further details of this are expected later in 2020. For modelling purposes this is the latest assumption available and has been replicated to 2023/24.

2019/20	Line ref		2020/21	2021/22	2022/23	2023/24
2.99%		Council Tax Increase	1.99%	1.99%	1.99%	1.99%
0.00%		ASC Precept	2.00%	2.00%	2.00%	2.00%
90.61	1a	Council Tax income	92.67	95.08	97.56	100.10
7.26	1b	Adult Social Care Precept	9.39	11.69	14.14	16.75
23.60	2	Retained Business Rates	22.61	18.16	18.52	18.89
2.39	3	New Homes Bonus	1.82	0.91	0.50	0.00
0.07	4	Additional Government Funding	0.22	3.00	2.00	1.00
6.22	5a	Adult Social Care BCF and iBCF ringfenced funding	6.40	5.73	5.84	5.96
0.86	5b	Social Care Grant	2.63	2.63	2.63	2.63
-1.14	6a	Collection Fund deficit (-)/ surplus - Council Tax	-1.47	0.00	0.00	0.00
1.23	6b	Collection Fund deficit (-)/ surplus - NNDR	-3.71	0.00	0.00	0.00
131.11	7	Funds Available	130.56	137.20	141.20	145.33
143.50	8a	Expenditure budget (net of ring-fenced grants)	151.89	159.48	161.85	166.87
-25.37	8b	Fees, charges and commercial income	-27.74	-29.26	-30.38	-31.52
118.13	8c	Base budget	124.15	130.22	131.47	135.35
2.59	9a	Pay inflation	1.90	1.84	1.84	1.84
0.12	9b	Non pay inflation	0.16	0.16	0.16	0.16
0.63	9c	Contract inflation	0.69	0.78	0.78	0.78
7.10	10	Modelled growth	3.02	3.00	3.00	3.00
1.30	11	Increased budget requirement (pressures)	1.92	1.20	0.50	0.50
0.00	12	Investment in Council Strategy priorities	1.11	0.00	0.00	0.00
0.50	13	Increase in capital financing cost	0.50	0.53	0.55	0.61
-5.10	14a	Savings	-2.33	-6.25	-2.94	-2.86
-1.11	14b	Income generation	-0.44	0.00	0.00	0.00
0.00	14c	Capitalisation	-0.47	0.00	0.00	0.00
124.15	15	Annual Budget Requirement	130.22	131.47	135.35	139.37
0.74	16	Risk provision	0.00	0.00	0.00	0.00
124.89	17	Net Budget Requirement for Management Accounting	130.22	131.47	135.35	139.37
6.22	18	Adult Social Care BCF and iBCF ringfenced funding	6.40	5.73	5.84	5.96
0.00	19a	Use of Council Strategy reserve	-0.68	0.00	0.00	0.00
0.00	19b	Use of Collection Fund and Business Rates reserves	-5.37	0.00	0.00	0.00
131.11	20	Budget Requirement	130.56	137.20	141.20	145.33
		<i>£10k roundings may apply</i>				

15.2 The assumptions included in the table above are influenced by the fair funding and business rates retention review highlighted in section 7 of this report.

15.3 In line 2 of the above, there is a substantial decreased forecast in business rates retention. This is due to a proposed ‘hard reset’ of the business rates baseline, above which the Council receives a share of business rate growth. In 2021/22 the government is proposing that the baseline is reset from the 2013/14 baseline. This would remove the growth that the Council has seen in the interim. It is also highlighted that there will be a transition period to get from the current system to the new system of local government funding. This has been assumed in line 4 of the model. The further changes due to the fair funding modelling have not been taken into account due to amount of uncertainty around these in the future.

16. Scenario planning

The corporate risk register already includes a risk specifically on the MTFs. Highlighted throughout this paper are a number of estimates. To provide an

indication of the different impacts that assumptions might have in the future are a range of scenarios below and what might happens due to these. The recently produced CIPFA Resilience index (<https://www.cipfa.org/services/financial-resilience-index/financial-resilience>) also highlights where the Council has higher or lower levels of risk. As highlighted in the revenue budget report, the Council does have comparatively lower levels of the reserves than other Councils but these are above the minimum level required by the s151 officer.

Scenario	Impact	Comments
Macro economic upturn	Increased income through: <ul style="list-style-type: none"> • Core service e.g. parking, planning income on major applications, CIL etc • Business Rates income • Reduced Council Tax Reduction scheme payments • Borrowing costs could become higher as interest rates rise • Inflationary cost pressure 	
Macro economic downturn	Opposite to the above plus: <ul style="list-style-type: none"> • Greater demand costs • Increase in Discretionary Housing Payment awards 	
Fair funding review	Potential change in funding of up to £5m depending on protections and link to business rates retention. The Council would receive negative core revenue support grant without government funding, though this is without other reforms.	Difficult to forecast at present; unlikely that the Council would 'lose' substantial funding through fair funding as it currently receives £0 of core government funds. However, the impact through business rates retention could be greater on both the upside and

Scenario	Impact	Comments
		downside.
Business rates reset – hard reset no transitional funding	Up to £4m loss in income in 2021-22 – immediate use of reserves, increase charges and/or further savings.	Awaiting further details as highlighted in the main report – further clarity should be available later in 2020
Removal of Council tax referendum principles	A 1% change in Council tax represents approximately a £1m change to the Council’s budget	Principle remains in place for 2020-21

17. Proposals

To approve the MTFS.

18. Consultation and Engagement

Not applicable.

19. Conclusion

19.1 The forecast levels of funding available over the medium term, together with provision for budgetary increases and growing pressures, mean that the Council needs to address a funding gap of £12m over the three years from 2021/22. This is after assuming Council Tax increases of 1.99% and Council Tax increase of 2% via the adult social care precept each year.

19.2 From 2020 onwards, the Council is moving its financial planning processes to become more focussed on outcomes through an Outcomes Based Budgeting (OBB) approach, which seeks to align financial resources to the priority areas articulated in the Council Strategy. 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.

19.3 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.

20. Appendices

None.

Subject to Call-In:

Yes: No:

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



Officer details:

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Capital Strategy 2020/21 -2022/23

Committee considering report:	Council
Date of Committee:	03 March 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	C3811

1. Purpose of the Report

To outline the Capital Strategy covering financial years 2020/21 -2022/23 and supporting funding framework, providing a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2. Recommendation

For the proposed Capital Strategy to be formally agreed and adopted.

3. Implications and Impact Assessment

Implication	Commentary
Financial	<p>£47.1m of Council funding has been applied to the Capital Strategy and supporting programme of work. This level of investment requires an annual increase in the revenue budget in order to satisfy capital financing requirements. The required annual increases are reflected in the Council's Medium Term Financial Strategy (MTFS).</p> <p>£5.3m of funding has been allocated to invest to save schemes, the capital financing implications of which will be covered off directly from revenue savings and income streams generated from the projects.</p>
Human Resource:	£3.3m of the Council's establishment is funded directly by the Capital Programme where it can be demonstrated that staff directly support and help to deliver the capital programme.
Legal:	<p>The Capital Strategy contains Prudential Indicators that are mandatory under the Capital Finance Act 2003.</p> <p>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 2020/21 programme in accordance with the Council's Contract Rules of Procedure.</p> <p>£1.3m of proposed capital receipts have been applied to the</p>

	programme. Capital receipts are applied to the programme where use of a receipt is ring-fenced for a specific purposes and cannot be utilised for transformation purposes under the flexible use of capital receipts guidance introduced in 2016/17.			
Risk Management:	<p>£47.1m of the programme over the next three financial years is proposed to be funded from external borrowing. Assumptions as to the anticipated cost of external borrowing are aligned to current guidance as set out by the Bank of England and potential interest rate increases. Significant / unanticipated rises in borrowing costs over and above those assumed within the budget setting will impact on the affordability of the overall programme.</p> <p>The proposed programme relies on £57.4m of external funding. External funding relating to later years of the programme has yet to be confirmed, programme priorities and the availability of funding will therefore need to be kept under review.</p>			
Property:	The proposed Capital Programme will provide £2.1m for maintenance and improvements to a number of existing Council buildings.			
Policy:	The Capital Strategy is closely aligned to the Council Strategy.			
Implication	Positive	Neutral	Negative	Commentary
Equalities Impact:				
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		Any impacts have been assessed and publicly consulted upon where necessary.
Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		Any impacts have been assessed and publicly consulted upon where necessary. For example, Disabled Facilities Grants are included as part of this programme.
Environmental Impact:		X		There are a number of schemes included to enhance the environmental impact of the Council, for example afforestation, carbon management, cycle infrastructure and urban tree planting.

Health Impact:		X		Proposals included to encourage more walking and cycling as well as use of the district's environment.
ICT or Digital Services Impact:	X			Opportunities included in the programme for improved digital access to services and IT projects to enhance efficiency
Council Strategy Priorities or Business as Usual:	Yes			The planned programme is aligned to supporting the Council Strategy. Further details are included in section 4.2 of this report.
Other				Not applicable
Data Impact:		No		
Consultation and Engagement:	Joseph Holmes – Executive Director for Resources, S151 Officer Capital Strategy Group			

4. Executive Summary

- 4.1 This report sets out the Capital Strategy and supporting programme covering the three year period 2020/21 – 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.
- 4.2 The Capital Programme helps deliver the key priorities for improvement in the Council Strategy by proposing substantial investment over the next three years in the following key areas:
- (1) Ensuring vulnerable children and adults achieve better outcomes £9.4m
 - (2) Supporting everyone to reach their full potential £40.5m
 - (3) Supporting businesses to start to develop and thrive in West Berkshire £300k
 - (4) Develop local infrastructure including housing to support and grow the local economy £45.1m
 - (5) Maintain a green district £5.5m

- (6) Ensuring sustainable services through innovation and partnerships £701k.

4.3 Through the application of the strategy and supporting programme the Council has sought to build on its strengths, focusing on social care, education and enhancements to local infrastructure (including access to superfast broadband, better road and flood prevention and alleviation). The Council has also focused on building its response to the climate emergency via allocating additional funding to environmental projects.

4.4 The programme over the three year period amounts to £111.2m (£105.9m on operational assets and £5.3m on invest to save schemes). All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council’s own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of £111.2m on operational assets and invest to save schemes is broken down as follows:

Funding of Expenditure on Operational Assets	2020/21	2021/22	2022/23	Total
	£000s	£000s	£000s	£000s
External Sources				
External Grants	21,453	12,520	8,389	42,362
Section 106 (s106)	3,275	2,539	1,114	6,927
Community Infrastructure Levy (CIL)	3,005	2,272	2,863	8,140
Own Resources				
Capital Receipts		1,320		1,320
Debt financing for operational assets	12,398	15,682	19,107	47,186
Debt financing for invest to save schemes	2,401	550	2400	5,351
Total Planned Funding	42,532	34,882	33,872	111,286

4.5 The proposed programme relies on £57.4m of external funding (i.e. grants, S106 and Community Infrastructure Levy). Levels of funding for later years of the programme is yet to be confirmed, availability of funding will therefore need to be kept under review, and changes may need to be made to the programme in future years. On this basis a conservative view of the level of available funding has been included within the proposed programme, with significantly lower levels of external funding included in years two and three of the programme.

4.6 £46.7m of external borrowing will be required to deliver the programme. External borrowing to fund capital expenditure on operational assets is 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. The planned programme requires an increase on the annual £500k rise, the planned increases in the capital financing budget are:

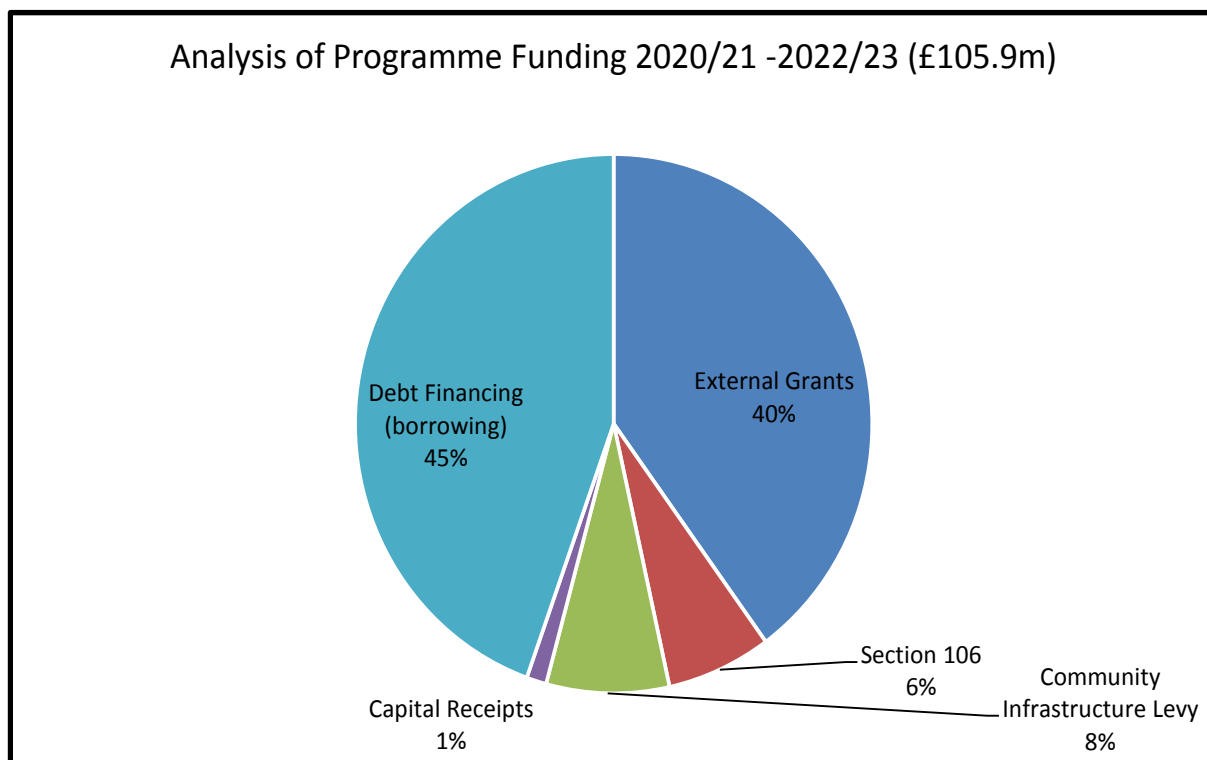
- (1) £500k in 2020/2021
- (2) £525k in 2021/2022
- (3) £550k in 2022/2023
- (4) £606k in 2023/2024

- 4.7 Further to the above increases in the revenue capital financing budget, £300k of additional treasury income generated in 2019/20 is being utilised to support delivery of the planned programme.
- 4.8 In order to effectively deliver the planned programme and align to the Council Strategy, the revenue capital financing budget has been increased in order to accommodate increases in capitalised salary costs, inflation on contracts and new projects. Assumptions as to the anticipated cost of external borrowing are set out in the Council’s Investment and Borrowing Strategy, any significant / unanticipated rises in borrowing costs over and above those assumed within the budget setting will impact on the affordability of the overall programme.
- 4.9 £5.3m of external borrowing will be required to support proposed invest to save schemes. The capital funding for invest to save schemes is financed through the project via either revenue savings or income generation.
- 4.10 A summary of the three year capital programme shown in appendix C.

5. Supporting Information

Introduction

- 5.1 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.
- 5.2 The planned programme excluding invest to save schemes is £105.9m over the three year period, funded from a combination of Council funding (predominately prudential borrowing), external capital grants, section 106 (s106) and Community Infrastructure Levy (CIL).



- 5.3 A further £5.3m of external borrowing will be required to support two proposed invest to save schemes. The capital funding for invest to save schemes is financed through the project via either revenue savings or income generation.
- 5.4 The Prudential Code (2017), requires the Council to look at capital and investment plans in light of overall organisation strategy and resources to ensure that decisions are made with sufficient regard to the long term financing implications and risks to the Council. To demonstrate compliance, the code sets out a number of indicators which are reviewed within this report and the Council's Investment and Borrowing Strategy 2020/21.

Capital Expenditure and Financing

- 5.5 Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £5k are not capitalised and are charged to revenue in year.

Prudential Indicator: Estimates of Capital Expenditure (including invest to save schemes)

Expenditure	2020/21	2021/22	2022/23	Total
	£	£	£	£
People Directorate	15,783	12,575	16,741	45,100
Place Directorate	19,961	18,507	11,081	49,548
Resources Directorate	4,386	3,250	3,651	11,287
Total Expenditure on Operational Assets	40,130	34,332	31,472	105,935
Invest to Save Schemes	2,401	550	2,400	5,351
Total Planned Expenditure	42,532	34,882	33,872	111,286

- 5.6 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of programme expenditure is as follows:

Funding of Expenditure on Operational Assets	2020/21	2021/22	2022/23	Total
	£000s	£000s	£000s	£000s
External Sources				
External Grants	21,453	12,520	8,389	42,362
Section 106 (s106)	3,275	2,539	1,114	6,927
Community Infrastructure Levy (CIL)	3,005	2,272	2,863	8,140
Own Resources				
Capital Receipts		1,320		1,320
Debt financing for operational assets	12,398	15,682	19,107	47,186
Debt financing for invest to save schemes	2,401	550	2,400	5,351
Total Planned Funding	42,532	34,882	33,872	111,286

- 5.7 The level of Section 106 and Community Infrastructure Levy (CIL) included in the financing of the programme are forecasts. Regular monitoring of actual levels received and those forecast to be received will be undertaken and reported to Capital Strategy Group (CSG), and the capital programme adjusted accordingly if necessary.

5.8 Until 2021/22 the Council is permitted to utilise capital receipts to fund transformation projects. £503k of forecast receipts are available to be allocated to the Council’s Transformation Fund, £1.3m of ring-fenced receipts relating to future planned disposals of school assets are to be allocated in support of the capital programme.

5.9 £47.1m of Council funded borrowing, i.e. debt funding, is included within the programme. Capital schemes are funded by borrowing over different periods, depending on the approximate useful life of the asset being funded. For example, most ICT expenditure is funded over five years whereas new buildings are funded over 50 years. The programme is expected to be funded from borrowing from the Public Works Loans Board (PWLB), although under the Council’s Investment and Borrowing Strategy alternative sources of funding can be accessed. The capital strategy assumes that the Bank of England base rate will continue to rise by a further 0.5% per year from 1 April 2021 onwards until they reach a peak of 2.5% in 2024/25.

5.10 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as the minimum revenue provision (MRP) or via further loan refinancing. Investment in the Council’s operational assets are funded via annuity based loans (i.e. loans where interest and capital are repaid annually), linked to the expected life of the asset. The repayment of which are met by the capital financing budget in revenue. The Medium Term Financial Strategy (MTFS), allows for the following increases to maintain and fund the planned programme:

- (1) £500k in 2020/2021
- (2) £525k in 2021/2022
- (3) £550k in 2022/2023
- (4) £606k in 2023/2024

5.11 Debt financing to support investment opportunities (e.g. commercial property) and inherited debt from the former Berkshire County Council (BCC) has been undertaken on a maturity basis (i.e. annual repayment of interest only) and requires the Council to make long term provision for the repayment of principal sums borrowed, known as the minimum revenue provision (MRP). The proposed level of MRP over the next ten years for the future repayment of former BCC loans and loans for purchase of commercial investment property is as follows:

Proposed MRP	2019/20 Estimated £000s	2020/21 Estimated £000s	2021/22 Estimated £000s	2022/23 Estimated £000s	2023/24 Estimated £000s	2024/25 Estimated £000s	2025/26 Estimated £000s	2026/27 Estimated £000s	2027/28 Estimated £000s	2028/29 Estimated £000s	2029/30 Estimated £000s
Accumulated MRP at start of year	7,678	8,577	9,323	10,048	10,995	11,658	12,753	13,471	14,199	14,901	15,555
Former BCC Loans	622	296	265	479	363	789	406	410	377	323	376
Commercial Property	277	450	459	468	300	306	312	318	325	331	338
Accumulated MRP at end of year	8,577	9,323	10,048	10,995	11,658	12,753	13,471	14,199	14,901	15,555	16,269

5.12 MRP for commercial property is proposed to increase each year in line with forecast income from rents. The level of MRP for the repayment of former BCC loans varies from year to year depending on the forecast cost of payments of principal and interest on annuity loans, to ensure that the total cost of capital financing is in line

with the planned budget. MRP is provided for the basis of the loan period undertaken less any potential capital receipts from related assets.

- 5.13 £5.3m of debt financing to support planned invest to save projects is financed from income streams generated from the project and is not funded from the Council's revenue capital financing budget. Debt to finance invest to save projects is undertaken on an annuity basis.
- 5.14 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP / loan fund repayments and capital receipts used to replace debt. The CFR is expected to increase by £6.3m during 2020/21. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Prudential Indicator: Estimates of Capital Financing Requirement

Capital Financing Requirement (CFR)	Forecast 2019/20 £000s	As per Proposed 2020/21 Capital Programme £000s	As per Proposed 2021/22 Capital Programme £000s	As per Proposed 2022/23 Capital Programme £000s
CFR brought forward	240,120	244,780	289,560	296,646
Borrowing to fund Operational Assets	11,475	12,239	14,803	18,075
Invest to Save	537	2,614	550	2,400
Commercial Activities		37,747	-	-
Lease Liabilities	-	-	-	-
Increase in borrowing to fund capital expenditure	12,012	52,600	15,353	20,475
Less MRP & other financing	7,352	7,820	8,267	8,605
CFR carried forward at yr end	244,780	289,560	296,646	308,516
Movement in CFR	4,660	44,780	7,086	11,870

Proposals

- 5.15 The proposed programme includes planned capital expenditure as follows:

Expenditure By Service	2020/21	2021/22	2022/23	Total
	£000s	£000s	£000s	£000s
Adult Social Care	1,388	1,407	1,521	4,316
Children & Family Services	20	20	20	60
Education Services	14,375	11,148	15,200	40,724
People Directorate	15,783	12,575	16,741	45,100
Public Protection & Culture	659	501	507	1,667
Transport & Countryside	17,549	16,197	8,856	42,602
Development & Planning	1,753	1,808	1,718	5,280
Places Directorate	19,961	18,507	11,081	49,548
Chief Executive	0	0	0	0
Finance & Property	2,108	1,672	1,782	5,562
Customer Services & ICT	2,041	1,366	1,655	5,062
Legal & Strategic Support	237	213	214	663
Resources Directorate	4,386	3,250	3,651	11,287
Total Planned Expenditure	40,130	34,332	31,472	105,935
Invest to Save Schemes				
Public Protection & Culture	550	550	2,400	3,500
Transport & Countryside	1,851	0	0	1,851
Total Invest to Save Schemes	2,401	550	2,400	5,351
Total Programme including Invest to Save	42,532	34,882	33,872	111,286

5.16 The main changes to the previously agreed programme are as follows:

- (1) £3.7m of additional funding to support investment into Educational assets, inclusive of £97k of funding to replace modular buildings at Falkland Primary School, £634k of funding to support development of wrap around care provision, and £2.8m of funding for replacement and expansion of the Downlands Sports Centre.
- (2) £4m of additional external funding to resurface the A4, subject to a successful bid for external funding from government.
- (3) £5.3m of additional funding to support the environment strategy, (£3.5m of funding relating to invest to save projects).
- (4) £1.3m of external funding to support the Great Shefford Flood Alleviation Scheme, subject to a successful funding bid from government.
- (5) £1m of funding to support the development of the Grazeley master plan.
- (6) £638k of additional funding to support community transport, increased provision of cycling facilities at schools and renewal of the Council's mini bus fleet.
- (7) £415k of additional funding to support the Council's IT infrastructure.

5.17 In order to fund the planned programme, the annual capital financing revenue budget which has been capped at an annual increase of £500k since 2011, will require annual increases as follows:

- (1) £500k in 2020/2021
- (2) £525k in 2021/2022
- (3) £550k in 2022/2023
- (4) £606k in 2023/2024

5.18 Four invest to save projects have been included within the programme, the annual capital financing cost relating to these projects is to be funded from revenue savings and income streams generated from the projects.

- (1) Two projects relating to development of solar farm opportunities, £3.5m.
- (2) Refurbishment and improvement of the Kennet Centre office £67k.
- (3) To investigate the purchase of additional car parking at the new Newbury Station Car Park £1.7m.

Future options for income generation

5.19 The Council does have a number of potential options to pursue further through this strategy to deliver both financial and strategic return. There are further options that other Councils are investing in, however, this strategy proposes further investigation into the second and third options below as these have a very strong strategic alignment to the Council Strategy. There is also a strong case to include infrastructure investment takes places, especially for leisure and social care, that links to the capital strategy and will deliver cost avoidance; however, this is excluded from the section below as this looking more at income generation rather than cost avoidance.

1) Commercial property

5.20 As highlighted elsewhere, there are increased constraints on commercial property investment options. At present, through the Council's current Property Investment Strategy, the Council has acquired £63m of commercial property assets that provide a gross return of £3.7m and a net return of £1.2m after allowing for capital financing costs. The review of the strategy is in a separate paper to full Council in March 2020.

2) Environmental activities

5.21 There are, and will be in the future, a number of exciting opportunities for the Council to seek investment in this area. The Environment Strategy, being consulted upon at the time of writing, will provide further areas for investment, as will new technologies and schemes emerging locally and nationally.

5.22 The Council does have some existing opportunities to invest in capital that supports the delivery of upcoming environmental strategy that also provides a financial return to the Council. The Environment Strategy and subsequent work will continue to identify areas, but an initial area of focus, and one which the Council has been piloting, is the provision of Solar PV on roof space to generate a financial return

through cheaper power supply to the Council building and selling any surplus energy to the grid. This also clearly has a strategic benefit through the Council Strategy and priority five on maintaining a green district. It is proposed to expand this pilot further across Council assets as well as seeking opportunities on non-Council owned assets, but where the authority is able to provide a financial return to pay for the infrastructure and generate an income stream as well as by providing more clean energy in the district.

5.23 The Council will also seek to explore the option to deliver a solar farm, either on its own landholding, through the acquisition, or partnership working. A number of other Councils are exploring and delivering this option, for example Swindon BC and Warrington Council.

3) Housing activities

5.24 There are options that others are exploring around the investment return and social benefit of investing in housing through the general fund (the Council does not have its own housing stock or Housing Revenue Account [HRA]). The Council through its housing board has already considered the reintroduction of an HRA, but the costs of doing so and the ability to acquire such a level of stock to make the endeavour successful are such that this option has been discounted at present. There are a number of others areas for the Council to explore investment options from housing:

a) Housing Company

5.25 A significant number of local authorities have set up housing companies. There are a mixture of reasons and structures. From an investment and Council Strategy focus, the initial review would be for a housing company that focussed purely on the rental market to begin with, and the opportunity for the council company to be an exemplar landlord and focus on a variety of market and sub-market tenure as well as to provide a treasury management return.

b) Investment in open market housing

5.26 The Council has the opportunity to invest directly in open market shared ownership through a similar scheme to the 'help to buy' route, but limiting this to within the district boundaries. This would provide a rental revenue stream, as the council would have a return on the element of the house that it purchased, with the purchaser having a mortgage on the other element. This could be tailored to support first time buyers, local residents or workers and so help achieve strategic objectives in respect of housing and the local economy as well as council workforce.

c) Joint Ventures

5.27 The Council already has a housing development Joint Venture with Sovereign Housing Association. Over time other approaches may well be made to Council for other joint ventures and these should be explored to consider other investment opportunities.

Financing

5.28 The Council, through the overall capital strategy, will seek to finance schemes as efficiently as possible. The increase in the PWLB borrowing rate late in 2019 has squeezed the opportunity for investment returns, especially in respect of commercial property investment. The investment strategy has a section on capital financing and options for the most efficient methodology. At present, the above schemes will be tested against the prevailing PWLB rate until different options are worked through by the Council.

Potential expected returns

5.29 With all of the above options, the overall return on these will only be worked through as part of the feasibility work on each options. Each options as well has its own risks and benefits which need to be considered under each study and project. Below is a summary of the potential financial returns that the Council could expect, assuming a prevailing rate of borrowing of 3%.

Solar PV

5.30 This could only be considered on a scheme by scheme basis. The overall return will depend on the current energy requirements of the building, the size of the roof available and its location, as well as the price of energy that can sold back into the grid. This does have the benefit of both offsetting costs, which are likely to be a higher level of return on investment than just purely selling into the electricity grid.

Solar Farm

5.31 This would need to considered on an individual basis. The financial returns though for the Council if it is in the district are the business rates uplift and, if on Council land, the rental stream from the farm.

Housing company

5.32 Initially, the financial return would be from the Council lending into the housing company and receiving a return. For example, if the company required £10m (and assuming a 75% debt and 25% equity investment from WBC), the Council return would be 2% (assuming a 5% lending rate) would be approximately £150,000 per annum, plus any dividend and /or capital uplift eventually.

Open Market housing

5.33 The Council would need to charge a market rental on the property. If, for example, the Council worked on a pilot of ten properties (assuming an average of a 50% WBC ownership and house price of £300,000), there would £1.5m of assets owned and the Council would be lending in at, for example 5% (PWLB plus a margin to ensure there is no State Aid). This would deliver ongoing return of £30,000 plus a share of any capital appreciation or depreciation on the value of the property when it was sold. There would also be setup costs to be considered, and SDLT.

Joint Ventures on housing scheme

5.34 This could only be considered on a scheme by scheme basis

6. Other options considered

Not applicable.

7. Conclusion

7.1 It is currently forecast that it will be possible to fund the 2020/21 – 2022/23 capital programme, via increasing the revenue capital financing budget on an annual basis from £500k in 2020/21, £525k in 2021/22, £550k in 2022/23 and £606k in 2023/24. This is based on long term assumptions about future spend, capital spending and financing plans which will need to be kept under review to ensure that it is possible to maintain the Council’s asset base as fit for purpose with an affordable impact on the revenue budget.

8. Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Data Protection Impact Assessment

8.3 Appendix C – Capital Programme 2020/21 – 2022/23

Background Papers:

None

Subject to Call-In:

Yes: No:

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

X

Wards affected: All

Officer details:

Name: Shannon Coleman-Slaughter

Job Title: Chief Financial Accountant

Tel No: 01635 519225

E-mail Address: Shannon.colemanslaughter@westberks.gov.uk

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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 Capital Strategy and Supporting Programme
Summary of relevant legislation:	CIPFA Prudential Code 2017
Does the proposed decision conflict with any of the Council’s key strategy priorities?	No
Name of assessor:	Shannon Coleman-Slaughter/Andy Walker
Date of assessment:	23.12.19

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:	Set a three year capital programme
Objectives:	Medium term planning
Outcomes:	Medium term planning
Benefits:	Medium term planning

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	N/a
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Shannon Coleman-Slaughter

Date: 23.12.19

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

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Finance & Property
Team:	Accountancy
Lead Officer:	Shannon Coleman-Slaughter/Andy Walker
Title of Project/System:	Capital Programme
Date of Assessment:	23.12.19

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p>	<input type="checkbox"/>	X
<p>Will you be processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	X
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	X
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	X
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	X
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	X
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	X

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Service	Project Title	Status	Description of Project	Council Priority	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	Council 20-23	Government and other Grants 20-23	S106 20-23	CIL 20-23	Total 20-23	
Adult Social Care	O/T Equipment		Annual provision for essential aids & equipment for vulnerable people.	1	£512,170.00	£641,000.00	£0.00	£0.00	£1,153,170.00	£594,030.00	£663,000.00	£0.00	£0.00	£1,257,030.00	£684,950.00	£686,000.00	£0.00	£0.00	£1,370,950.00	£1,791,150.00	£1,990,000.00	£0.00	£0.00	£3,781,150.00	
Adult Social Care	Adult Social Care PMP		Maintenance of 4 Care Homes and 3 Resource Centres	1	£235,000.00	£0.00	£0.00	£0.00	£235,000.00	£150,000.00	£0.00	£0.00	£0.00	£150,000.00	£150,000.00	£0.00	£0.00	£0.00	£150,000.00	£535,000.00	£0.00	£0.00	£0.00	£535,000.00	
Children & Family Services	Building work to foster homes		To enable more children to be fostered in West Berkshire	1	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£60,000.00	£0.00	£0.00	£0.00	£60,000.00	
Education Services	Education Capital Salaries		Capital element of the Place Planning & Development Team	2	£267,230.00	£0.00	£11,480.00	£0.00	£278,710.00	£330,920.00	£0.00	£0.00	£0.00	£330,920.00	£47,080.00	£0.00	£0.00	£0.00	£47,080.00	£47,080.00	£645,230.00	£0.00	£11,480.00	£0.00	£656,710.00
Education Services	Education Broadband Transition	New Project	The Project Management of a systematic transition of existing Broadband services from incumbent supplier to the bid winner.	2	£5,180.00	£0.00	£0.00	£0.00	£5,180.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£5,180.00	£0.00	£0.00	£0.00	£5,180.00
Education Services	Theale Primary School - Basic Need		Expansion of the school from 1.0FE to 1.5FE to meet local primary basic need.	2	£100,000.00	£153,750.00	£0.00	£0.00	£253,750.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£100,000.00	£153,750.00	£0.00	£0.00	£253,750.00
Education Services	Highwood Copse - Basic Need		Provision of a new 1FE Primary school with Nursery class to meet primary basic need across Newbury.	2	£89,180.00	£2,897,170.00	£0.00	£0.00	£2,986,350.00	£68,460.00	£0.00	£0.00	£0.00	£68,460.00	£36,870.00	£0.00	£0.00	£0.00	£0.00	£36,870.00	£194,510.00	£2,897,170.00	£0.00	£0.00	£3,091,680.00
Education Services	Park House - Expansion		Impact at Park House school of additional pupil numbers from Racecourse and Sandford new housing developments.	2	£0.00	£0.00	£109,790.00	£0.00	£109,790.00	£0.00	£0.00	£1,291,510.00	£0.00	£1,291,510.00	£0.00	£0.00	£34,950.00	£0.00	£0.00	£34,950.00	£0.00	£0.00	£1,436,250.00	£0.00	£1,436,250.00
Education Services	The Wincombe - Basic Need Bulge		Increase accommodation to enable an additional bulge class of 30 from September 2016.	2	£30,000.00	£0.00	£0.00	£55,740.00	£85,740.00	£0.00	£0.00	£0.00	£6,650.00	£6,650.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£30,000.00	£0.00	£0.00	£62,390.00	£92,390.00
Education Services	Schools Surveys		5-year rolling programme to undertake Asbestos, Condition, Fire and Legionella surveys.	2	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£60,000.00	£0.00	£0.00	£0.00	£60,000.00
Education Services	Hungerford Primary - UIFSM		Kitchen expansion to enable continued delivery of universal infant free school meals	2	£391,610.00	£0.00	£25,590.00	£0.00	£417,200.00	£9,700.00	£0.00	£0.00	£0.00	£9,700.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£401,310.00	£0.00	£25,590.00	£0.00	£426,900.00
Education Services	The Willink - Expansion		To mitigate the impact from secondary basic need and potential further housing developments within the school's catchment area.	2	£609,290.00	£1,487,630.00	£85,820.00	£0.00	£2,182,740.00	£496,890.00	£6,650.00	£0.00	£0.00	£503,540.00	£38,250.00	£0.00	£0.00	£0.00	£0.00	£38,250.00	£1,144,430.00	£1,494,280.00	£85,820.00	£0.00	£2,724,530.00
Education Services	Speenhamland - Basic Need		Provision of a nursery class and works to expand and address deficiencies of the Physical Disability Resourced Unit.	2	£684,510.00	£0.00	£0.00	£0.00	£684,510.00	£14,480.00	£0.00	£0.00	£0.00	£14,480.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£698,990.00	£0.00	£0.00	£0.00	£698,990.00
Education Services	East of Area PRU Provision		Provision of a new accommodation for the 1College east of area provision to address suitability and sufficiency issues.	2	£0.00	£0.00	£0.00	£1,508,520.00	£1,508,520.00	£0.00	£0.00	£0.00	£34,610.00	£34,610.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,543,130.00	£1,543,130.00
Education Services	Trinity School - Secondary Basic Need		Expansion of Trinity Secondary School from GFE to 7FE as part of Planning Area 12 pupil place strategy.	2	£272,200.00	£2,503,900.00	£0.00	£0.00	£2,776,100.00	£0.00	£32,730.00	£0.00	£0.00	£32,730.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£272,200.00	£2,536,630.00	£0.00	£0.00	£2,808,830.00
Education Services	Kennet School - Secondary Basic Need		Provision of new accommodation to ensure an additional bulge class of 30 for September 2017.	2	£0.00	£19,830.00	£0.00	£0.00	£19,830.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£19,830.00	£0.00	£0.00	£19,830.00
Education Services	Special Provision Fund Allocation		Grant funding to make capital investment in provision for pupils with special educational needs and disabilities.	2	£0.00	£6,320.00	£0.00	£0.00	£6,320.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£6,320.00	£0.00	£0.00	£6,320.00
Education Services	Parsons Down Accommodation Rationalisation		Rationalisation of accommodation to align with reduced admission number due to decline in forecast pupil numbers and to create a viable 2FE school.	2	£0.00	£0.00	£0.00	£243,700.00	£243,700.00	£682,490.00	£1,320,000.00	£0.00	£0.00	£2,002,490.00	£0.00	£0.00	£0.00	£48,760.00	£0.00	£48,760.00	£682,490.00	£1,320,000.00	£0.00	£292,460.00	£2,294,950.00
Education Services	Education Capital Maintenance Programme		Rolling maintenance programme formulated for each service using the current condition survey data.	2	£680,000.00	£1,680,000.00	£0.00	£0.00	£2,360,000.00	£600,000.00	£1,680,000.00	£0.00	£0.00	£2,280,000.00	£600,000.00	£1,680,000.00	£0.00	£0.00	£0.00	£2,280,000.00	£1,880,000.00	£5,040,000.00	£0.00	£0.00	£6,920,000.00
Education Services	Sandleford Park Development - New Primary school (1)		Provision of additional primary provision to meet the impact from the Sandleford Park Housing Development.	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£372,140.00	£0.00	£0.00	£372,140.00	£0.00	£0.00	£372,140.00	£0.00	£372,140.00
Education Services	Sandleford Park Development - New Primary school (2)		Provision of separate unit for primary aged pupils with MLD SEND.	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Education Services	Westwood Farm Infant - Library and Store		Creation of a library space to enable full use of main school hall space.	2	£27,800.00	£0.00	£0.00	£0.00	£27,800.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£27,800.00	£0.00	£0.00	£0.00	£27,800.00
Education Services	Early Years Free Entitlement		Capital investment to support LA duty under the Childcare Act 2016 to secure sufficient places for the extended entitlement of 30 hours childcare for eligible working parents of 3 and 4 year olds.	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£22,930.00	£0.00	£0.00	£0.00	£0.00	£22,930.00	£22,930.00	£0.00	£0.00	£0.00	£22,930.00
Education Services	Aids and Adaptations		Provision of special equipment for children with disabilities, including proportion of occupational therapists' time	1	£52,270.00	£0.00	£0.00	£0.00	£52,270.00	£55,530.00	£0.00	£0.00	£0.00	£0.00	£55,530.00	£58,970.00	£0.00	£0.00	£0.00	£58,970.00	£166,770.00	£0.00	£0.00	£0.00	£166,770.00
Education Services	Additional Places - Secondary Basic Need		Additional primary provision to meet the impact from the Sandleford Park Housing Development.	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£214,870.00	£214,870.00	£3,028,560.00	£0.00	£0.00	£1,187,250.00	£4,215,810.00	£3,028,560.00	£0.00	£0.00	£1,402,120.00	£4,430,680.00	
Education Services	Castle Gate - increased capacity		Provision of additional bedrooms and associated support spaces to increase capacity and reduce costs of out of	1	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£31,800.00	£31,800.00	£0.00	£0.00	£0.00	£31,800.00	£31,800.00	
Education Services	MLD Resourced Provision - Secondary		Provision of resourced provision for secondary aged pupils with MLD SEND.	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Education Services	SEMH/ASD Resourced Provision - Primary		Provision of resourced provision for primary aged pupils with SEMH/ASD to meet demand and reduce pressure on the High Needs Block.	2	£0.00	£67,060.00	£0.00	£0.00	£67,060.00	£0.00	£277,060.00	£0.00	£495,840.00	£772,900.00	£0.00	£0.00	£0.00	£0.00	£23,590.00	£23,590.00	£0.00	£344,120.00	£0.00	£519,430.00	£863,550.00
Education Services	SEMH/ASD Resourced Provision - Secondary		Provision of resourced provision for secondary aged pupils with SEMH/ASD to meet demand and reduce pressure on the High Needs Block.	2	£0.00	£0.00	£0.00	£0.00	£0.00	£146,080.00	£44,940.00	£0.00	£0.00	£191,020.00	£769,860.00	£254,010.00	£0.00	£544,890.00	£1,568,760.00	£915,940.00	£298,950.00	£0.00	£544,890.00	£1,759,780.00	
Education Services	Calcot Schools - Remodelling		The remodelling of accommodation to align with change of PAN to address financial pressures associated with current PAN and deficiencies with current accommodation.	2	£7,800.00	£0.00	£0.00	£102,190.00	£109,990.00	£2,464,060.00	£0.00	£0.00	£545,180.00	£3,009,240.00	£2,747,400.00	£0.00	£0.00	£0.00	£31,350.00	£2,778,750.00	£5,219,260.00	£0.00	£0.00	£678,720.00	£5,897,980.00
Education Services	Falkland Primary School Modular Buildings Replacement	New Project	Modular building replacement to address poor condition, poor environmental performance and limited external space.	2	£25,000.00	£0.00	£0.00	£0.00	£25,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£31,890.00	£0.00	£40,710.00	£0.00	£0.00	£72,600.00	£56,890.00	£0.00	£40,710.00	£0.00	£97,600.00
Education Services	Downland Sports Centre - replacement & expansion	New Project	Replacement of undersized and poor condition sports hall with suitable and sufficient facilities to meet the needs of increased numbers of pupils at the	2	£25,000.00	£0.00	£0.00	£0.00	£25,000.00	£188,230.00	£0.00	£0.00	£0.00	£188,230.00	£2,663,650.00	£0.00	£0.00	£0.00	£0.00	£2,663,650.00	£2,876,880.00	£0.00	£0.00	£0.00	£2,876,880.00

Service	Project Title	Status	Description of Project	Council Priority	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	Council 20-23	Government and other Grants 20-23	S106 20-23	CIL 20-23	Total 20-23	
Education Services	Wrap around care	New Project	Provision of accommodation on school sites to facilitate childcare outside of school hours, via a range of models, that	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£49,500.00	£0.00	£49,500.00	£585,000.00	£0.00	£0.00	£0.00	£585,000.00	£585,000.00	£0.00	£49,500.00	£0.00	£634,500.00	
Education Services	St Joseph's Primary School - Nursery Provision	New Project	Capital investment to support LA duty under the Childcare Act 2016 to secure sufficient places for the extended entitlement of 30 hours childcare.	2	£7,340.00	£0.00	£0.00	£0.00	£7,340.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£7,340.00	£0.00	£0.00	£0.00	£7,340.00	
Education Services	North Newbury - New primary school		Additional primary provision to meet the impact from the North Newbury Housing Development.	2	£0.00	£60,950.00	£0.00	£0.00	£60,950.00	£0.00	£0.00	£0.00	£0.00	£0.00	£143,510.00	£0.00	£153,020.00	£0.00	£296,530.00	£143,510.00	£60,950.00	£153,020.00	£0.00	£357,480.00	
Education Services	Theale Primary School - expansion		Provision of separate unit for primary aged pupils with MLD SEND.	2	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
Education Services	Garland School - Nurture Provision	New Project	Re-purposing and extension of the on-site caretaker's dwelling to provide a therapeutic support base and facilities for before and after school club provision.	2	£37,210.00	£0.00	£24,230.00	£0.00	£61,440.00	£0.00	£72,080.00	£0.00	£0.00	£72,080.00	£3,560.00	£0.00	£0.00	£0.00	£3,560.00	£40,770.00	£72,080.00	£24,230.00	£0.00	£137,080.00	
Public Protection and Culture	Planned Maintenance of Leisure Centres		Planned Maintenance of Leisure Centres	4	£170,000.00	£0.00	£0.00	£0.00	£170,000.00	£120,000.00	£0.00	£0.00	£0.00	£120,000.00	£120,000.00	£0.00	£0.00	£0.00	£120,000.00	£410,000.00	£0.00	£0.00	£0.00	£410,000.00	
Public Protection and Culture	Council Carbon Management Plan		Schemes to improve energy efficiency and reduce carbon emissions in Council buildings, funded from revenue savings from carbon management schemes implemented from 2011/12 to 2013/14	5	£48,930.00	£0.00	£0.00	£0.00	£48,930.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£48,930.00	£0.00	£0.00	£0.00	£48,930.00	
Public Protection and Culture	Shawhouse Mansion Mtce		Maintenance Programme as advised by Consultants and under terms of HLF grant (25 year duration)	4	£80,000.00	£0.00	£0.00	£0.00	£80,000.00	£70,000.00	£0.00	£0.00	£0.00	£70,000.00	£70,000.00	£0.00	£0.00	£0.00	£70,000.00	£220,000.00	£0.00	£0.00	£0.00	£220,000.00	
Public Protection and Culture	Museum Maint & Repair		Ongoing programme of repairs including addressing damp issues	4	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£60,000.00	£0.00	£0.00	£0.00	£60,000.00	
Public Protection and Culture	Maintenance of Library Buildings		Provision for essential repairs	4	£25,000.00	£0.00	£0.00	£0.00	£25,000.00	£25,000.00	£0.00	£0.00	£0.00	£25,000.00	£25,000.00	£0.00	£0.00	£0.00	£25,000.00	£75,000.00	£0.00	£0.00	£0.00	£75,000.00	
Public Protection and Culture	Library Books		Replenishing book stock (previously funded from revenue)	6	£162,000.00	£0.00	£0.00	£0.00	£162,000.00	£162,000.00	£0.00	£0.00	£0.00	£162,000.00	£162,000.00	£0.00	£0.00	£0.00	£162,000.00	£486,000.00	£0.00	£0.00	£0.00	£486,000.00	
Public Protection and Culture	Berkshire Records Office		West Berkshire Share of Replacement/upgrade of major plant	4	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	
Public Protection and Culture	Leisure Centre Compliance and Modernisation		Capital Investment in Leisure Provision - required to maintain existing sites as EoA new site currently removed.	4	£103,150.00	£0.00	£0.00	£0.00	£103,150.00	£94,030.00	£0.00	£0.00	£0.00	£94,030.00	£100,000.00	£0.00	£0.00	£0.00	£100,000.00	£297,180.00	£0.00	£0.00	£0.00	£297,180.00	
Public Protection and Culture	Leisure Centre upgrades			4																£0.00	£0.00	£0.00	£0.00	£0.00	
Public Protection and Culture	Community Sports Facility			4	£40,000.00				£40,000.00	£0.00	£0.00	£0.00	£0.00							£40,000.00	£0.00	£0.00	£0.00	£40,000.00	
Transport and Countryside	Savings to pay for lifecycle investment in A4		Annual Programme	4	(£123,000.00)	£0.00	£0.00	£0.00	(£123,000.00)	(£138,000.00)	£0.00	£0.00	£0.00	(£138,000.00)	£0.00	£0.00	£0.00	£0.00	£0.00	(£261,000.00)	£0.00	£0.00	£0.00	(£261,000.00)	
Transport and Countryside	2020/21 Schemes		Annual Programme	4	£1,932,970.00	£2,106,560.00	£0.00	£0.00	£4,039,530.00	£500,000.00	£0.00	£0.00	£0.00	£500,000.00	£500,000.00	£51,260.00	£0.00	£0.00	£551,260.00	£2,932,970.00	£2,157,820.00	£0.00	£0.00	£5,090,790.00	
Transport and Countryside	2021/22 Schemes		Annual Programme	4	£0.00	£0.00	£0.00	£0.00	£0.00	£1,432,970.00	£2,082,570.00	£0.00	£0.00	£3,515,540.00	£0.00	£0.00	£0.00	£0.00	£0.00	£551,260.00	£1,432,970.00	£2,082,570.00	£0.00	£0.00	£3,515,540.00
Transport and Countryside	2022/23 Schemes		Annual Programme	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,432,970.00	£2,048,740.00	£0.00	£0.00	£3,481,710.00	£1,432,970.00	£2,048,740.00	£0.00	£0.00	£3,481,710.00	
Transport and Countryside	Street Furniture Replacement		Term Maintenance Establishment	4	£0.00	£272,550.00	£0.00	£0.00	£272,550.00	£0.00	£272,550.00	£0.00	£0.00	£272,550.00	£0.00	£275,500.00	£0.00	£0.00	£275,500.00	£0.00	£820,600.00	£0.00	£0.00	£820,600.00	
Transport and Countryside	Newbury Town Centre Paving Maintenance		Newbury Town Centre Paving Maintenance	4	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	
Transport and Countryside	Capitalised Hand Patching		Council funded	4	£278,000.00	£0.00	£0.00	£0.00	£278,000.00	£278,000.00	£0.00	£0.00	£0.00	£278,000.00	£278,000.00	£0.00	£0.00	£0.00	£278,000.00	£834,000.00	£0.00	£0.00	£0.00	£834,000.00	
Transport and Countryside	Capitalised Sign and Road Marking Maintenance		Council funded	4	£110,000.00	£0.00	£0.00	£0.00	£110,000.00	£110,000.00	£0.00	£0.00	£0.00	£110,000.00	£110,000.00	£0.00	£0.00	£0.00	£110,000.00	£330,000.00	£0.00	£0.00	£0.00	£330,000.00	
Transport and Countryside	Drainage Capital Works		Council funded	4	£175,000.00	£100,000.00	£0.00	£0.00	£275,000.00	£175,000.00	£100,000.00	£0.00	£0.00	£275,000.00	£175,000.00	£0.00	£0.00	£0.00	£175,000.00	£525,000.00	£200,000.00	£0.00	£0.00	£725,000.00	
Transport and Countryside	Reactive Capital Works		DFT Funded	4	£0.00	£132,000.00	£0.00	£0.00	£132,000.00	£0.00	£132,000.00	£0.00	£0.00	£132,000.00	£0.00	£132,000.00	£0.00	£0.00	£132,000.00	£0.00	£396,000.00	£0.00	£0.00	£396,000.00	
Transport and Countryside	Bridge Capital Works		Bridge Capital Works - Annual Programme	4	£0.00	£425,000.00	£0.00	£0.00	£425,000.00	£0.00	£425,000.00	£0.00	£0.00	£425,000.00	£0.00	£425,000.00	£0.00	£0.00	£425,000.00	£0.00	£1,275,000.00	£0.00	£0.00	£1,275,000.00	
Transport and Countryside	Preventative Bridge Maintenance		Maintenance	4	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£300,000.00	£0.00	£0.00	£300,000.00	
Transport and Countryside	Aldermaston Lift Bridge Replacement		Subject to feasibility in 2017/18	4	£0.00	£0.00	£600,000.00	£0.00	£600,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£600,000.00	£0.00	£600,000.00	
Transport and Countryside	Land Drainage Works		Annual Programme	4	£0.00	£200,000.00	£0.00	£0.00	£200,000.00	£0.00	£200,000.00	£0.00	£0.00	£200,000.00	£0.00	£200,000.00	£0.00	£0.00	£200,000.00	£0.00	£600,000.00	£0.00	£0.00	£600,000.00	
Transport and Countryside	2020/21		Annual Programme	4	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	
Transport and Countryside	Land Drainage Works 2021-22		Annual Programme	4	£0.00	(£100,000.00)	£0.00	£0.00	(£100,000.00)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£100,000.00)	£0.00	£0.00	(£100,000.00)	
Transport and Countryside	2022/23		Annual Programme	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	
Transport and Countryside	Hamstead Norreys FAS		Subject to DEFRA funding	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£137,000.00	£0.00	£0.00	£137,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£137,000.00	£0.00	£0.00	£137,000.00	
Transport and Countryside	East Thatcham (Harts Hill & Siege Cross)		Subject to DEFRA funding	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£40,000.00	
Transport and Countryside	Thatcham Memorial Fields FAS		Subject to DEFRA funding	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£40,000.00	
Transport and Countryside	North Thatcham - Bowling Green Rd and Heath Lane		Subject to DEFRA funding	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£60,000.00	£0.00	£0.00	£60,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£60,000.00	£0.00	£0.00	£60,000.00	
Transport and Countryside	Ongoing replacements of lighting columns and lanterns		Ongoing replacements of lighting columns and lanterns	4	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£300,000.00	£0.00	£0.00	£300,000.00	
Transport and Countryside	On Street Electric Charge Points		Subject to DfT Grant Bid	4	£0.00	£0.00	£0.00	£150,000.00	£150,000.00	£0.00	£0.00	£0.00	£150,000.00	£150,000.00	£0.00	£0.00	£0.00	£150,000.00	£150,000.00	£0.00	£0.00	£0.00	£450,000.00	£450,000.00	
Transport and Countryside	Pay Machine Replacement		Subject to Capital Bid.	4	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£50,00											

Service	Project Title	Status	Description of Project	Council Priority	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	Council 20-23	Government and other Grants 20-23	S106 20-23	CIL 20-23	Total 20-23			
Transport and Countryside	A4 Hambridge Road and Lower Way Signal Upgrade		CIL Funded	4	£0.00	£0.00	£575,000.00	£0.00	£575,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£575,000.00	£0.00	£575,000.00	
Transport and Countryside	Local S106 Highway Improvements		Local S106 Highway Improvements	4	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£100,000.00	£0.00	£0.00	£0.00	£300,000.00	£0.00	£300,000.00	
Transport and Countryside	Cycle Parking at Schools	New Project	Introduction of covered cycle stands at all secondary schools	4	£75,000.00	£0.00	£0.00	£0.00	£75,000.00	£75,000.00	£0.00	£0.00	£0.00	£75,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£150,000.00	£0.00	£0.00	£0.00	£0.00	£150,000.00	
Transport and Countryside	Resurfacing of A4 between Newbury and Reading	New Project	Bid made for funding from the DFT to this project. *Subject to successful bidding with government	4	£0.00	£4,000,000.00	£0.00	£0.00	£4,000,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£4,000,000.00	£0.00	£4,000,000.00
Transport and Countryside	Great Shefford Flood Alleviation Scheme	New Project	Bid made for funding from the DFT to this project. *Subject to successful bidding with government	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,329,000.00	£0.00	£0.00	£1,329,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,329,000.00	£0.00	£1,329,000.00
Transport and Countryside	Future Project Assessment & Evaluations		Assessment and feasibility of works to support bids for grant, S106, CIL, LDF and LTP3.	4	£0.00	£50,000.00	£0.00	£0.00	£50,000.00	£0.00	£50,000.00	£0.00	£0.00	£50,000.00	£0.00	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£0.00	£0.00	£0.00	£0.00	£150,000.00	£0.00	£150,000.00
Transport and Countryside	Public Transport Infrastructure		RTPI + Infrastructure	4	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£150,000.00	£0.00	£150,000.00	
Transport and Countryside	Newbury Rail Station		LEP Funded in partnership with FGW & NR	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2,400,000.00	£0.00	£0.00	£2,400,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2,400,000.00	£0.00	£2,400,000.00
Transport and Countryside	Transport Services Fleet Upgrade	New Project	Replacement of one fleet minibus each year	5	£100,000.00	£0.00	£0.00	£0.00	£100,000.00	£100,000.00	£0.00	£0.00	£0.00	£100,000.00	£100,000.00	£0.00	£0.00	£0.00	£0.00	£100,000.00	£300,000.00	£0.00	£0.00	£0.00	£0.00	£300,000.00	
Transport and Countryside	Community Transport	New Project	Funding for CT services	6	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£50,000.00	£0.00	£0.00	£0.00	£0.00	£150,000.00	£0.00	£150,000.00
Transport and Countryside	Project Management - Highways		Annual Salaries for Projects Team - part funded by s.106	4	£21,000.00	£842,410.00	£107,700.00	£100,000.00	£1,071,110.00	£0.00	£918,410.00	£107,700.00	£100,000.00	£1,126,110.00	£0.00	£939,830.00	£107,700.00	£100,000.00	£1,147,530.00	£1,147,530.00	£21,000.00	£21,000.00	£2,700,650.00	£323,100.00	£300,000.00	£3,344,750.00	
Transport and Countryside	Recreational walking routes		To improve selected pedestrian rights of way in order to increase their recreational value	4	£13,890.00	£0.00	£0.00	£0.00	£13,890.00	£13,890.00	£0.00	£0.00	£0.00	£13,890.00	£13,890.00	£0.00	£0.00	£0.00	£0.00	£13,890.00	£41,670.00	£0.00	£0.00	£0.00	£0.00	£41,670.00	
Transport and Countryside	Rights of way volunteer scheme		To undertake rights of way maintenance work by the use of volunteers	4	£2,500.00	£0.00	£0.00	£0.00	£2,500.00	£2,500.00	£0.00	£0.00	£0.00	£2,500.00	£2,500.00	£0.00	£0.00	£0.00	£0.00	£2,500.00	£7,500.00	£0.00	£0.00	£0.00	£0.00	£7,500.00	
Transport and Countryside	Improvements to pedestrian routes		Improve the condition of pedestrian routes	4	£13,980.00	£0.00	£0.00	£0.00	£13,980.00	£13,980.00	£0.00	£0.00	£0.00	£13,980.00	£13,980.00	£0.00	£0.00	£0.00	£0.00	£13,980.00	£41,850.00	£0.00	£0.00	£0.00	£0.00	£41,850.00	
Transport and Countryside	Disabled access to the countryside		Improve selected rights of way in order to increase their usability and recreational value for less able users.	4	£7,000.00	£0.00	£0.00	£0.00	£7,000.00	£7,000.00	£0.00	£0.00	£0.00	£7,000.00	£7,000.00	£0.00	£0.00	£0.00	£0.00	£7,000.00	£21,000.00	£0.00	£0.00	£0.00	£0.00	£21,000.00	
Transport and Countryside	Bridleway/cycling improvements		To improve selected rideable and cycleable rights of way in order to increase their recreational and/or utilitarian value	4	£13,890.00	£0.00	£0.00	£0.00	£13,890.00	£13,890.00	£0.00	£0.00	£0.00	£13,890.00	£13,890.00	£0.00	£0.00	£0.00	£0.00	£13,890.00	£41,670.00	£0.00	£0.00	£0.00	£0.00	£41,670.00	
Transport and Countryside	The Ridgeway National Trail		To maintain the trail at the standard required by Natural England	4	£13,000.00	£0.00	£0.00	£0.00	£13,000.00	£13,000.00	£0.00	£0.00	£0.00	£13,000.00	£13,000.00	£0.00	£0.00	£0.00	£0.00	£13,000.00	£39,000.00	£0.00	£0.00	£0.00	£0.00	£39,000.00	
Transport and Countryside	Recreational cycle routes		To improve selected cycleable rights of way in order to increase their recreational and/or utilitarian value.	4	£13,880.00	£0.00	£0.00	£0.00	£13,880.00	£13,880.00	£0.00	£0.00	£0.00	£13,880.00	£13,880.00	£0.00	£0.00	£0.00	£0.00	£13,880.00	£41,640.00	£0.00	£0.00	£0.00	£0.00	£41,640.00	
Transport and Countryside	Rural signing		Maintenance & improvement of direction signage on rural rights of way	4	£5,270.00	£0.00	£0.00	£0.00	£5,270.00	£5,270.00	£0.00	£0.00	£0.00	£5,270.00	£5,270.00	£0.00	£0.00	£0.00	£0.00	£5,270.00	£15,810.00	£0.00	£0.00	£0.00	£0.00	£15,810.00	
Transport and Countryside	Countryside Capital salaries		To manage the capital projects the Countryside Service is responsible for under the Local Transport Plan	4	£40,130.00	£0.00	£0.00	£0.00	£40,130.00	£19,800.00	£0.00	£0.00	£0.00	£19,800.00	£19,600.00	£0.00	£0.00	£0.00	£0.00	£19,600.00	£79,530.00	£0.00	£0.00	£0.00	£0.00	£79,530.00	
Transport and Countryside	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	4	£21,880.00	£0.00	£15,000.00	£0.00	£36,880.00	£21,880.00	£0.00	£30,000.00	£0.00	£51,880.00	£21,880.00	£0.00	£30,000.00	£0.00	£0.00	£51,880.00	£65,640.00	£0.00	£0.00	£0.00	£0.00	£140,640.00	
Transport and Countryside	Henwick Withy Sports Facility		New sports pitch. x 1 possibly 2 pitches if match funding becomes available	4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£200,000.00	£0.00	£0.00	£200,000.00	£0.00	£0.00	£175,000.00	£0.00	£0.00	£175,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£375,000.00	
Transport and Countryside	Prevention of vehicle access to public open spaces.		Measures to prevent undesirable access and occupation of public open spaces.	4	£0.00	£0.00	£20,000.00	£0.00	£20,000.00	£0.00	£0.00	£20,000.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£60,000.00	
Transport and Countryside	Natural Carbon Reduction Measures	New Project	Investment in measures to naturally capture and reduce carbon dioxide. Examples of natural measures could include large scale tree planting, natural regeneration, wetland regeneration (subject to feasibility and cost/benefit analysis).	5	£0.00	£0.00	£0.00	£0.00	£0.00	£1,225,000.00	£0.00	£0.00	£0.00	£1,225,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,225,000.00	£0.00	£0.00	£0.00	£0.00	£1,225,000.00	
Transport and Countryside	Urban Tree Fund	New Project	Capital required for investigation, design and implementation of urban trees	5	£40,000.00	£0.00	£0.00	£0.00	£40,000.00	£40,000.00	£0.00	£0.00	£0.00	£40,000.00	£40,000.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	£120,000.00	£0.00	£0.00	£0.00	£0.00	£120,000.00	
Transport and Countryside	BBOWT Capital Works		New camera for continued enforcement of the Parkway Bridge bus lane.	5	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£0.00	£100,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£300,000.00	
Development and Planning	Home Repair and Discretionary Renovation Grants		Grants for emergency home repairs for older/vulnerable people	1	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£0.00	£50,000.00	£150,000.00	£0.00	£0.00	£0.00	£0.00	£150,000.00	
Development and Planning	Disabled Facilities Grants		Mandatory grant for disabled adaptations, to enable local residents to live independently in their own homes.	1	£453,670.00	£1,112,000.00	£0.00	£0.00	£1,565,670.00	£460,980.00	£1,112,000.00	£0.00	£0.00	£1,572,980.00	£468,440.00	£1,112,000.00	£0.00	£0.00	£0.00	£1,580,440.00	£1,383,090.00	£3,336,000.00	£0.00	£0.00	£0.00	£4,719,090.00	
Development and Planning	Travel Plans (Transport Planning)		Includes transport model and transport policy officer	4	£40,180.00	£10,000.00	£0.00	£0.00	£50,180.00	£47,760.00	£10,000.00	£0.00	£0.00	£57,760.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£87,940.00	£20,000.00	£0.00	£0.00	£0.00	£107,940.00	
Development and Planning	Temp Accommodation		Refurbishment of temporary accommodation	4	£17,500.00	£0.00	£0.00	£0.00	£17,500.00	£17,500.00	£0.00	£0.00	£0.00	£17,500.00	£17,500.00	£0.00	£0.00	£0.00	£0.00	£17,500.00	£52,500.00	£0.00	£0.00	£0.00	£0.00	£52,500.00	
Development and Planning	Grazeley New Town	New Project	A Project manager for the new Grazeley development, delivering up to 5,000 new homes. Funded from Housing Infrastructure Fund	4	£0.00	£70,000.00	£0.00	£0.00	£70,000.00	£0.00	£70,000.00	£0.00	£0.00	£70,000.00	£0.00	£70,000.00	£0.00	£0.00	£0.00	£70,000.00	£0.00	£210,000.00	£0.00	£0.00	£0.00	£210,000.00	
Development and Planning	New Oracle Server	New Project	Replacement Solaris Server to host a new version of Oracle, which is the operating system of Uniform. ICT has advised that the existing server must be replaced.	4	£0.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	£0.00	£0.00	£0.00	£0.00	£40,000.00	
Finance and Property	Planned Maintenance of Corporate Offices		Annual maintenance provision - will be allocated to individual services in year using Condition Survey data.	7	£793,000.00	£0.00	£0.00	£0.00	£793,000.00	£488,000.00	£0.00	£0.00	£0.00	£488,000.00	£788,000.00	£0.00	£0.00	£0.00	£0.00	£488,000.00	£2,069,000.00	£0.00	£0.00	£0.00	£0.00	£2,069,000.00	
Finance and Property	Cap Sal Property		Capitation Costs of Property Project Managers	7	£686,970.00	£0.00	£0.00	£0.00	£686,970.00	£653,190.00	£0.00	£0.00	£0.00	£653,190.00	£666,250.00	£0.00	£0.00	£0.00	£0.00	£666,250.00	£2,006,410.00	£0.00	£0.00	£0.00	£0.00	£2,006,410.00	
Finance and Property	Condition/Measured Surveys		Condition/Measured Surveys - Annual Programme	7	£41,000.00	£0.00	£0.00	£0.00	£4																		

Service	Project Title	Status	Description of Project	Council Priority	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	Council 20-23	Government and other Grants 20-23	S106 20-23	CIL 20-23	Total 20-23		
Customer Services and ICT	Corporate Replacement Programme (CRP)		Re-provision of WBC ICT systems and equipment on an ongoing basis - spikes to provide major rebuilds of servers etc.	7	£545,000.00	£0.00	£0.00	£0.00	£545,000.00	£545,000.00	£0.00	£0.00	£0.00	£545,000.00	£545,000.00	£0.00	£0.00	£0.00	£545,000.00	£1,635,000.00	£0.00	£0.00	£0.00	£0.00	£1,635,000.00	
Customer Services and ICT	Replacement of PC Screens and Docking stations		Re-provision of WBC ICT systems and equipment on an ongoing basis - spikes to provide major rebuilds of servers etc.	7	£80,000.00	£0.00	£0.00	£0.00	£80,000.00	£80,000.00	£0.00	£0.00	£0.00	£80,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£160,000.00	£0.00	£0.00	£0.00	£160,000.00	
Customer Services and ICT	VMware Servers & Hosts		Replace physical servers (hosts) as they reach end of life.	7	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£32,000.00	£0.00	£0.00	£0.00	£32,000.00	£32,000.00	£0.00	£0.00	£0.00	£32,000.00	£74,000.00	£0.00	£0.00	£0.00	£0.00	£74,000.00	
Customer Services and ICT	PSN Accreditation Maintenance		Essential security enhancement to maintain compliance with Government Connect requirements.	7	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£60,000.00	£0.00	£0.00	£0.00	£0.00	£60,000.00	
Customer Services and ICT	Members ICT (Post 2019 Election Provision)		Members ICT (Post 2019 Election Provision)	7	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£75,000.00	£0.00	£0.00	£0.00	£75,000.00	£75,000.00	£0.00	£0.00	£0.00	£0.00	£75,000.00	
Customer Services and ICT	Superfast Berkshire PM		Project Management	4	£50,580.00	£0.00	£0.00	£0.00	£50,580.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£70,580.00	£0.00	£0.00	£0.00	£0.00	£70,580.00	
Customer Services and ICT	Remote Working Infrastructure Maintenance		Maintenance of WBC's remote working infrastructure (Currently Citrix but may change in future)	7	£45,000.00	£0.00	£0.00	£0.00	£45,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£45,000.00	£0.00	£0.00	£0.00	£0.00	£45,000.00	
Customer Services and ICT	Network Infrastructure (Core Switches)		Replace core switches at end of life	7	£70,000.00	£0.00	£0.00	£0.00	£70,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£90,000.00	£0.00	£0.00	£0.00	£0.00	£90,000.00	
Customer Services and ICT	Network Infrastructure (Wi-Fi Provision)		Increase capacity coverage of WiFi in WBC offices	7	£15,000.00	£0.00	£0.00	£0.00	£15,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£35,000.00	£0.00	£0.00	£0.00	£0.00	£35,000.00	
Customer Services and ICT	Superfast Berkshire		Infrastructure Building	4	£0.00	£150,000.00	£0.00	£0.00	£150,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£170,000.00	£0.00	£0.00	£0.00	£0.00	£170,000.00	
Customer Services and ICT	Planning Service Upgrades		System upgrades for planning systems	7	£11,250.00	£0.00	£0.00	£0.00	£11,250.00	£0.00	£0.00	£0.00	£0.00	£0.00	£11,250.00	£0.00	£0.00	£0.00	£11,250.00	£22,500.00	£0.00	£0.00	£0.00	£0.00	£22,500.00	
Customer Services and ICT	Windows Server OS Upgrades		Upgrade Windows Server Operating System to Windows Server 2012(Costs are largely resource to do the work)	7	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£75,000.00	£0.00	£0.00	£0.00	£75,000.00	£105,000.00	£0.00	£0.00	£0.00	£0.00	£105,000.00	
Customer Services and ICT	IPSEC/ VPN Firewall Replacement		IPSEC/ VPN Firewall Replacement	7	£0.00	£0.00	£0.00	£0.00	£0.00	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	
Customer Services and ICT	Corporate Storage Area Network (SAN)		Existing Hitachi SAN reaching end of product life.	7	£65,000.00	£0.00	£0.00	£0.00	£65,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£65,000.00	£65,000.00	£0.00	£0.00	£0.00	£65,000.00	
Customer Services and ICT	Telephony Infrastructure (VoIP Outlying Offices)		Migrate telephony from analogue to VoIP	7	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£60,000.00	£0.00	£0.00	£0.00	£0.00	£60,000.00	
Customer Services and ICT	ICT Capital salaries		Part of Revenue Saving Plan. Capitalise proportion of ICT Staff salaries for those who work on Capital projects.	7	£113,360.00	£0.00	£0.00	£0.00	£113,360.00	£165,600.00	£0.00	£0.00	£0.00	£165,600.00	£168,910.00	£0.00	£0.00	£0.00	£168,910.00	£447,870.00	£0.00	£0.00	£0.00	£0.00	£447,870.00	
Customer Services and ICT	Upgrade Backup Infrastructure		Upgrade / Replace Backup facilities before they reach end of life	7	£5,000.00	£0.00	£0.00	£0.00	£5,000.00	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£25,000.00	£0.00	£0.00	£0.00	£0.00	£25,000.00	
Customer Services and ICT	Telephony Infrastructure (VoIP Corporate Offices)		Migrate telephony from analogue to VoIP	7	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	
Customer Services and ICT	Telephony Infrastructure (Unified Communications Core Infrastructure)		Replace unified communication hardware/infrastructure as it reaches end of life	7	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£90,000.00	£0.00	£0.00	£0.00	£0.00	£90,000.00	
Customer Services and ICT	BES/MDM Infrastructure		The Council has been piloting the use of smartphones to replace our legacy BlackBerries.	7	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£90,000.00	£0.00	£0.00	£0.00	£0.00	£90,000.00	
Customer Services and ICT	Network Infrastructure (IPV6 Gateway)		System to allow WBC's IPV4 network to converse with external IPV6 networks and services	7	£0.00	£0.00	£0.00	£0.00	£0.00	£8,000.00	£0.00	£0.00	£0.00	£8,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£8,000.00	£8,000.00	£0.00	£0.00	£0.00	£8,000.00	
Customer Services and ICT	Maintenance of DR Facility		Replace DR equipment at Turnhams Green when it reaches end of life	7	£70,000.00	£0.00	£0.00	£0.00	£70,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£70,000.00	£70,000.00	£0.00	£0.00	£0.00	£70,000.00	
Customer Services and ICT	Telephony Infrastructure (Unified Communications Software)		Replace unified communication software as it reaches end of life	7	£60,000.00	£0.00	£0.00	£0.00	£60,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£120,000.00	£0.00	£0.00	£0.00	£0.00	£120,000.00	
Customer Services and ICT	Telephony Infrastructure (Mobility Solutions)		Funding for staff mobile working enablement	7	£15,000.00	£0.00	£0.00	£0.00	£15,000.00	£15,000.00	£0.00	£0.00	£0.00	£15,000.00	£15,000.00	£0.00	£0.00	£0.00	£15,000.00	£45,000.00	£0.00	£0.00	£0.00	£0.00	£45,000.00	
Customer Services and ICT	Telephony Infrastructure (SIP and MPLS)		Strategic deployment of SIP and MPLS to save voice and data costs	7	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£100,000.00	£100,000.00	£0.00	£0.00	£0.00	£100,000.00	
Customer Services and ICT	Upgrade or Replace Room Booking System		Current system uses technology which may be deemed insecure in our next PSN assessment	7	£15,000.00	£0.00	£0.00	£0.00	£15,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£15,000.00	£15,000.00	£0.00	£0.00	£0.00	£15,000.00	
Customer Services and ICT	Refresh the MFD Fleet		Refresh the MFD Fleet as they fall or go end of life	7	£75,000.00	£0.00	£0.00	£0.00	£75,000.00	£75,000.00	£0.00	£0.00	£0.00	£75,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£150,000.00	£150,000.00	£0.00	£0.00	£0.00	£150,000.00	
Customer Services and ICT	Upgrade Internet Bandwidth		We are starting to hit our ceiling internet bandwidth which will there	7	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	
Customer Services and ICT	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.	7	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£20,000.00
Customer Services and ICT	Corporate Database Server Replacement		Replace the Corporate database server when it goes end of life	7	£25,000.00	£0.00	£0.00	£0.00	£25,000.00	£25,000.00	£0.00	£0.00	£0.00	£25,000.00	£65,000.00	£0.00	£0.00	£0.00	£65,000.00	£115,000.00	£0.00	£0.00	£0.00	£0.00	£115,000.00	
Customer Services and ICT	Transition to Office 365		Moving from our 'on-premise' Microsoft email and office applications to the cloud based version.	7	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£30,000.00	£30,000.00	£0.00	£0.00	£0.00	£30,000.00	
Customer Services and ICT	Contact Centre Systems Enhancements	New Project	Introduction of new access channels and technologies to improve customer contact experience and efficiency	7	£90,000.00	£0.00	£0.00	£0.00	£90,000.00	£90,000.00	£0.00	£0.00	£0.00	£90,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£180,000.00	£180,000.00	£0.00	£0.00	£0.00	£180,000.00	
Customer Services and ICT	Collaboration and Videoconferencing tools pilot	New Project	Introduction of tools to support virtual meetings and staff/team collaboration.	7	£80,000.00	£0.00	£0.00	£0.00	£80,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£80,000.00	£80,000.00	£0.00	£0.00	£0.00	£80,000.00	
Customer Services and ICT	Cyber Security Enhancements	New Project	Introduce a Security Incident Event Management Tool (SIEM)	7	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£20,000.00	£20,000.00	£0.00	£0.00	£0.00	£20,000.00	
Customer Services and ICT	File Permissions Tool	New Project	Introduce a tool to set security permissions to folders/files	7	£35,000.00	£0.00	£0.00	£0.00	£35,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£35,000.00	£35,000.00	£0.00	£0.00	£0.00	£35,000.00	
Customer Services and ICT	Perimeter Firewall	New Project	Replace the security perimeter firewall when it goes end of life	6	£65,000.00	£0.00	£0.00	£0.00	£65,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£65,000.00	£65,000.00	£0.00	£0.00	£0.00	£65,000.00	
Customer Services and ICT	Future ICT schemes		System to allow WBC's IPV4 network to converse with external IPV6 networks and services	7	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£417,840.00	£0.00	£0.00	£0.00	£417,840.00	£417,840.00	£0.00	£0.00	£0.00	£0.00</		

Service	Project Title	Status	Description of Project	Council Priority	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	Council 20-23	Government and other Grants 20-23	S106 20-23	CIL 20-23	Total 20-23
					£12,397,530.00	£21,453,130.00	£3,274,610.00	£3,005,150.00	£40,130,420.00	£15,681,630.00	£13,839,990.00	£2,538,710.00	£2,272,150.00	£34,332,480.00	£19,106,740.00	£8,389,340.00	£1,113,520.00	£2,862,640.00	£31,472,240.00	£47,185,900.00	£43,682,460.00	£6,926,840.00	£8,139,940.00	£105,935,140.00

Service	Project Title	Status	Description of Project	Council Priority	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	Council 20-23	Government and other Grants 20-23	S106 20-23	CIL 20-23	Total 20-23	
Public Protection and Culture	Solar Farm P1	Invest to save	Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy	5	£50,000.00				£50,000.00	£50,000.00				£50,000.00	£1,900,000.00				£1,900,000.00	£2,000,000.00	£0.00	£0.00	£0.00	£2,000,000.00	
Public Protection and Culture	Solar Farm P2	Invest to save	Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy	5	£500,000.00				£500,000.00	£500,000.00				£500,000.00	£500,000.00				£500,000.00	£1,500,000.00	£0.00	£0.00	£0.00	£1,500,000.00	
Transport and Countryside	Kennet Centre Car Park Maintenance and Improvements	Invest to save	Refurbish improvements to the Kennet Centre and office	4	£67,000.00	£0.00	£0.00	£0.00	£67,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£67,000.00	£0.00	£0.00	£0.00	£67,000.00
Transport and Countryside	Newbury Station Car Park Investments	Invest to save	This is a proposal to invest £1.7m in the new multi storey car park being built by Grainger as part of the Market Street development.	4	£1,784,100.00	£0.00	£0.00	£0.00	£1,784,100.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,784,100.00	£0.00	£0.00	£0.00	£1,784,100.00
					£2,401,100.00	£0.00	£0.00	£0.00	£2,401,100.00	£550,000.00	£0.00	£0.00	£0.00	£550,000.00	£2,400,000.00	£0.00	£0.00	£0.00	£0.00	£2,400,000.00	£5,351,100.00	£0.00	£0.00	£0.00	£5,351,100.00

Full programme tot	£14,798,630.00	£21,453,130.00	£3,274,610.00	£3,005,150.00	£42,531,520.00	£16,231,630.00	£13,839,990.00	£2,538,710.00	£2,272,150.00	£34,882,480.00	£21,506,740.00	£8,389,340.00	£1,113,520.00	£2,862,640.00	£33,872,240.00	£52,537,000.00	£43,682,460.00	£6,926,840.00	£8,139,940.00	£111,286,240.00
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Revenue Budget 2020/21

Committee considering report:	Council on 3 March 2020 Executive on 13 February 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	30 January 2020
Report Author:	Melanie Ellis
Forward Plan Ref:	C3812

1. Purpose of the Report

- 1.1 The purpose of this paper is to consider and recommend to Council the 2020/21 Revenue Budget, which proposes a Council Tax requirement of £102.06m, requiring a Council Tax increase of 1.99% and a 2% adult social care Council Tax Precept. The Council Tax increase will raise £2.1m and the precept will raise a further £2.1m ring-fenced for adult social care.
- 1.2 This report also proposes the Fees and Charges for 2020/21 as set out in Appendix F and the Parish Expenses as set out in Appendix G and recommends the level of General Reserves as set out in Appendix E.

2. Recommendations

The Council is recommended to resolve as follows:

- (1) That Council approves the 2020/21 Council Tax requirement of £102.06 million, requiring a Council Tax increase of 1.99% with a 2% Council Tax Precept ring-fenced for adult social care.
- (2) That the Fees and Charges are approved as set out in Appendix F and the appropriate statutory notices be placed where required.
- (3) That the Parish Expenses of £xxxx are approved as set out in Appendix G.
- (4) That it be noted that the following amounts for the year 2020/21 in accordance with regulations made under Section 31B of the Local Government Finance Act 1992, as amended (by the Localism Act 2011):-
 - (a) 65,205.90 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 (the number of properties paying council tax).
 - (b) Part of the Council's area as per Appendix K 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.

- (5) Calculate that the Council Tax requirement for the Council's own purposes for 2020/21 (excluding Parish precepts) is £xxxxxxx.
- (6) That the following amounts be now calculated by the Council for the year 2020/21 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992, amended by the Localism Act 2011:-
 - (a) £xxxxxxx 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) £xxxxxxx 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) £xxxxxxx being the amount by which the aggregate at 7(a) above, exceeds the aggregate at 7(b) above, calculated by the Council, in accordance with the Section 31A(4) of the Act, as its Council Tax requirement for the year (Item R).
 - (d) £xxxx being the amount at 7(c) above (Item R), all divided by 5(a) above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the 'basic amount of its Council Tax for the year (including Parish precepts)'.
 - (e) £xxxx being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per Appendix K).
 - (f) £1565.26 being the amount at 7(d) above less the result given by dividing the amount at 7(e) above by the amount at 5(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relates.
- (7) That it be noted that for the year 2020/21, 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 K.
- (8) 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 K as the amounts of Council Tax for 2020/21 for each part of its area and for each of the categories of dwellings.

3. Implications and Impact Assessment

Implication	Commentary			
Financial	These are contained in further detail within the report. The key implication is the proposed 1.99% Council Tax increase and a Council Tax Precept of 2% ring-fenced for adult social care, which leads to a savings and income generation programme of £3.24m in 2020/21. The Council has a good track record of delivering past savings programmes and monitors and reports on progress on a monthly basis.			
Human Resource:	There may be some implications for staff which have been highlighted in a separate report to the Executive. The trade unions have been consulted and any reductions in staffing will be handled in accordance with the Organisational Change Procedure.			
Legal:	<p>There is a requirement to produce a Revenue Budget under the various Local Government Finance Acts.</p> <p>The savings proposals have been consulted upon as appropriate, and further consultations may be required prior to implementing certain proposals.</p> <p>The Public Sector Equality Duty (149 (1) requires a Local Authority in exercise of its functions to have due regard to the need to:</p> <ul style="list-style-type: none"> (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. <p>Decision makers must keep the above requirements in mind when making decisions.</p>			
Risk Management:	As part of the 2020/21 financial monitoring, savings proposals will be kept under monthly review to ensure they are deliverable. Appendix E sets out how the impact of increased volatility in Local Government finance will be managed and considers the impact on levels of reserves.			
Property:	None – significant amendments to the property and infrastructure portfolio are included as part of the capital strategy which is funded through revenue financing.			
Policy:	Specific investment in the Council Strategy is included as part of this budget. These areas are highlighted separately in the budget paper.			
Implication	Positive	Neutral	Negative	Commentary
Equalities Impact:				
Are there any aspects of the proposed decision, including how it is	Y			Any impacts have been assessed and publicly consulted upon where necessary. Specific investment in equality and

delivered or accessed, that could impact on inequality?				diversity co-ordinator to enhance the Council's responsiveness and commitment to equalities and diversity.
Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		Y		Any impacts have been assessed and publicly consulted upon where necessary.
Environmental Impact:	Y			Investment detailed in this report in delivering the Environmental Strategy
Health Impact:		Y		
ICT or Digital Services Impact:		Y		
Council Strategy Priorities or Business as Usual:	Y			As detailed in the report over £1m of specific investment in priority areas has been identified separately
Other				
Data Impact:		No		
Consultation and Engagement:	Business meeting comments to follow			

4. Executive Summary

- 4.1 The purpose of this paper is to consider and recommend to Council the 2020/21 Revenue Budget, which proposes a Council Tax requirement of £102.06m, requiring a Council Tax increase of 1.99% and a 2% adult social care Council Tax Precept. The Council Tax increase will raise £2.1m and the precept will raise a further £2.1m ring-fenced for adult social care. There are some appendices to be completed that are specifically for the full Council papers, e.g. parish precepts.
- 4.2 In order to arrive at a balanced budget for 2020/21, £3.24m of savings and income generation proposals have been recommended.
- 4.3 Proposals
- (1) That Council approve the 2020/21 Council Tax requirement of £102.06 million, requiring a Council Tax increase of 1.99% and a 2% Council Tax Precept ring-fenced for adult social care.

- (2) That the Fees and Charges be approved as set out in Appendix F and the appropriate statutory notices be placed where required.
- (3) That the Parish Expenses be approved as set out in Appendix G.

4.4 The Council is forecasting a small over spend in 2019/20 which will preserve the level of reserves. The ongoing effect of any budget pressures and future investment in the Council Strategy priorities has been factored into the 2020/21 budget. In order to fund this the Council has chosen to increase Council Tax by 1.99%, raise a 2% adult social care Council Tax Precept and find savings or income generation of £3.24m. West Berkshire Council has a strong track record of delivering on its savings proposals and of reacting to ongoing pressures in order to minimise the budgetary impact.

5. Introduction

- 5.1 The purpose of this paper is to consider and recommend to Council the 2020/21 Revenue Budget, which proposes a Council Tax requirement of £102.06m, requiring a Council Tax increase of 1.99% and a 2% adult social care Council Tax Precept. The Council Tax increase will raise £2.1m and the precept will raise a further £2.1m ring-fenced for adult social care.
- 5.2 In order to arrive at a balanced budget for 2020/21, £3.24m of savings and income generation proposals have been recommended. Staff implications are detailed in a separate report.
- 5.3 This report also proposes the Fees and Charges for 2020/21 as set out in Appendix F, the Parish Expenses of £xxxxx as set out in Appendix G, and recommends the level of General Reserves as set out in Appendix E.

6. 2019/20 In-Year Position

- 6.1 At Quarter Three of 2019/20, the forecast year end position is a small over spend of over £100k. The People Directorate is forecasting an under spend of £570k, with over spends of £420k in the Place Directorate and £360k in Resources.
- 6.2 The 2019/20 budget was set with a risk management budget and service specific risk reserves. This was in response to the volatility of some of the Council's budgets and because the Council was facing a number of risks that could not be quantified at the time of budget setting, including increased demand for services over and above budget assumptions, inflationary pressures, income risks and risk to delivery of savings plans. The Quarter Three position is after the proposed release of £144k from the risk reserves.
- 6.3 For the 2020/21 budget setting, provision has been made for the ongoing pressures that have arisen during 2019/20 as well as to adjust the budget for any known changes to the in-year savings position and the impact that this might have in the longer term.

7. The 2020/21 Local Government Finance Settlement

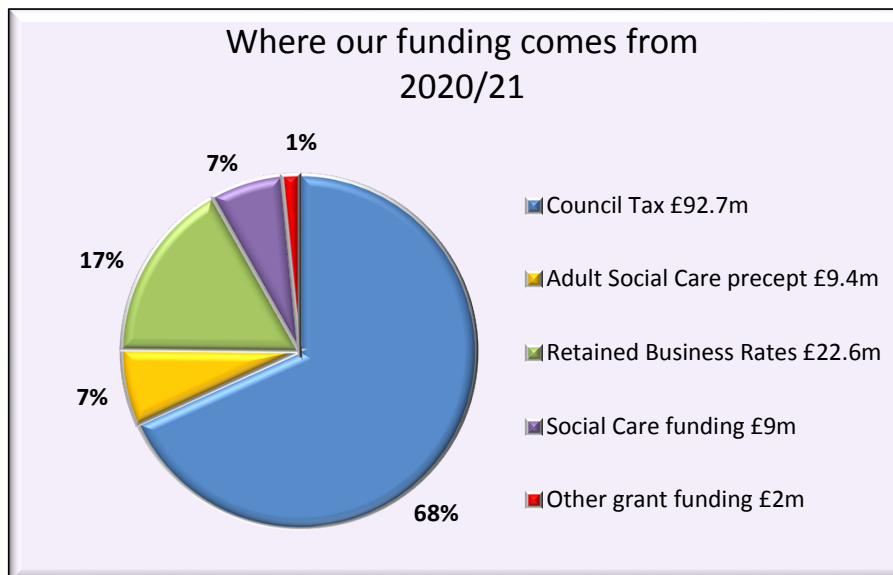
The final settlement figures are still awaited, with a draft finance settlement announced on the 20th December with subsequent individual notifications of specific

grant allocations. The 2019 Spending Round was announced in September 2019 and a consultation took place in October. The key points are:

- (1) The Berkshire business rates retention pilot, under a 75% retention scheme, will cease. Being part of a pilot generated additional funding for West Berkshire of £1.5m. Berkshire will now revert to the 50% retention scheme, where, from the £86m collected in business rates locally, the Council retains £22m. This is because the Council pays 50% to central government, 1% to the Fire Authority and a further 25% to central government in the form of a tariff and a levy on growth (a local authority must pay a tariff if its individual authority business rate baseline is greater than its baseline funding level).
- (2) The Government has proposed to protect all social care grants from 2019/20 as well as providing one-off grant funding for 2020/21 to spend on social care services for children and adults.
- (3) For Council Tax, a core principle of up to 2% increase was announced, together with a further 2% increase in council tax through the Adult Social Care precept.
- (4) It has been announced that negative Revenue Support Grant will not be charged in 2020/21. Negative RSG is the name given to a downward adjustment of a local authority's business rates tariff, as a consequence of changes to distribution methodology adopted in 2016/17.
- (5) The New Homes Bonus will fund all legacy payments associated with previous allocations, and there is a proposed new round of allocations for 2020/21. The Government will be explore other ways to incentivise growth, and any new 2020/21 allocations will not result in legacy payments in future years.
- (6) The Public Health grant will increase in line with inflation.
- (7) A number of other grants have been announced to combat rough sleeping, homelessness and improved building safety.

8. Revenue Funding

8.1 The main sources of funding for the 2020/21 revenue budget are shown in the following chart.



- 8.2 West Berkshire Council’s main source of funding is from Council Tax (68%). Council Tax is collected from local residents based on the value of the property in which they live. This report recommends a Council Tax increase of 1.99% for 2020/21 which will raise an additional £2.1m with a 2% Council Tax Precept ring-fenced for adult social care which will raise a further £2.1m. The precept, along with the social care support grant, will enable us to support investment of £3.2m in Adult Social Care, £1.3m in Children and Family Services and £300k in other social care for children with disability. This will cover both demand and cost increases. The adult social care precept now raises annual funds of £9.4m. 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 has helped to fund the mounting pressures faced in the areas of learning disability, demographic increases, increased costs and additional staffing requirements.
- 8.3 Income from Council Tax is also expected to increase by a further 0.3% as a result of growth in the tax base (the number of properties paying Council Tax). This is based on a collection rate of 99.6%.
- 8.4 Retained Business Rates represents the Council’s share of the actual business rate collected in West Berkshire. For 2020/21, the Council will no longer be part of the Berkshire business rates pilot under a 75% retention scheme, which generated additional funding for West Berkshire of approximately £1.5m. From 2020/21, all pilot schemes have ceased, and returned to the 50% retention.
- 8.5 Social care funding via the Better Care Fund (BCF) and Improved Better Care Fund (iBCF) is to be spent locally on health and care with the aim of achieving closer integration and improved outcomes for patients and service users and carers. For 2020/21, additional funding has been announced: iBCF funding including Winter Pressures Grant of £782k and a Social Care Grant of £2.63m.
- 8.6 Other grant funding consists of New Homes Bonus and other non ring-fenced grants. West Berkshire Council no longer receives any Revenue Support Grant. In addition to the funding above, the Council also receives ring-fenced funding which must be spent on specific areas, and raises fees and charges. These income streams are shown within individual service budgets where the expenditure occurs. The largest of these are detailed below:

- (1) **Dedicated Schools Grant (DSG).** The DSG is a ring-fenced grant which can only be spent on school/pupil activity. The DSG consists of four funding blocks: Schools, Central Schools Services, Early Years and High Needs.

The DSG settlement was announced by Government on 19 December 2019. The following table sets out the 2020/21 DSG settlement for each block.

Categories	(£'m)
Schools block	105.311
Central school services block allocation	0.959
High needs block allocation	21.667
Early years block	9.652
Total DSG allocation	137.589

- (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 2020/21 the grant totals are to be confirmed by Government (2019/20: £5.698m).
- (3) **Fees and Charges:** There are generally two types of fees and charges; statutory and discretionary. The rationale behind the proposed increases to each Directorates' fees and charges are included in detail in Appendix F. The Council also continues to invest in commercial property, which is scheduled to generate £1.1m per year.

9. Revenue Expenditure

The Revenue funding outlined above, funds the 2020/21 revenue budget as follows:

Directorate	Base budget	Budget growth and inflation	Budget increases and investment	Savings & income generation	Annual budget requirement 2020/21
	£m	£m	£m	£m	£m
People	72.05	4.01	1.26	-1.36	75.97
Place	29.83	1.15	0.67	-0.80	30.84
Resources/Chief Executive	11.59	0.61	1.10	-1.08	12.21
Capital Financing	10.69	0.00	0.50	0.00	11.19
Total	124.15	5.77	3.53	-3.24	130.22

- 9.1 **Base budget £124.15m:** This is the ongoing budget requirement for the three Directorates together with the ongoing revenue cost of the capital programme.
- 9.2 **Budget growth and inflation £5.77m:** 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.

Budgets are inflated where a contract is in place and is subject to annual inflationary increases. 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 £442k (2.5%) for 2020/21. Full details of contract inflation and modelled growth are given in Appendix A.

The majority of growth has arisen in supporting social care, and it has been necessary to invest £3m into the budget due to rising demand and price increases. Financial modelling has been undertaken in demand led budgets which tracks client numbers, demand for services and pricing. Extracts from the models are shown in Appendix B.

Investment in the Council’s operational assets is funded from external borrowing and this requires an annual increase of £500k in the revenue budget in order to satisfy capital financing requirements.

9.3 **Budget increases and investment £3.53m:** Each year new unavoidable service pressures arise and need to be built into the revenue budget. Full details of the Council pressures are given in Appendix C. The Council has approved a new Council Strategy for the period 2019-23 and is investing £1.1m to support the strategy.

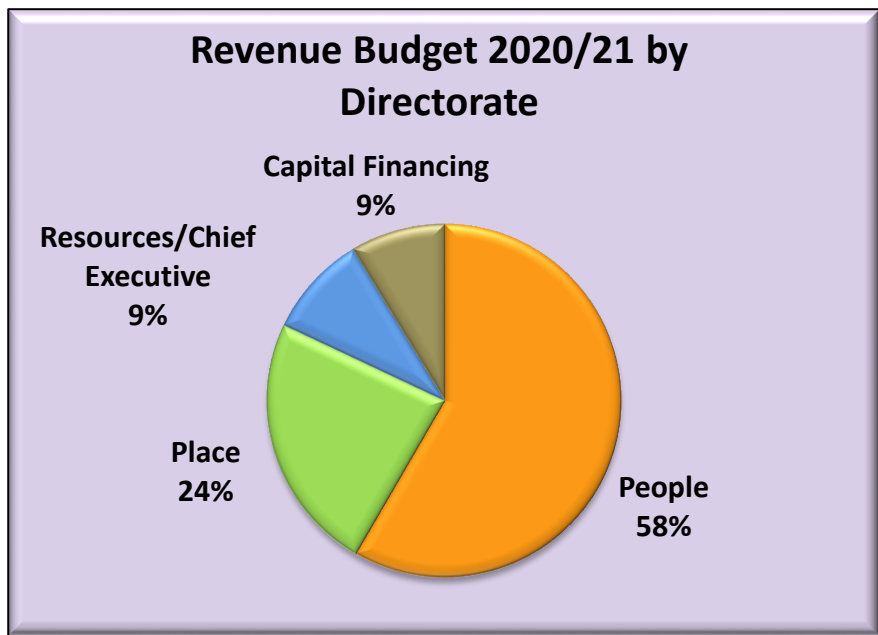
West Berkshire Council Strategy 2019-2023



- 9.4 As part of this strategy, the Council is setting to more closely align financial resources to invest in the priority outcomes included in the strategy (see the Medium Term Financial Strategy for an overview). This investment starts from 2020/21 and includes a number of items below that closely align to the Council Strategy or are supported core Business As Usual functions that support the wider organisation:

No	Council Strategy priority	Item	Amount / £m
1	Maintain a green district	Delivery of the Environment Strategy document and scoping work packages	0.11
2	Support businesses to start, develop and thrive in West Berkshire	Investment in economic development support	0.08
3	Develop local infrastructure, including housing, to support and grow the local economy	Delivery of the preventing homelessness strategy and rough sleeping initiatives	0.21
4	Develop local infrastructure, including housing, to support and grow the local economy	Master plan for Newbury Town Centre	0.13
5	Ensure our vulnerable children and adults achieve better outcomes	Family safeguarding model	0.30
6	Support everyone to reach their full potential	Roll out of further targeted apprenticeships	0.12
7	Ensure sustainable service through innovation and partnerships	Commence delivery of the workforce strategy	0.05
8	Business as Usual	Increase internal audit resource	0.06
9	Business as Usual	Investment in equality and diversity support for the Council	0.04
10	Business as Usual	Investment in strategic support function	0.01
	TOTAL INVESTMENT		1.11m

9.5 The following chart shows how the budget is split by Directorate.



9.6 In order to achieve a balanced budget, £3.24m of savings and income generation proposals have been made.

10. Reserves

10.1 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.

10.2 The General Reserve exists to cover a number of non-specific items and risks. The Council s151 officer recommends that the General Reserve is a minimum £6.5m. Earmarked Reserves are held for specific future projects or service risks.

Usable Reserves	1.4.2019	1.4.2020
	Actual	Estimate
	£m	£m
General Reserve	8.16	7.97
Earmarked Reserves	19.77	13.38
Total Usable Reserves	27.93	21.35

10.3 During 2019/20, earmarked reserves are expected to reduce by £6.3m. This will fund investment in the Council Strategy, use of the Commercial Property reserve and to fund the Collection Fund deficit. The Collection Fund covers Council Tax and Business Rates. The Council’s share of the estimated Council Tax deficit is £1.47m which will be recovered in 2020/21. This has arisen as a result of the estimated growth of the number of properties in the district not reaching expected levels during 2019/20. The Council’s share of the estimated Business Rates deficit is £3.9m. This has arisen due to a combination of lower business rates growth than forecast and a higher rate of business rates appeals. Business rate income is an unpredictable area to forecast with fluctuating valuations, appeals and reliefs. As a result funds have been put aside in previous years arising from additional S31 grants and gains

from pilot status. As a result the deficit is fully funded from reserves specifically set aside for this financial forecasting volatility in previous years. Reserves are detailed in Appendix E.

11. Funding Statement

The Funding Statement for 2020/21 shows the funding available to the Council which can be used to fund the budget requirement.

2020/21 Funding Statement			
Income	£m	£m	Appendix
Council Tax	92.67		
Adult Social Care precept	9.39		
Council Tax income		102.06	
Retained Business Rates	22.61	22.61	
Adult Social Care BCF and iBCF	6.40		
Social Care grant	2.63		
Social Care funding		9.03	
Other non-ringfenced grants	0.22		
New Homes Bonus	1.82		
Other grant funding		2.04	
Collection Fund deficit (-)/ surplus - Council Tax	-1.47		H
Collection Fund deficit (-)/ surplus - NNDR	-3.71		
Collection fund deficit		-5.19	
Funds Available		130.56	
Expenditure	£m	£m	Appendix
Expenditure budget (net of ring-fenced grants)	151.89		
Fees, charges and commercial income	-27.74		
Opening base budget		124.15	
Inflation	2.06		
Contract inflation	0.69		A
Modelled growth	3.02		B
Budget growth and inflation		5.77	
Increased budget requirement (pressures)	1.92		C
Investment in Council Strategy priorities	1.11		
Increase in capital financing costs	0.50		
Budget increases and investment		3.53	
Savings proposals	-2.33		
Commercial income	-0.44		
Capitalisation	-0.47		
Savings and income generation		-3.24	D
Annual Budget Requirement		130.22	
Adult Social Care BCF and iBCF	6.40		
Use of Council Strategy reserve	-0.68		E
Use of Collection Fund and Business Rates reserves	-5.37		E
One off funding		0.35	
Budget Requirement		130.56	

£10k roundings may apply

12. Proposals

- (1) That Council approve the 2020/21 Council Tax requirement of £102.06 million, requiring a Council Tax increase of 1.99% with a 2% Council Tax Precept ring-fenced for adult social care.
- (2) That the Fees and Charges be approved as set out in Appendix F and the appropriate statutory notices be placed where required.
- (3) That the Parish Expenses be approved as set out in Appendix G.

13. Consultation and Engagement

All savings and income generation proposals have been reviewed and all required public consultation has taken place. Individual groups affected by specific proposals were consulted as required. If any proposals require consultation at a later stage, this will be undertaken when appropriate.

14. Other options considered

The budget proposal is to increase Council Tax by 1.99% with a 2% Council Tax Precept ring-fenced for adult social care. If these options were not taken, the savings requirement would be £4.2m higher. All options have been considered to keep the savings requirement to the level it is.

15. Conclusion

The Council is forecasting a small over spend in 2019/20 which will preserve the level of reserves. The ongoing effect of any budget pressures and future investment in the Council Strategy priorities has been factored into the 2020/21 budget. In order to fund this the Council has chosen to increase Council Tax by 1.99%, raise a 2% adult social care Council Tax Precept and find savings or income generation of £3.24m. West Berkshire Council has a strong track record of delivering on its savings proposals and of reacting to ongoing pressures in order to minimise the budgetary impact.

16. Appendices

- 16.1 Appendix A – Contract inflation
- 16.2 Appendix B – Modelled growth
- 16.3 Appendix C – Increased budget requirement (pressures)
- 16.4 Appendix D – Savings and income proposals
- 16.5 Appendix E(i) – Reserves Statements
- 16.6 Appendix E(ii) – Adequacy of reserves and robustness of budget
- 16.7 Appendix F – Fees and charges
- 16.8 Appendix G – Parish Expenses (for Council meeting)

16.9 Appendix H – Council Tax Collection Fund (for Council meeting)

16.10 Appendix I – Unison comments (tbc – for Council meeting)

16.11 Appendix J – Briefing paper for Ratepayers (for Council meeting)

16.12 Appendix K – Council Tax Resolution (for Council meeting)

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Contract Inflation

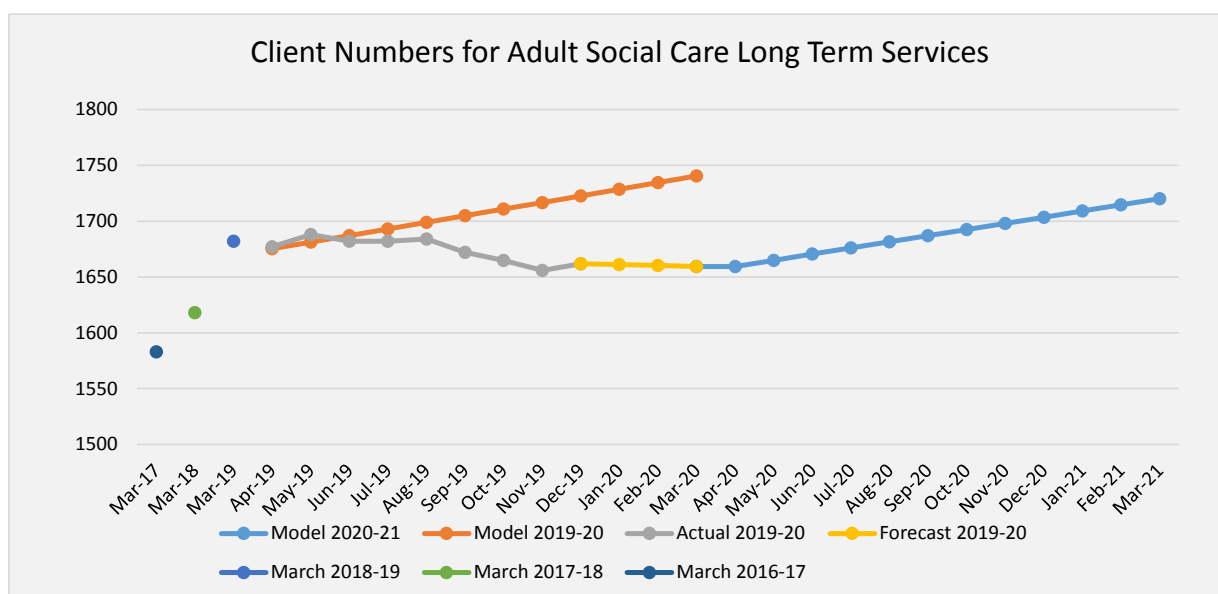
Contract Inflation			2020/21
Directorate	Service	Description	£000
People	ASC	Birchwood Lease	20
People		Total	20
Place	T&C	Waste contract (at 2.5% RPIX)	442
Place	T&C	Waste - Tax Base adjustment	35
Place	T&C	Henwick Worthy sports ground (CPI)	4
Place	T&C	Winter service licence uplift	2
Place	T&C	Pay and Display maintenance contract	10
Place	T&C	Street Lighting - energy costs	30
Place	T&C	BBOWT partnership (CPI)	10
Place	T&C	Grounds Maintenance (CPI)	10
Place	T&C	Highways term maintenance contract (%)	88
Place	PP&C	Bone Lane Rent	2
Place		Total	633
Resources	SSU	Citizen's Advice	2
Resources	F&P	Corporate insurance	24
Resources		Total	26
Total contract inflation			678

n.b. roundings may apply to £10k

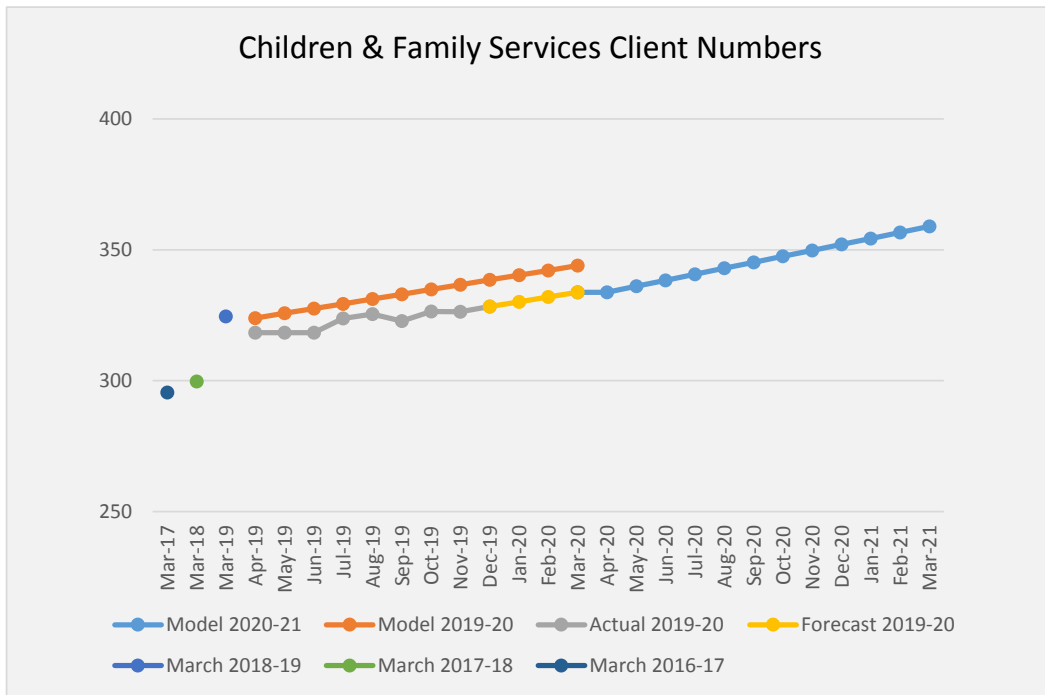
Modelled Growth

The table below shows the amount of budget growth required for 2020/21 from the modelling undertaken in Adult Social Care, Children & Family Services and Education. A graph for each model is shown below.

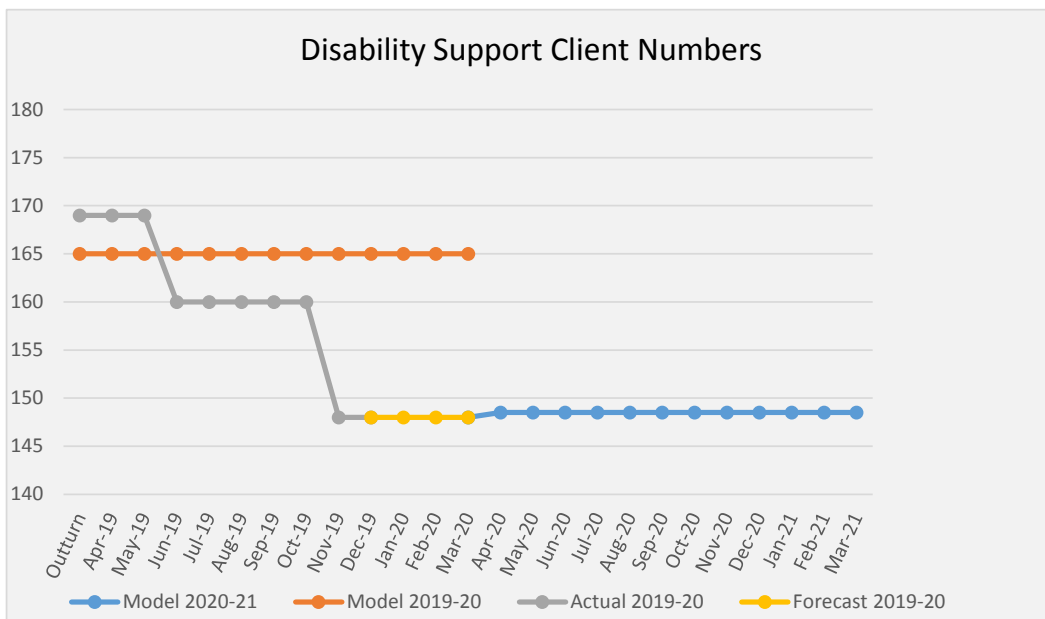
Directorate	Service	Description	£000
Corporate		Total	0
People	ASC	Commissioning Budgets demographic increases - long term services	2000
People	ASC	Commissioning Budgets demographic increases - short term services	110
People	CFS	Placement budget modelled increased demand	643
People	ED	Disabled Children's budgets modelled increased demand	270
People		Total	3,023



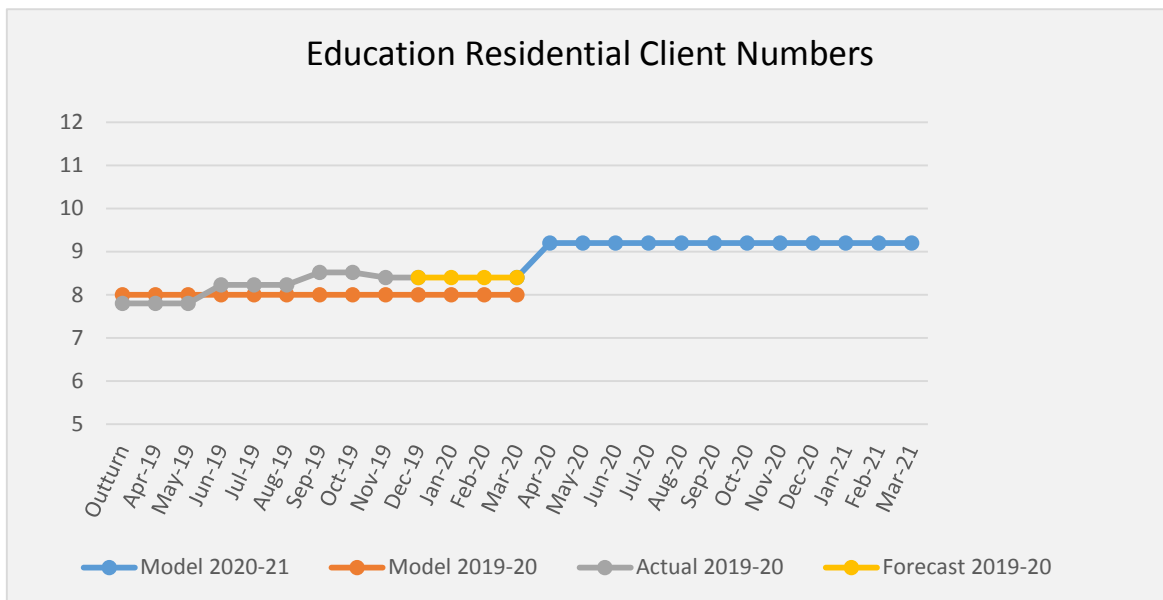
The graph shows that client numbers in Adult Social Care rose significantly from March 2017 to March 2019 (3 dots). During 2019/20, there has been an overall fall in numbers. Nursing and residential numbers have remained static, but there has been a fall in community client numbers. The model is built on using the previous three years of data to try to eliminate short term trends.



In Children & Family Services, client numbers have been increasing since 2017. Within the overall increase, there has been an increase in Independent Fostering numbers but a decrease in residential placements.



Disability support is within the Education Service. Numbers have fallen during 2019/20 and are forecast to remain steady at the lower level. The Disabled Children’s team have been making greater use of equipment and personal budgets to support families at home, instead of commissioning support for the families. In addition, Castle Gate has provided enhanced respite packages which has reduced the use of commissioned respite services supporting families.



Education residential numbers have remained steady over the last year and the trend is forecast to continue. The cost avoidance work carried out by Castle Gate through the provision of enhanced respite packages to delay or prevent the need for residential placements has helped prevent significant increases in the number of children moving into a residential setting.

Increased Budget Requirements

		2020/21 Increased Budget Requirements (Pressures)	Unavoidable	Unmet Savings	Unachievable Income	Total
Directorate	Service	Description	£000	£000	£000	£000
Corporate			0	0	0	0
People	ASC	Learning Disability Transitions - the pressure is based on individual clients known to be transitioning from childrens services during 2020/21 and other young adults who may already be 18, but their transitional arrangements are changing (leaving education settings).	465			465
People	ASC	Funding for Technical Development Officer	42			42
People	ASC	Safeguarding Adults Board	3			3
People	CFS	Children's Services Management. Income target allocated to the Head of Service of the disbanded Prevention & Safeguarding service.			20	20
People	CFS	Additional placement costs for Adoption Thames Valley (ATV). The service has ambitions to try and place each child needing adoption with an 'in house' recruited adopter. The national performance figure is 75% of children being placed 'in house'. ATV perform a little better than this, and manage to place 100 children for adoption each year. Inevitably there will always be a need to purchase adoptive placements from other regional or national providers who have adopters available to meet that child's needs. The purchase of each adoption placement incurs a fee circa £32k. As it is a statutory demand led service, placement costs are likely to vary from year to year.	59			59
People	CFS	Family Group Conferencing (FGC) unachievable income target relating to the commissioning of FGC to neighbouring authorities.			8	8
People	CFS	Family Placement Team post	44			44
People	CFS	LSCB Budget/ Berks West Safeguarding Arrangements	3			3
People	ED	SEND grant. The recently removed SEND Grant enabled the LA to meet statutory duties. Reduced staffing would impact on the co-production of EHCPs within statutory timescales. Numbers with an EHCP have risen from 770 in 2014 to 971 in 2019. As well as being out of time, this would create a significant backlog, leave us with poor performance data and potential legal challenge. We would also need to cease Parent and Youth Forums and our Supported Employment Scheme (with a negative knock-on impact on Adults). Our ability to update and maintain our Local Offer website would be compromised.	115			115
People	ED	Early Years Team - staffing increase by 0.2FTE to enable the continued work in the MASH (Multi Agency Safeguarding Hub) with Children Services. If unfunded, Education Services would need to look at removing support in the MASH, this would cause pressures on the front door service and would be a backwards step in the joined up working approach.	14			14
People	ED	Emotional Health Academy - Commercialisation Income Target / reduction of funding streams.			70	70
People	ED	HTST - Public Service Vehicles Accessibility Regulations (PSVAR). Change in vehicle requirements providing HTST	100			100
People	P&S	Unachievable income target - consultancy			20	20
People		Total	846	0	118	964

Revenue Budget 2020/21

		2020/21 Increased Budget Requirements (Pressures)	Unavoidable	Unmet Savings	Unachievable Income	Total
Directorate	Service	Description	£000	£000	£000	£000
Place	PP&C	Building Control - reduced accommodation re-charge from other councils			24	24
Place	PP&C	Head of Service - Digitisation savings have not been achieved as it has not been practically possible to reduce staffing levels.		23		23
Place	T&C	Closed landfill site - this recharge from from Bracknell Forest relates to the council's share (18.34%) of the costs of maintaining the closed land fill site at London Road, Bracknell. The cost for this council is estimated to rise to £54k in 20/21 from £48k this year. The current budget of £25k has been insufficient for a number of years, and this can no longer be mitigated within the service. The pressure is £29k.	29			29
Place	T&C	Flood and Water Management Grant Removal. If not funded, we would be unable to provide statutory functions under the FAWMA. Until last year the Council received £25k funding for statutory duties under the Act including investigating flood incidents, assessing Sustainable Drainage aspects of planning applications and maintaining flood risk assets. Loss of this funding would mean less maintenance of flood risk assets and would limit our ability to employ expert consultants for the assessment of flood risk on complex developments.			25	25
Place	T&C	New Blue Badge criteria	40			40
Place	T&C	Reduction in Recycling Income			130	130
Place		Total	79	23	179	281

Revenue Budget 2020/21

		2020/21 Increased Budget Requirements (Pressures)	Unavoidable	Unmet Savings	Unachievable Income	Total
Directorate	Service	Description	£000	£000	£000	£000
Resources	COM	Changes to the contract model leading to reduced income.	69			69
Resources	F&P	Transfer of post into revenue funding	35			35
Resources	F&P	West Point - rental income no longer being received as WBC occupies	20			20
Resources	F&P	Agresso upgrade to cloud	83			83
Resources	F&P	Commercial income - lack of properties coming through for acquisition leading to a significant risk that we will not achieve the current income budget.			347	347
Resources	F&P	Income from Traded service with schools for maintenance services not expected to align with expenditure			9	9
Resources	F&P	Reduced property income			5	5
Resources	HR	Lease car administration	7			7
Resources	HR	Unachievable income from training. Bid to reduce the targets to more accurately reflect achievable income levels.			66	66
Resources	L&SS	Coroners service	47			47
Resources		Total	261	0	427	688

Savings and Income Generation

Summary of Savings/Income Proposals							
Directorate	Ref	Service	Description	Current Budget £k	Total saving/income £k	Type	Implications
Corporate	C1	HR	Essential car user savings		139	Efficiency	None

Summary of Savings/Income Proposals							
Directorate	Ref	Service	Description	Current	Total	Type	Implications
People	P1	ASC	Reducing the need for double handed care	1,338	223	Efficiency	None
People	P2	ASC	Learning Disability (LD) reviews of existing care packages	11,070	204	Efficiency	Targeted reviews to ensure appropriate levels of care making best use of resources.
People	P3	ASC	Learning Disability reviews of over 65 clients	1,574	50	Efficiency	Looking at current placements and review to see if mainstream elderly provision is more appropriate than a specific LD placement.
People	P4	ASC	Develop a new unit as Supported Accommodation for Learning Disability clients	897	51	Transformation	None
People	P5	ASC	Health funding - review shared funding for clients with Mental Health needs (S117) and Continuing Healthcare (CHC)	TBC	200	Efficiency	Subject to discussion with Clinical Commissioning Group (CCG).
People	P6	ASC	Market Management	TBC	150	Transformation	Resource required. The resource allocated to this work will allow for focused activity to grow and shape care and support markets to ensure access to value for money services that meet eligible social care needs.
People	.	Total ASC			878		
People	P7	CFS	Remove Administrative Officer Post Quality And Assurance Service	9	9	Efficiency	Post is a bucket post 0.33 vacant element for the past 3 years
People	P8	CFS	Reduce recruitment and advertising budget	55	15	Efficiency	None
People	P9	CFS	LSCB Systems Change Manager post Old Family Group Conference	28	28	Efficiency	We are no longer providing this service to other Local Authority's (LAs)
People	P10	CFS	Unaccompanied Asylum Children increase in grant funding	879	100	Income	None
People	P11	CFS	Staffing Realignment		30	Efficiency	None
People	P12	CFS	Staffing reconfiguration	12	12	Efficiency	None
People	.	Total CFS			194		
People	P13	Education	Home To School Transport (HTST) - review available routes and fee payers subsidy	3,041	100	Transformation	If walking routes can be deemed available/safe, free transport can be withdrawn. There may also be some potential to rationalise Brookfield routes and increase the use of parental mileage & personal budgets.
People	P14	Education	Virtual school - new grant rate & benchmarking review	255	20	Efficiency	Virtual School would need to assess where savings could be made, such as reduced staffing or perhaps funding fewer activities, the latter potentially being supported by Pupil Premium Plus Grant (PPPG)
People	P15	Education	Early Years (EY) & Family Hubs - Reduction in staffing costs / funding and review of supplies & services.	527	45	Efficiency / Income	Some potential for additional income, though further efficiencies would be sought, incl. staffing reductions. No reduction in Public Health funded activity. Also potential appropriate use of Dedicated Schools Grant (DSG) funding to support vulnerable children in EY settings, especially vulnerable 2yr olds.
People	P16	Education	Castle Gate staffing restructure	49	20	Efficiency	Rationalisation to get a better balance of management & night coverage. Potentially involves redundancies. No reduction in service to Children / Young Persons
People	P17	Education	Deletion of vacant Service Manager Post	50	50	Efficiency	Vacant Service Manager role responsibilities have been distributed among the current Education Service Managers.
People	P18	Education	Premature Retirement costs	346	5	Efficiency	Expected fall in annual cost
People	P19	Education	Health funding for Disabled Childrens Team		50	Income	Seeking greater financial contribution from Health. Subject to planned discussions with the CCG.
People	.	Total Ed			290		
People	.	People Directorate			1,362		

Revenue Budget 2020/21

Summary of Savings/Income Proposals							Implications
Directorate	Ref	Service	Description	Current Budget £k	Total saving/ income £k	Type	
Place	E1	D&P	Capitalise Housing Development post	587	40	Capitalisation	Funding will come from developers contributions and will not require the council to borrow for the foreseeable future.
Place	E2	D&P	Planning Pre-applications charges	(89)	5	Income	5% increase in pre-application planning charges.
Place	E3	D&P	Review Community Infrastructure Levy (CIL) Income	(174)	10	Income	Legislation limits the administration charge to 5% of CIL receipts. Income is now used to 'self fund' the CIL Team.
Place	E4	D&P	Paperless Planning	TBC	15	Efficiency	Digital planning project has reduced the need to create hard copy files, print and re-key data saving.
Place	.	Total D&P			70		
Place	E5	PP&C	Marriage income fee increase	(327)	2	Efficiency	Benchmarking data analysed, fees to increase by 10%.
Place	E6	PP&C	Energy – estate management phase 2	881	68	Efficiency	Based on getting an approved capital business case for solar PV installations on council estate (roof mounted systems).
Place	E7	PP&C	Energy – white label project phase 1	881	5	Efficiency	Based on getting an approved partnership with multiple local authorities to sell electricity. Income from commission on sales.
Place	E8	PP&C	Museum income volume increase	(22)	3	Income	Assumption of continuing increase in footfall and sales.
Place	E9	PP&C	Shaw House repairs & maintenance budget reduction	25	10	Efficiency	Risks to be managed through capital budget.
Place	.	Total PPC			88		
Place	E10	T&C	Garden Waste income - volume increase	(1,409)	110	Income	Based on anticipated uptake of service
Place	E11	T&C	Restructure (various teams)	5,041	22	Efficiency	None anticipated
Place	E12	T&C	Street Lighting Energy Efficiency Programme	374	15	Efficiency	On-going review of illumination levels on residential roads and move to lower levels of illumination between the hours of 10pm and 6am. Continued investment in LED technology on illuminated signs supported by Capital Programme.
Place	E13	T&C	Streetworks additional charges for minor works	(139)	60	Income	No operational implications
Place	E14	T&C	Berkshire, Buckinghamshire & Oxfordshire Wildlife Trust (BBOWT) - capitalisation	420	75	Capitalisation	None anticipated, this will be funded from developers contributions so no borrowing will be required to fund.
Place	E15	T&C	Civil Enforcement Officer (CEO) accommodation saving	7	5	Disinvestment	No operational implications
Place	E16	T&C	Capitalisation of Structures Revenue budget	207	25	Capitalisation	Capitalisation of the Countryside footbridge repairs and replacements.
Place	E17	T&C	Capitalisation of the Highways Reactive Maintenance budget	118	118	Capitalisation	Kerbing and street furniture repairs to be capitalised.
Place	E18	T&C	Capitalisation of the emergencies budget.	446	132	Capitalisation	Capitalisation of the Highway repair elements of the Highway Emergency budget.
Place	E19	T&C	Capitalisation of the Traffic Signal Maintenance support budget	101	20	Capitalisation	Traffic signal equipment replacement element of the service to be capitalised.
Place	E20	T&C	Restructure - Countryside	53	53	Disinvestment	Reduced capacity in the Countryside Team.
Place	E21	T&C	Cease cleaning / maintaining bus shelters at Beenham Turn, Theale and Calcot.	6	6	Disinvestment	Opportunities to be taken through devolution to Parish and Town Councils
Place	E22	T&C	Remove standby duty for Transport Services Officers	3	3	Efficiency	Reduced ability of the Transport Team to cover fleet breakdowns out of hours.
Place	.	Total T&C			644		
Place	.	Place Directorate			802		

Revenue Budget 2020/21

Summary of Savings/Income Proposals							
Directorate	Ref	Service	Description	Current Budget £k	Total saving/income £k	Type	Implications
Resources	R1	CSI	Increase external Print Room income	10	10	Income	None anticipated
Resources	R2	CSI	Reduce Contact Centre staffing by 1 FTE (if demand reduces e.g. through digitisation)	28	23	Disinvestment	Reduced capacity in Contact Centre. Inability to achieve service level agreements if digitisation does not reduce demand as anticipated.
Resources	R3	CSI	Deletion of vacant post	49	41	Disinvestment	None anticipated
Resources	R4	CSI	Reduction in corporate call costs through contract renegotiations	64.7	10	Efficiency	None anticipated
Resources	R5	CSI	Printing cost reductions	91	20	Efficiency	May impact our ability to renew printers as they wear out/fail
Resources	R6	CSI	Postage costs reduction	159	14	Efficiency	None anticipated
Resources	R7	CSI	Citrix Licence cost reduction	194	12	Efficiency	Can only be achieved by moving staff to other methods of remote access.
Resources	R8	CSI	Capitalisation of some Application Team salaries	612	55	Capitalisation	None anticipated, borrowing will be required to fund this post within capital and the saving here is net of borrowing costs.
Resources	.	Total CSI			185		
Resources	R9	Commissioning	Comensura contract savings / staff reductions	1,100	76	Efficiency	Net saving includes elimination of a post
Resources	.	Total Commissioning			76		
Resources	R10	F&P	Alternative funding model - Financial Planning and Treasury team	163	163	Efficiency	None
Resources	R11	F&P	Annual Council Tax and Non-Domestic Rate billing - contract savings	50	20	Efficiency	None
Resources	R12	F&P	New folder/insert machine lease (Revs&Benefits)	50	2	Efficiency	None
Resources	R13	F&P	Vat reclaim on mileage	-	40	Efficiency	None
Resources	R14	F&P	Efficiency Savings		17	Efficiency	None
Resources	R15	F&P	Introduce digital technology to make existing Council Tax and Housing Benefits processes more efficient.	1,300	147	Efficiency	£170k saving split between CSI and FIN
Resources	.	Total F&P			389		
Resources	R16	HR	Deletion of Apprenticeship Coordinator post	33	33	Disinvestment	Workload will be redistributed within the team as this function enters a business as usual phase.
Resources	.	Total HR			33		
Resources	R17	L&SS	Income generation including reduction in counsels fees for preliminary hearings in Crown Court	-143	45	Income	Legal Services have embarked upon a range of activities with a view to generating additional income. This has included: Maximising cost recovery on existing work, PPP prosecution work which is undertaken on behalf of Wokingham and Bracknell Forest BC, trading with 3rd parties such as academy schools and local authorities and providing training and charging for this. It is considered that Legal Services at establishment will be in a position to deliver £50k additional income from 2019/20. One of our prosecution solicitors is part way through her higher rights course and once completed, in addition to the opportunities to reduce the cost of preliminary hearings in the crown court, this will provide additional opportunities to undertake traded work. This will apply particularly to POCA proceedings, which are undertaken in the Crown Court (and are therefore all outsourced at present) but which rarely result in contested hearings. It is considered therefore that we will be able to generate an additional £30k from further trading activities which will be undertaken from 20/21.
Resources	R18	L&SS	Corporate programme	184	40	Disinvestment	This proposal will mean that the Corporate Programme or elements of it (New Ways Of Working) will have to be completed over a longer timescale.
Resources	R19	L&SS	Reduction in Legal Library	37	5	Disinvestment	None
Resources	R20	L&SS	Restructure in Legal and Strategic Support		40	Disinvestment	None
Resources	R21	L&SS	Training income from GDPR and FOI	-	10	Income	Training income, will be generated via training on GDPR and FOI, provided to Schools, Parish Councils, BALC and Health, providing an estimated 4 courses over the year. The resources required to provide this would be officer time, which will reduce after the first course when the bulk of the work required to prepare for the training will be undertaken.
Resources	.	Total Legal & SS			140		
Resources	R22	CE	Training budget savings	52	20	Disinvestment	None
Resources	R23	DIR	Directorate efficiency review	-	56	Efficiency	None
Resources	R24	DIR	Support costs to enable asset disposal – funded by capital receipts	-	40	Income	The Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2010- "To meet the costs of or incidental to a disposal of an interest in land other than housing land, provided these do not exceed 4% of the capital receipt arising from the disposal"
Resources	.	Total CE/DIR			116		
Resources	.	Resources Directorate			939		

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Reserves Statements

The Statement of Accounts that are produced each year details all the Council's reserves and explains why they are held. 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 the Council is 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 funding reductions
- 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 and service risks
- Earmarked Reserves: amounts held for specific schemes and for specific purposes e.g. self-insurance

During 2020/21, earmarked reserves are expected to reduce by £6.3m. This will fund investment in the Council Strategy, a shortfall in commercial property income and the Collection Fund deficit.

A summary is shown in the following table:

Usable Reserves Summary	Actual	2019/20 Use of	Planned use	Planned increase	Estimate
	1.4.2019	Reserves	of Reserves	in Reserves	1.4.2020
	£m	£m	£m	£m	£m
General Reserve	8.16	- 0.19	-	-	7.97
Earmarked Reserves	19.77	-0.04	-6.35	-	13.38
Total Usable Reserves	27.93	-0.23	-6.35	0.00	21.35

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, Executive Director (Resources) recommends that the General Reserve totals, as a minimum, £6.5m of the Council's net revenue expenditure.

The calculation of the £6.5m is based on the below. It is very unlikely that all of these risks would occur at the same time. However, there is cumulative risk of a number of these factors taking place over a short period of time. The purpose of the general reserve is enable the Council to continue to function and perform its services without significant impediment:

Item	Rationale	Amount
Pressure on demand and significant income budget	A 5% movement on demand budgets and on reduced income	£5.3m
Pressure on traded budgets	A 10% movement on traded budgets,	£0.2m
General risks to cover the items below	See items below	£1m
Total <i>minimum</i> required General Reserve		£6.5m
Current General Reserve (including service specific risks)	Service specific risks are part of general reserves	£8m

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

- The impact of significant increases in demand
- Lack of 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
- Litigation
- Changes from specific grants to the non ring fenced government grants
- Grants being introduced or removed mid-year
- Unforeseen circumstances
- General day to day cash flow needs and avoid unnecessary temporary borrowing
- Reduced income due to deferred income and social care clients' property decreasing in value

Within the General Reserve are Service Specific Risk Funds for:

- Adult Social Care £815k,
- Children & Family Services £441k,
- Education £120k and
- Legal Disbursements £100k.

Earmarked Reserves

The Council has other reserves which are earmarked for specific purposes.

Earmarked Reserves	Actual 1.4.2019 £m	2019/20 Movement £m	Planned use of Reserves £m	Planned increase in Reserves £m	Estimate 1.4.2020 £m
Schools Balances	5.23	-	-	-	5.23
Parish Special Expenses	0.02	-	-	-	0.02
Self Insurance Fund	0.96	-	-	-	0.96
Long Term Commitment	0.77	-	-	-	0.77
Specific Earmarked Reserves	12.80	- 0.04	- 6.35	-	6.40
Total Earmarked Reserves	19.77	-0.04	-6.35	0.00	13.38

Schools balances

This is an amalgamation of unspent and overspent balances.

Parish special expenses

These are explained in detail in Appendix G.

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.

Specific earmarked reserves

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

Specific Earmarked Reserves	Actual 1.4.2019 £m	2019/20 Movement £m	Planned use of Reserves £m	Planned increase in Reserves £m	Estimate 1.4.2020 £m
Transformation	0.76	0.78	-	-	1.54
Restructuring	0.45	-0.09	-	-	0.36
Schools in Financial Difficulty	0.50	-	-	-	0.50
Waste Management	0.62	-0.47	-	-	0.15
Business Rate Volatility	4.09	-	- 3.90	-	0.19
Council Tax Volatility	0.90	0.60	- 1.47	-	0.03
Commercial Property	0.84	-	- 0.30	-	0.54
Council Strategy Support	-	1.00	- 0.68	-	0.32
Outcomes Based Budgeting	-	2.00	-	-	2.00
Other	4.64	-3.87	-	-	0.77
Total Specific Earmarked Reserves	12.80	-0.04	-6.35	0.00	6.40

Transformation - In order to support the Medium Term Financial Strategy to deliver its transformation plans, the Executive established a Transformation Reserve. 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 reserve was increased during 2019/20 to support future transformation projects.

Restructuring - used to cover the exit costs associated with some of the savings proposals. The balance remaining in the restructuring reserve at the end of the financial year will be rolled forward to fund any future restructuring costs to the Council.

Schools in Financial Difficulty - to fund any additional support that the Council may need to provide to schools in financial difficulty.

Waste Management - to support the transition to a new model of waste management.

Business Rate Volatility - to support the volatility associated with business rates in relation to estimates, appeals and timing.

Council Tax Volatility - to support the volatility associated with taxbase estimates upon which the Council Tax is collected.

Commercial Property - established to cover risks associated with the investment in commercial property. The Council may need to use £300k of this to support lower than expected income during 2020/21.

Council Strategy Support – to enable delivery of measures to support the Council Strategy as referenced elsewhere in the budget papers

Outcomes Based Budgeting – to support the re-profiling of savings *if* required as part of the MTFS; see the MTFS document

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 2018/19 available on our website. Please note that these reserves estimates are before any changes from the 2019/20 financial year end.

**Adequacy of Reserves and Robustness of Budget Estimates
s151 Officer Statement**

1. Section 25 of the Local Government Act 2003 requires the Section 151 Officer, Executive Director (Resources) 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 3 March 2020.

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 historic minimum level of balances of 5% of net revenue expenditure (NRE); this analysis has been updated for more specific demand and general risks with a minimum level of £6.5m set out for the 2020/21 budget.

It is recommended that general reserve balances be set at a minimum of £6.5m

3 Robustness of Estimates

3.1 The treatment of inflation and interest rates

The 2020/21 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 2020/21 have been assumed to increase by 0.25% over and above current levels for new long term borrowing. Increases to fees and charges have been set in line with inflation where appropriate.

3.2 Efficiency saving and productivity gains

The budget contains proposals to deliver £3.24m of savings or income. The Medium Term Financial Strategy (MTFS) includes a four 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 Budget and Financial management

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

Year	Over/ -under spend £k	% of net budget
2010/11	-580	0.48%
2011/12	-491	0.39%
2012/13	-620	0.50%
2013/14	-449	0.37%
2014/15	30	0.02%
2015/16	115	0.10%
2016/17	7	0.01%
2017/18	276	0.23%
2018/19	-81	0.15%
2019/20	144	0.11%

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. Quarterly Performance reports are received by Corporate Board, Operations Board, the Executive, and the Overview and Scrutiny Management Commission. These reports 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.

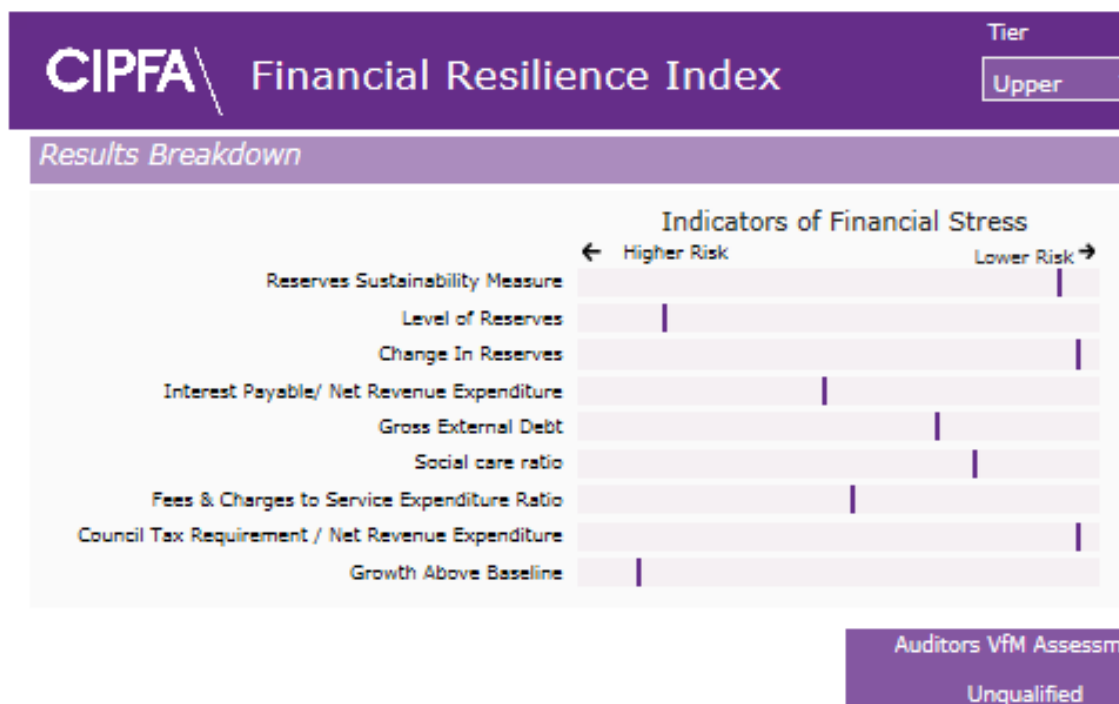
3.5 Overall financial standing of the authority

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 99.6% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £1m 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.

Appendix Eii)

As part of the consideration of the financial standing of the Council, CIPFA have released a financial resilience index. The indicators included are relatively small in number, they do provide a comparative (versus other unitary councils) snapshot of the current position. The summary below (for 2018/19) is highlighting that though the overall level of reserves are comparable lower, i.e. a potentially higher risk, there have been increases to these during that financial year which reduces risk levels. As part the above, general fund reserves are above the minimum level set out. The below also highlights some risk around growth about taxbase growth and this has been adjusted for across the financial papers in this budget cycle.

[Home](#) \ [Services](#) \ [Financial Resilience Index](#) \ [Financial Resilience Index](#)



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 to restore the minimum 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.

Joseph Holmes
Executive Director (Resources)
February 2020

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People Directorate Fees & Charges Proposals 2020/21

1 Adult Social Care

- 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**

Unless otherwise stated, the fee increase for 2020/21 is by September CPI of 1.7%. The charge to other local authorities and Health organisations for places in West Berkshire Resource Centres will be increased by 1.7% for 2020/21.

Community Based Services will be charged at the actual cost of the service, including administration costs.

Other Day Centre and Transport will be charged at the actual cost.

Some fees have been increased by more than CPI to ensure that the cost covers the work being undertaken.

- **Statutory Charges**

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.

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 1.7%.

Deputyship Fees are set by the Court of Protection.

Adult Social Care		
Description	Fees 2019/20	Proposed Fee 2020/21
Residential care independent sector homes - full cost per week	Actual cost	Actual cost
Residential care WBC Homes - full cost per week	Willows Edge £817.00 Notrees £817.00 Walnut Close £817.00 Birchwood £847.00	Willows Edge £831.00 Notrees £831.00 Walnut Close £831.00 Birchwood £861.00
Nursing care WBC Homes - full cost per week	Birchwood £847.00 excludes Funded Nursing Care	Birchwood £861.00 excludes Funded Nursing Care
Meals provided in WBC Resource Centres	£5.20	£5.20
WBC Resource Centre outreach workers	£19.40	£19.70
WBC Transport - maximum charge per journey	£8.80	£8.90
WBC Foot Care service regular appointment	£21.00	£21.30
WBC Foot Care Equipment	£12.70	£12.90
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	£68.00 £111.00 £103.00	£69.00 £112.00 £104.00
Charges to any organisation using WBC Resource Centres: Greenfield, Hungerford & Phoenix	Actual cost	Actual cost
WBC Resource Centres - charge per day	£48.80	£49.60
Administration fee for commissioning care for full cost clients (increase to reflect actual cost)	£204.00 per annum	£230.00 per annum

Set up fee for deferred payers	New charge 2020-21	£150.00
Administration fee for deferred payers (increase to reflect actual cost)	£204.00 per annum	£250.00 per annum
Probate administration following the death of a Deputyship client	£102.00 per hour	£103.00 per hour
Support in making a Lasting Power of Attorney application	£153.00	£155.00
Support in making a Deputyship application (increase to reflect actual cost)	£306.00	£350.00
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	£107.20 per week for a full time placement. £32.10 per week for an overnight respite session. £4.20 per hour for day support.	£109.00 per week for a full time placement. £32.60 per week for an overnight respite session. £4.20 per hour for day support.

Resource Centre - Rental Charges						
	Fees 2019/20			Proposed Fees 2020/21		
Room	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Phoenix Resource Centre						
Ground floor woodwork room	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
External car washing facility	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
Ground floor Theatre (with lighting and audio system)	From £85.80 to £150.10	From £45.00 to £80.40	From £21.40 To £38.60	From £87.30 to £152.70	From £45.70 to £81.80	From £21.70 To £39.20
Audience seating (setting up and taking down)	£80.40	£80.40	£80.40	£81.80	£81.80	£81.80
First floor Theatre office	£16.10	£16.10	£16.10	£16.30	£16.30	£16.30
Ground floor frailty and dementia suite (Lilac Lounge)	£59.00	£32.10	£11.80	£60.00	£32.60	£12.00
Ground floor physical disability suite (Sunshine Room)	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
Ground floor sensory cooking room	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
Ground floor sensory room	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
Ground floor optimusic room	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
Ground floor dining room	£85.80	£45.00	N/a	£87.30	£45.70	N/a
Ground floor dining room and kitchen	£96.50	£50.40	N/a	£98.10	£51.20	N/a
Ground floor small activity room	£28.30	£14.50	£6.40	£28.70	£14.70	£6.50
First floor Craft activity room	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
First floor computer suite	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
First floor activity / office space - full space (large)	£111.50	£56.80	£20.40	£113.40	£57.70	£20.70
First floor activity / office space - medium	£85.80	£45.00	£16.10	£87.30	£45.70	£16.30
First floor Art room	£56.80	£29.00	£10.20	£57.70	£29.50	£10.30
First floor large meeting room without equipment	£35.40	£18.20	£7.50	£36.00	£18.50	£7.60
First floor large meeting room with equipment	£46.10	£22.50	£9.00	£46.90	£22.80	£9.10
First floor small meeting rooms	£21.40	£11.20	£4.20	£21.70	£11.30	£4.20
Accessible shower facility and personal care rooms	N/a	N/a	£9.70	N/a	N/a	£9.80

Room	Fees 2019/20			Proposed Fees 2020/21		
	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Hungerford Resource Centre						
Ground floor main activity room	£99.70	£50.40	£17.60	£101.40	£51.20	£17.90
Ground floor computer suite	£50.90	£25.70	£9.00	£51.70	£26.10	£9.10
Ground floor quiet room	£25.70	£13.30	£5.40	£26.10	£13.50	£5.40
Ground floor hairdressing salon	£25.70	£13.30	£5.40	£26.10	£13.50	£5.40
First floor meeting room 1	£50.90	£25.70	£9.00	£51.70	£26.10	£9.10
First floor meeting room 2	£50.90	£25.70	£9.00	£51.70	£26.10	£9.10
Accessible shower facility and personal care rooms	N/a	N/a	£9.70	N/a	N/a	£9.80

Room	Fees 2019/20			Proposed Fees 2020/21		
	Daily Rate	Half Day Rate	Hourly Rate	Daily Rate	Half Day Rate	Hourly Rate
Greenfield Resource Centre						
Atrium	£99.70	£50.40	£17.60	£101.40	£51.20	£17.90
Computer suite	£50.90	£25.70	£9.00	£51.70	£26.10	£9.10
Frailty and dementia suite	£75.00	£38.10	£13.30	£76.30	£38.70	£13.50
Physical disability suite	£75.00	£38.10	£13.30	£76.30	£38.70	£13.50
Learning disability suite	£50.90	£25.70	£9.00	£51.70	£26.10	£9.10
Optimusic / sensory room	£50.90	£25.70	£9.00	£51.70	£26.10	£9.10
Small office	£25.70	£13.30	£5.40	£26.10	£13.50	£5.40
Accessible bath facility and personal care rooms	N/a	N/a	£9.70	N/a	N/a	£9.80
Security opening and locking building at weekends	£18.20	N/a	N/a	£18.50	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.

2 Family Hubs

- 2.1 The Family Hubs may enter into hire agreements in order to deliver services to children, young people, families and the local community. Family Hubs are non-profit making organisations and as such it is agreed that West Berkshire Family Hubs 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 Family Hubs e.g.
- Family Groups and contact visits held by Children Services
 - Clinics and drop-in's held by Health Professionals
- 2.2 The Family Hubs started to charge for activity sessions provided to the general public in 2018/19. These activities are pre-booked via an online booking system. Activities are allocated to a pricing band, depending on their nature.
- 2.3 The Family Hubs increased the room hire charges for 2019/20, which is the first increase for a number of years. It has therefore been decided to not increase the charges in 2020/21.

Family Hubs Fees and Charges (charges per hour)

Family Hubs						
	Fees 2019/20			Proposed Fees 2020/21		
Room Hire	Non profit Organisation	Profit Organisation	Statutory Services	Non profit Organisation	Profit Organisation	Statutory Services
East District - Calcot	£10.00	£20.00	£6.00	£10.00	£20.00	£6.00
Central District - Thatcham Park Lane	£10.00	£20.00	£6.00	£10.00	£20.00	£6.00

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

Family Hubs Additional Fees and Charges (Out of hours)

*Charges after 6pm Weekdays and on Saturdays

	Fees 2019/20		Proposed Fees 2020/21	
Room Hire	*Caretaker Opening Charge	*Caretaker Waiting Time Charge	*Caretaker Opening Charge	*Caretaker Waiting Time Charge
1 Hour	£10.00	N/A	£10.00	N/A
2 Hours	£10.00	£7.00	£10.00	£7.00
3 Hours	£10.00	£10.50	£10.00	£10.50
4 Hours	£10.00	£14.00	£10.00	£14.00
5 Hours	£10.00	£17.50	£10.00	£17.50
6 Hours	£10.00	£21.00	£10.00	£21.00

Family Hubs Activity Sessions

	Fees 2019/20	Proposed Fees 2020/21
Band	£	
A	£0 - £3	£0 - £3
B	£3.01 - £10	£3.01 - £10
C	£10.01 - £20	£10.01 - £20

Name of session/Group	Charging Band	Basis
All Stay, Play & Learn Groups	A	Per family per session
Messy Play	A	Per family per session
All Baby Groups	A	Per family per session
Post Natal Group	A	Per family per session
Family Learning Courses	B	Per learner per session
Paediatric First Aid	B	Per adult one off session
Baby massage	B	Per family per session
Little Stars	C	Per family per 6 week course

3 Home to School Transport

The Standard Rate has increased by £60 per year from £744 (academic year 2019/20) to £804 (academic year 2020/21) to reflect increasing transport costs, and a reduction in the Council's subsidy. The Rate represents £4.23 for a return journey per school day. The Rate applies across West Berkshire so that rural communities are not disadvantaged with a higher price.

Home to School Transport Fees and Charges

Home to School Transport		
Banding	Fees 2019/20	Fees 2020/21
Standard rate	£744	£804
Replacement bus pass admin fee	£15	£15
Rail pass admin fee	£20	£20

Resources and Place Fees & Charges Proposals – 2020/21

1. Introduction

1.1 The starting point for the base budget for the 2020/21 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.

1.2 Statutory fees are not set by the council and may be subject to change during the year.

1.3 Fees below are correct at the time of publication, some may change during the year for operational reasons, subject to the appropriate authorisations.

2. Specific Proposals – Resources Directorate

2.1 Electoral Services

These charges are statutory and the Council has no discretion to vary.

2.2 Local Land Charges

The proposal is to increase some of the Land Charges fees by up to 4% in 2020/21. The fee structure complies with legislation which requires the Council to only recover cost incurred in service delivery.

Description	Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
LLC1	£75.00	£75.00
Con29 PT1	£51.00	£52.00
Con29PT11	£25.00	£26.00
Additional Questions	£46.00	£47.00
Con29 additional parcel	£40.00	£41.00
LLC1 additional parcel	£55.00	£56.00

2.3 Legal Fees

It is proposed to increase hourly Legal Fees as per the table below 2020/21.

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Managers	Hourly	£143.00	£146.00
Team Leader	Hourly	£135.00	£138.00
Solicitor / Barrister	Hourly	£130.00	£133.00
Legal Executive / Senior Legal	Hourly	£120.00	£123.00
Trainee Solicitor	Hourly	£102.00	£104.00
Landowners Statements		£1,100.00	£1,120.00
Registration of new town or Village Green by Landowner by Owner		No Fee	No Fee
Correction for the purpose of section 19 (2)(a) of a mistake made by the Registration Authority		No Fee	No Fee
Correction for a purpose described in section 19(2)(b)(C) or (e)		£200.00	£200.00
Correction for a purpose described in section 19(2)(d) - payable per register unit		£30.00	£30.00

2.4 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		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Adult and Children's			
Personal Assistants	Full Day	£44.00	£45.00
	Half Day	£26.00	£27.00
Private social Care and All Others	Full Day	£91.00	£93.00
	Half Day	£51.00	£52.00
Voluntary / Associated Social Care	Full Day	£51.00	£52.00
	Half Day	£26.00	£27.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Corporate Courses			
Personal Assistants	Full Day	£44.00	£45.00
	Half Day	£26.00	£27.00
Private social Care and All Others	Full Day	£91.00	£93.00
	Half Day	£51.00	£52.00
Voluntary / Associated Social Care	Full Day	£91.00	£93.00
	Half Day	£51.00	£52.00
Foster Care Courses			
Personal Assistants	Full Day	£44.00	£45.00
	Half Day	£26.00	£27.00
Private social Care and All Others	Full Day	£91.00	£93.00
	Half Day	£51.00	£52.00
Voluntary / Associated Social Care	Full Day	£51.00	£52.00
	Half Day	£26.00	£27.00

2.5 Council Tax Fees

Type of fee or cost	2019/20	2020/21	
Summons cost	£55.50	£57.50	**
Liability Order cost	£50.00	£50.00	**
Penalty charge	£70.00	£70.00	*
Enforcement Agent compliance fee	£75.00	£75.00	*
Enforcement Agent visit fee	£235.00 + if debt is above £1500 then 7.5% of the amount above £1500 is added	£235.00 + if debt is above £1500 then 7.5% of the amount above £1500 is added	*
Committal fee	£330.00	£330.00	*

* level of fees / charge set by government

** level set by Local Authority.

3. Specific Proposals – Place Directorate

3.1 Development and Planning

(1) Housing

The rental costs of Gypsy and Traveller accommodation owned or let by West Berkshire Council will be increased by 1.7%. Secure tenancies will be increased by 3%; Temporary accommodation is charged in line with Local Housing Allowance (LHA) rates which have not yet been released for 2020/21. Do It Yourself Shared Ownership (DIYSO) will be increased according to the lease terms.

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 which have been proposed to increase by 3% for 2020/21.

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.

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.

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.

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.

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 will be made to cover the call-out costs. Where repairs arise as a result of neglect or damage caused by the tenant or licensee, or a member of their household, or a visitor to their home, the full cost of the repair will be recharged to the tenant or licensee.

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

For 2020/21 the council will charge a fee of 12% of total works value for eligible DFG clients and any private work.

Description	Fees and Charges 2018/19	Proposed Fees and Charges 2019/20
Copy of housing assessment	No charge	No Charge
Average rent for temporary accommodation per week	In line with Local Housing Allowance	In Line with Local Housing Allowance

Do It Yourself Ownership rent (DIYSO) rent	1.5% on individual contracts	1.5 % on individual contracts
Transport costs to temporary accommodation (TA)	Actual cost	Actual cost
Gypsy Traveller rent (Per week, per plot)	£92.41	£94.00
Home Improvement Agency (HIA) fee for private adaption work	12% of total cost of works to eligible clients	12% of total cost of works to eligible clients
Failed call out charges	Actual cost	Actual cost
B&B charging		
<i>Ineligible Charges for Bed and Breakfast Accommodation</i>		
Heating, lighting and hot water per week per Family Unit**	£38.93	£40.00
Breakfast per person, per week	£3.40	£3.50
**Family Units include:	Single person, Couple - no children, Couple with 1-4 children, Single person with 1-4 children.	

(2) Development Control

Fees for planning applications are set centrally by the DCLG. Invalid applications; 25% of the set fee will be retained after the 3rd failed attempt. Following a local benchmarking exercise and reflective of the costs of the service, it is proposed to increase Pre-application planning fees by 6%.

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
		Basic Fee Stage 1	Basic Fee Stage 2	Basic Fee Stage 1	Basic Fee Stage 2
Planning applications		<i>Government Set Fees</i>		<i>Government Set Fees</i>	
Invalid applications charge		25% of Government set fee after 3 failed attempts		25% of Government set fee after 3 failed attempts	
Pre-application fees		Basic Fee Stage 1	Basic Fee Stage 2	Basic Fee Stage 1	Basic Fee Stage 2
Residential Development:					
Minor	One dwelling	£231.00	£220.00	£245.00	£233.00
	2-4 dwellings	£410.00	£363.00	£435.00	£385.00
	5-9 dwellings	£462.00	£410.00	£490.00	£435.00
Small Major	10-25 dwellings	£726.00	£654.00	£770.00	£693.00
Large Major	26-49 dwellings	£944.00	£726.00	£1,001.00	£770.00
	50-199 dwellings	£944.00	£726.00	£1,001.00	£770.00
	>=200 dwellings	£1,234.00	£726.00	£1,308.00	£770.00
Non-residential Development					
Minor	0-249 m2	£264.00	£230.00	£280.00	£244.00
	250-999 m2	£462.00	£410.00	£490.00	£435.00
Small Major	1000-9999	£726.00	£654.00	£770.00	£693.00

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
	m2				
Large Major	>= 10,000 m2	£944.00	£726.00	£1,001.00	£770.00
Other Development:					
Household		£86.00	£60.00	£91.00	£64.00
LBC/Conservation (no extension involved)		£120.00	£86.00	£127.00	£91.00
Ext's to Listed Bldgs. (where PP not req'd)		£132.00	£100.00	£140.00	£106.00
Change of Use		£174.00	£120.00	£184.00	£127.00
Advert		£72.00	£60.00	£76.00	£64.00
Variation of Conditions		£86-£170	£120.00	£91-£180	£127.00
Telecoms		£220.00	£220.00	£233.00	£233.00
Shopfronts		£220.00	£73.00	£233.00	£77.00
Agricultural Notification		£220.00	£220.00	£233.00	£233.00

3.2 Transport and Countryside

(1) **Car Park Charges** - There is no proposal to increase fees in 2020/21.

Description	Fees and Charges 2019/20	Proposed Fees and Charges 2020/21	
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
	Up to 2 hours	£2.70	£2.70
	Up to 3 hours	£3.90	£3.90
	Up to 4 hours	£5.20	£5.20
	Up to 6 hours	£7.20	£7.20
	Up to 8 hours	£8.70	£8.70
	Over 8 hours	£12.00	£12.00
	Evening Charge	£2.00	£2.00
Short and Long Stay Car Parks - Pelican Lane, West Street, 8 Bells, Bear Lane, Central and Library	Up to 1 hour	£1.50	£1.50
	Up to 2 hours	£2.70	£2.70
	Up to 3 hours	£3.90	£3.90
	Up to 4 hours	£5.20	£5.20
	Up to 6 hours	£7.20	£7.20
	Up to 8 hours	£8.70	£8.70
	Over 8 hours	£12.00	£12.00
	Evening Charge	£2.00	£2.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Short Stay Car Parks – Northcroft Lane and The Wharf	Up to 1 hour	£1.50	£1.50
	Up to 2 hours	£2.70	£2.70
	Up to 3 hours	£3.90	£3.90
	Up to 4 hours	£5.20	£5.20
	Over 4 hours	£12.00	£12.00
	Evening Charge	£2.00	£2.00
Long Stay Car Parks – Northcroft Lane West 08:00 am to 10:00pm	Up to 2 hours	£1.70	£1.70
	Up to 4 hours	£3.20	£3.20
	Over 4 hours	£5.20	£5.20
Long Stay Car Parks – Newbury Football Club.	Up to 4 hours	£1.00	£1.00
	Over 4 hours	£2.00	£2.00
	no evening charge		
Goldwell Park	Up to 4 hours	£1.00	£1.00
	Over 4 hours	£2.00	£2.00
	No Evening Charge	Free	Free
Newbury Car Park Charges (Sunday) - All car Parks	Daily charge up to 6.00pm	Same as Mon to Sat	Same as Mon to Sat
	Evening charge from 6.00pm	£2.00	£2.00
Newbury on-street Charges (Mon to Sat inc. Bank Holidays):			
Northbrook Street (west side) - either side of Albert Road Broadway (east side)- near Clock Tower Cheap Street (west side) Bartholomew Street	30 Mins	Free	Free
	1 hour	£1.00	£1.00
Kings Road West	30 Mins	Free	Free
	1 Hour	£1.00	£1.00
	2 Hours	£1.50	£1.50
	4 Hours	£3.00	£3.00
Newtown Road (north of St John's Road) West Mills	30 Mins	Free	Free
	2 hours	£1.00	£1.00
	4 hours	£2.00	£2.00
Pelican Lane (west side)	30 mins	Free	Free
	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
	over 4 hours	£2.00	£2.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Catherine Road and Link Road	2 hours	£1.00	£1.00
	4 hours	£2.00	£2.00
	over 4 hours	£3.80	£3.80
Station Road	2 hours	£1.00	£1.00
	4 hours	£2.00	£2.00
	over 4 hours	£3.80	£3.80
Newbury on-street Charges (Mon to Sat inc. Bank Holidays) continued:			
Old Bath Road (south side) west of Leys Gardens	2 hours	£0.50	£0.50
	4 hours	£1.00	£1.00
	over 4 hours	£1.50	£1.50
Faraday Road area	30 mins	Free	Free
	2 hours	£0.50	£0.50
	4 hours	£1.00	£1.00
	over 4 hours	£1.50	£1.50
Newbury On-Street Charges (Sunday)			
Standard daily charge of £1.00 at all locations where on-street charging applies. The 30 minutes free parking will be retained at all locations where it applies Monday to Saturday as will the £0.50 charge for up to 2 hours parking at the two locations where it applies (Old Bath Road and Faraday Road).		£1.00	£1.00
Newbury Season Ticket Prices:			
Kennet Centre:	Per Quarter	£350.00	£350.00
Northbrook MSCP:	Per Quarter	£350.00	£350.00
	Per Annum	£1,150.00	£1,150.00
Newbury "General":	Per Quarter	£350.00	£350.00
	Per Annum	£1,150.00	£1,150.00
Out of Newbury Car Park Hourly Rates:			
Hungerford: Church St	Up to 1 hour	£0.80	£0.80
	Up to 2 hours	£1.30	£1.30
	Up to 3 Hours	£1.70	£1.70
	Up to 4 Hours	£2.00	£2.00
	Up to 10 hours	£4.00	£4.00
	Over 10 hours	£10.00	£10.00
Hungerford: Station Road	Up to 1 hour	£0.80	£0.80
	Up to 2 hours	£1.30	£1.30

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
	Up to 3 Hours	£1.70	£1.70
	Up to 4 Hours	£2.00	£2.00
	Up to 10 hours	£4.00	£4.00
	Over 10 hours	£6.00	£6.00
Hungerford High Street (On-Street)	Up to 1 hour	£0.80	£0.80
	Up to 2 hours	£1.30	£1.30
	Up to 4 hours	£3.80	£3.80
	Up to 8 hours	£6.00	£6.00
	Over 8 hours	£10.00	£10.00
Pangbourne Station Road:	Up to 1 hour	£0.80	£0.80
	Up to 2 hours	£1.30	£1.30
	Up to 3 hours	£1.70	£1.70
	Over 3 hours	£5.50	£5.50
Pangbourne River Meadow	Up to 1 hour	£0.80	£0.80
	Up to 2 hours	£1.30	£1.30
	Up to 3 hours	£1.70	£1.70
	Up to 4 hours	£2.00	£2.00
	Up to 8 hours	£2.50	£2.50
	Over 8 hours	£5.50	£5.50
Thatcham - Kennet Leisure Centre – Monday to Friday 8:30-17:30	Up to two hours (no return within 4 hours)	N/A	Free (a ticket must be displayed)
	Up to 3 hours	N/A	£1.00
	Over 3 hours	N/A	£10.00
Thatcham Kingsland Centre	Up to 1 hour	£0.80	£0.80
	Up to 2 hours	£1.30	£1.30
	Up to 3 hours	£1.70	£1.70
	Over 3 hours	£3.00	£3.00
Thatcham Gilbert Court	Up to 1 hour	Free	Free
	Up to 2 hours	£0.60	£0.60
	Up to 3 hours	£0.90	£0.90
	Over 3 hours	£2.00	£2.00
Out of Newbury Car Park Hourly Rates continued:			
Thatcham Burdwood Centre	Up to 2 hours	Free	Free
	Up to 3 hours	£0.90	£0.90
	Over 3 hours	£2.00	£2.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
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
	Up to 24 Hours Monday to Friday (arrival before 10.00 am)	£3.40	£3.40
Thatcham On-Street:			
Pipers Lane (Monday to Sunday at all times)	Up to 4 hours	£1.00	£1.00
	Over 4 hours	£1.50	£1.50
Ayleford Way (Monday to Sunday 8.00am to 6.00pm)	Up to 4 hours	£1.00	£1.00
	Over 4 hours	£1.50	£1.50
Theale Main	Up to 2 hours	£0.80	£0.80
	Over 2 hours	£1.30	£1.30
Theale West	Up to 1 hour	£0.80	£0.80
	Up to 2 hours	£1.30	£1.30
	Over 2 hours	£5.50	£5.50
Out of Newbury Season Tickets			
Hungerford	Annual	£425.00	£425.00
Pangbourne	Per Quarter	£160.00	£160.00
	½ year	£315.00	£315.00
	Annual	£500.00	£500.00
Theale	Annual	£160.00	£160.00
West Berkshire Residents Parking Permits (all zones except two below)	Per Permit	£30.00	£30.00
Hungerford High Street (Zone HHS)		£70.00	£70.00
Park Terrace		£70.00	£70.00
West Berkshire Visitor Parking Permits	Per Day	£1.00	£1.00
Blue Badge (new application)		£10.00	£10.00
Replacement Blue Badge		£10.00	£10.00
Parking Dispensation	Per Day	n/a	£15.00
Parking Suspensions	Per application	n/a	£15.00
	Per 5m bay per day	n/a	£10.00

(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.

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
Tree Preservation Order		£26.60		£27.00	
Michaelmas Fair		£2,297.90		£3,000.00	
Public Rights of Way	Search fees	£72.70		£74.00	
	Path order fees	£1,478.00- £3,675.00		£1,500.00-£3740.00	
Statutory Declarations		£200.00 flat rate with rights to increase if the work required is onerous		£200.00 flat rate with rights to increase if the work required is onerous	
Highways Act Charges:					
Land charges		£51.00		£52.00	
Vehicular Crossing (S.184)		£124.60		£127.00	
Skips on the Highway (S.139)	Initial fee	£45.30		£46.00	
	per week	£53.25		£54.00	
Scaffold/hoarding on the Highway (S.169/172)	Initial fee	£90.60		£92.00	
	per week	£52.10		£53.00	
Tables and Chairs on the Highway (based on number of Chairs) (S.115)	1 to 10	£227.00		£231.00	
	Transport and Countryside	£374.00		£380.00	
	27+	£748.00		£761.00	
Storing Materials on the Highways (S.171)	Initial fee	£85.00		£86.00	
	per week	£28.30		£29.00	
Temporary Excavation in the highway (S.171)		£113.30		£115.00	
Cranes, machinery, structure on the highway (S.178)		£164.30		£167.00	
Per Necessary inspection		£62.30		£63.00	
S142 Licence to plant in the highway		£136.00		£138.00	
Permits under SI 2014 No. 3110 Highways, England and the Traffic Management (West Berkshire Council) Permit Scheme Order 2014		Main/Strategic Roads All 0, 1, 2 streets and Traffic Sensitive (at any time) 3 & 4 streets	Minor Roads 3 and 4 Non Traffic Sensitive streets	Main/Strategic Roads All 0, 1, 2 streets and Traffic Sensitive (at any time) 3 & 4 streets	Minor Roads 3 and 4 Non Traffic Sensitive streets
Provisional Advance Authorisation		£77.00	£62.00	£78.00	£63.00
Major Activity	(Over 10 days) and all major works requiring a traffic regulation order.	£199.00	£125.00	£202.00	£127.00
	4-10 days	£130.00	£75.00	£132.00	£76.00

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
	up to 3 days	£65.00	£50.00	£66.00	£51.00
Standard Activity		£111.00	£50.00	£113.00	£51.00
Minor Activity		£52.00	£50.00	£53.00	£51.00
Immediate Activity		£47.00	£0.00	£48.00	£0.00
Permit Variation		£45.00	£35.00	£46.00	£36.00
Other Licences and Charges:					
Licence to place advertising sign on public highway (A board or similar) in Newbury Town Centre		£50.00		£55.00	
Streetworks licence (S.50 NRSWA)		£250.00		£260.00	
Utility Works Inspection (NRSWA/TMA)		£50.00		£55.00	
Fixed Penalty Charge (Utility Companies) NRSWA/TMA		£120.00/£80.00		£120.00/£80.00	
Permanent Traffic Regulation Order for Developer		£870.00 plus actual costs of signage, road markings, agency & advertising		£870.00 plus actual costs of signage, road markings, agency & advertising	
Temporary Traffic Regulation Orders Section 14(1)		£870.00		£885.00	
Emergency Temporary Traffic Regulation Orders Section 14(2)		£450.00		£458.00	
Retrospective Temporary Traffic Regulation Orders Section 14(2)		£650.00		£660.00	
Temporary Traffic Regulation Orders Section 16A where appropriate & Section 21 of PTCA		£80.00		£80.00	
Cutting through signal loops and not informing LA		£500.00 plus cost of recutting loops		£500.00 plus cost of recutting loops	
Tourist / Direction signs		£522.00		£530.00	
Traffic Signs / Signals Equipment damaged by Road Traffic Accident or other event		10% of cost of repairs		10% of cost of repairs	
Use of permanent Traffic Regulation Order for railway crossing works		£80.00		£80.00	
Access Protection Marking (single standard width dropped kerb driveway)		£125.00		£127.00	
Sewerage treatment property charge		£380.00		£386.00	
Events/Promotions on the Public Highway		£110.00 to £1,100.00 per day		£120.00 to £1,200.00 per day	

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Cycle Training		£40.00	£40.00
Recovery and storage of unauthorised signs		£136.00	£138.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Public Transport			
Newbury Wharf Bus Station			
Charge per departure		£0.60	£0.60
Bus stands 0400-1800	up to 20 minutes	£0.00	£0.00
	20 minutes to 1 hour (max stay)	£1.20	£1.20
Coach stands 0400-1800	up to 90 mins (max stay)	£4.00	£4.00
Bus/coach stand and Bays B-F Mon-Sat 1800-0400 and all day Sunday	up to 3 hours	£3.00	£3.00
	over 3 hours	£6.00	£6.00
Additional charge for breaches		£25.00-£50.00	£25.00-£50.00
Public Transport General			
Temporary bus stop closure	Per stop	£145.00	£150.00
	Per pair of opposite stops (increased to reflect the additional cost for two stops)	£145.00	£180.00
Provision of information at bus stops for services not subsidised by WBC	Per stop	£11.00	£11.20
Concession bus pass replacement fee		£16.50	£16.50
Highway search enquiries	One A4 plan covering 100 metres of highway	£51.00	£52.00
	Additional 100 metres	£14.00	£14.00
	Additional question	£14.00	£14.00
Provision of Data:			
Provision of recorded injury accident Data		£142.00 + £46.00 per additional block of up to 10 accidents	£144.00 + £47.00 per additional block of up to 10 accidents
Provision of Traffic Data, per request per site:	data up to 1 year old	£136.00	£138.00
	data up to 3 years old	£108.00	£110.00
	data over 3 years old	£80.00	£81.00

(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. The charges proposed have been benchmarked with other authorities.

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
New Road Construction Supervision (S38)	% of works cost	10%	10%
Highways Works Supervision (S278)		10%	10%
Licence to work on highway (S.115E)		£510.00	£519.00
Street Naming and Numbering - New Developments	One address/plot	n/a	£86.00
	2 - 5 addresses/plots	n/a	£140.00
	6 - 10 addresses/plots	n/a	£250.00
	11 - 20 addresses/plots	n/a	£400.00
	21 or more addresses/plots	n/a	£20 per plot
Street naming and numbering - Property name change	One address	£85.00	£86.00
Changes to new addresses due to the development changing after the schedule has been issued.	Per plot	£85.00	£86.00
Provision of Pre-Planning Application Advice			
Transport Assessment Scoping Note		£67.50	£161.00
Draft Transport Assessment		£270.00	£545.00
Provision of Private Access		£67.50	£100.00
Highway Advice for New Developments	Less than 5 Dwellings	£67.50	£161.00
	5 to 25 dwellings	£135.00	£364.00
	26 to 79 dwellings	£135.00	£473.00
	80 to 200 dwellings	£202.50	£545.00
	More than 200 dwellings	£270.00	£617.00
	0 to 249 sqm	£67.50	£132.00
	250 sqm to 999 sqm	£67.50	£232.00
	1,000 to 9,999 sqm	£105.00	£364.00
over 10,000 sqm	£202.50	£473.00	
Meeting charge	per hour	n/a	£134.00

(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.

(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 on average 2.6% in 2020/21.

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
		Single Booking	Block Booking	Single Booking	Block Booking
Henwick Worthy Sports Ground:					
Cricket – 1 st Hand Wicket (per match)	Adult	£100.50	£83.40	£103.84	£86.53
	Junior	£41.00	£41.10	£47.91	£39.92
Cricket – 2 nd Hand Wicket (used grass)	Adult	£62.30	£62.50	£76.91	£64.09
	Junior	£30.30	£30.40	£37.37	£31.14
Cricket – Artificial Wicket	Adult	£67.20	£56.10	£69.16	£57.63
	Junior	£34.30	£28.60	£35.27	£29.39
Cricket – 2 nd (Reserve) Artificial Wicket	Adult	£33.40	£28.00	Free	Free
	Junior	£33.40	£28.00	Free	Free
Football – Grass (per game)	Adult	£76.40	£63.90	£78.66	£65.55
	Junior	£37.50	£31.30	£38.49	£32.07
Football - Mini Pitch	Adult	£43.30	£36.20	£44.51	£37.09
	Junior	£21.60	£18.00	£22.27	£18.56
Rugby – Grass (per game)	Adult	£76.40	£63.90	£78.66	£65.55
	Junior	£37.50	£31.30	£38.49	£32.07
Rugby Training	Cost per Hour	£20.80	£17.30	£21.34	£17.78
Use of Portable Lights	Cost Per Hour	£20.80	£17.30	£21.34	£17.78
Full Pitch Artificial Grass - peak	30 Mins	£41.40	£34.60	£42.62	£35.52
	1hr Only	£82.80	£69.20	£85.25	£71.04
	1hr 30mins (11 a side)	£124.20	£103.80	£127.87	£106.56
Half Pitch Artificial Grass - peak	30 Mins	£23.20	£19.30	£23.82	£19.85
	1hr Only (5 a side)	£46.40	£38.70	£47.65	£39.71
	1hr 30mins	£69.50	£58.00	£71.47	£59.56
Full Pitch Artificial Grass – off-peak	30 Mins	£19.30	£16.20	£19.87	£16.56
	1hr Only	£38.60	£32.20	£39.74	£33.12

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
	1hr 30mins (11 a side)	£57.90	£48.50	£59.61	£49.68
Half Pitch Artificial Grass – off-peak	30 Mins	£10.10	£8.30	£10.37	£8.64
	1hr Only (5 a side)	£20.20	£16.90	£20.73	£17.28
	1hr 30mins	£30.30	£25.20	£31.10	£25.92
Hardcourt Activities:					
Netball (per court per hr) OUT OF ORDER at time of publication	Adult	£22.20	£18.60	£22.20	£18.50
	Junior	£11.40	£9.60	£11.08	£9.23
Tennis (per court per hr) OUT OF ORDER at time of publication	Adult	£6.50	£5.50	£6.67	£5.56
	Junior	£3.30	£2.70	£3.60	£3.00
Basketball Hardcut and BMX Pump Track	Adult	Free	Free	Free	Free
	Junior	Free	Free	Free	Free
Moorside:					
Football - Grass (Per Game)	Adult	£64.00	£53.50	£65.80	£54.83
	Junior	£31.10	£26.60	£32.60	£27.17
The Diamond -Greenham:					
Football - Grass (Per Game)	Adult	£64.00	£53.50	£65.80	£54.83
	Junior	£31.10	£26.60	£32.60	£27.17
Holybrook Park:					
Football – Grass (per game)	Adult	£62.70	£53.50	£65.80	£54.83
	Junior	£31.10	£26.60	£32.60	£27.17
Northcroft Recreation Ground:					
Football - Grass (per game)	Adult	£62.70	£53.50	£65.80	£54.83
	Junior	£31.10	£26.60	£32.60	£27.17
Open space hire for Community events / festivals		P.O.A		P.O.A	

Peak Rate – Weekday evenings after 6pm and all day Saturday, **Off-Peak Rate** – Weekdays before 6pm and all day Sunday, **Block Booking** comprises 10 games and over, **Schools Rate:** £18.51 Per Hour (£22.21 inc vat if applicable)

(6) Waste

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

We have kept the proposed 2020/21 fees and charges for waste services unchanged from the 2019/20 rates, with the exception of the charges for the provision of bulky household waste collection services which reflects the increased costs of providing this service which is a contracted out.

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Special Collection Charges (Bulky Household Collection)	Normal (within 7 days)	£41.00	£45.00
	Within 7 days by appointment outside property	£57.00	£60.00
	Within 7 days by appointment inside property	£68.00	£70.00
Provision of wheelie bin		£27.00	£27.00
Collection of garden waste for year (scheduled) - for 1st green bin (new subscriptions or renewals).		£50.00	£50.00
Garden Waste service charge for 2nd to 5th green bins (For renewals only where one off set up payment has already been made).		n/a	£40.00
Removal of fly tipping on private land		P.O.A	P.O.A
Removal of graffiti up to 2m ² area		P.O.A	P.O.A
HWRC non-household waste charges:			
Soil and Rubble	Per 25L bag or equivalent/ single item	£2.50	£2.50
	Standard Car/Hatchback	£14.30	£14.30
	Trailer	£23.80	£23.80
	Small Van /Estate Car	£28.60	£28.60
	Transit van or similar	£95.20	£95.20
Plasterboard	Per 25L bag or equivalent	£2.10	£2.10
	Standard car / Hatchback	£12.90	£12.90
	Trailer	£21.40	£21.40
	Small Van / Estate car	£25.80	£25.80
	Transit Van or similar	£85.60	£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 (large 4 x 4 / large van)	£11.00	£11.00
	Solid tyre	n/a	n/a
	Miscellaneous tyres	£2.50	£2.50

Description	Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Gas canisters	£6.00	£6.00

3.3 Public Protection and Culture

(1) Public Protection Partnership

The Fees and Charges for this service include weights and measures, licences for petroleum, taxi licensing, temporary events, premises, food safety etc. It is proposed that where these are discretionary they are raised as per the table below for 2020/21.

Description	Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Prevention of Damage by Pests	-	
Pest Site survey	-	hourly rate and/or recovery with WID
Rat treatment	-	hourly rate and/or recovery with WID
Any other Pest treatment	Visit	hourly rate and/or recovery with WID
	Per additional visit	£55.00 £57.00
Dog Warden Services:		
Stray Dogs - Not taken to Kennel	£61.00	£73.00
Stray Dogs - Taken to Kennel	Fees based on charges and cost recovery. Vets fees separate.	
Kennels Cost	Recharge based on cost	
Dog fouling fixed penalty charge	£75.00	£75.00
misc. stray dog activities i.e. taxi, relocating, microchipping etc.	£56.00	£57.00
Trading Standards		
Weights and Measures Fees (per hour)	£61.00	£64.00
Explosives Licenses / Registrations	Set by Statute	
Varying the name of licensee or address of site		
Petroleum Licensing Fees - set by statute		
Support with Confidence:	Individual Supplier / 1-5 employees	£58.00 £60.00
	Businesses 6-20 employees	£116.00 £121.00
	Businesses >20 employees	£291.00 £304.00
Approved Trader Scheme Background Checks	£52.00	£54.00
Petroleum Licensing Fees	Set by Statute	
Primary Authority		
Primary Authority Work hourly chargeable rate	£56.00	£57.00
Annual charge - previous year usage 10 hours or less	£513.00	£523.00
Annual charge - previous year usage 20 hours	£1,025.00	£1,046.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Anything likely to be in excess of 20 hours		Individually assessed	
Commercial			
Food export certificates	Full coast recovery based on officer hourly rate	£56.00	£57.00
Food and Nutrition Training:	Level 2 Award in Nutrition	£76.00	£78.00
Food Hygiene Training:	CIEH Level 1	£39.00	£40.00
	CIEH Level 2	£77.00	£79.00
	CIEH Level 3	£332.00	£342.00
	Online Accredited Training	Full cost Recovered	
	Food Export Certificates		
Anti-Social Behaviour Act:	High Hedges Fee (Class A – Fee Discretionary)	£1,175.00	£1,199.00
Licences, Registrations and Similar Consents:			
<i>Licensing Act 2003:</i>			
Premises Licence – “one off” fees set by statute based upon rateable value (RV) of premises (Class B – Statutory Fee)	Band A – RV up to 4300	£100.00	£100.00
	Band B – RV 4300 to 33000	£190.00	£190.00
	Band C – RV 33001 to 87000	£315.00	£315.00
	Band D – RV 87001 to 125000	£450.00	£450.00
	Band E – RV 125001 and above	£635.00	£635.00
Pre-Application Advice, Hourly charge	Min 1 Hr	£56.00	£57.00
Premises Licence – Annual Fee (Class B – Statutory Fee)	Band A	£70.00	£70.00
	Band B	£180.00	£180.00
	Band C	£295.00	£295.00
	Band D	£320.00	£320.00
	Band E	£350.00	£350.00
Personal Licence - (Class B – Statutory Fee)		£37.00	£37.00
Temporary Event Notices (TEN's) - (Class B – Statutory Fee)		£21.00	£21.00
Application for copy licence		£10.50	£10.50
Application to vary D{S}/transfer licence/interim notice		£23.00	£23.00
Application for making a provisional statement		£315.00	£315.00
Minor variation		£89.00	£89.00
Application to disapply mandatory DPS condition		£56.00	£57.00
Pre-Application Advice, hrly charge	Min 1 Hr	£50.00	£50.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Gambling Licenses			
Casinos (small)	New Application	£8,000.00	£8,000.00
	Provisional Statement	£8,000.00	£8,000.00
	Application with Prov. Statement	£3,000.00	£3,000.00
	Variation	£4,000.00	£4,000.00
	Transfer/Reinstatement	£1,800.00	£1,800.00
	Annual Fee	£5,000.00	£5,000.00
Bingo Clubs	New Application	£3,500.00	£3,500.00
	Provisional Statement	£3,500.00	£3,500.00
	Application with Provisional Statement	£1,200.00	£1,200.00
	Variation	£1,750.00	£1,750.00
	Transfer Reinstatement	£1,200.00	£1,200.00
	Annual Fee	£1,000.00	£1,000.00
Betting Premises	New Application	£3,000.00	£3,000.00
	Provisional Statement	£3,000.00	£3,000.00
	Application with Provisional Statement	£1,200.00	£1,200.00
	Variation	£1,500.00	£1,500.00
	Transfer Reinstatement	£1,200.00	£1,200.00
	Annual Fee	£600.00	£600.00
Tracks	New Application	£2,500.00	£2,500.00
	Provisional Statement	£2,500.00	£2,500.00
	Application with Provisional Statement	£950.00	£950.00
	Variation	£1,250.00	£1,250.00
	Transfer Reinstatement	£950.00	£950.00
	Annual Fee	£1,000.00	£1,000.00
Family Entertainment Centres	New Application	£2,000.00	£2,000.00
	Provisional Statement	£2,000.00	£2,000.00
	Application with Provisional Statement	£950.00	£950.00
	Variation	£1,000.00	£1,000.00
	Transfer Reinstatement	£950.00	£950.00
	Annual Fee	£750.00	£750.00
Adult Gaming Centres	New Application	£2,000.00	£2,000.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
	Provisional Statement	£2,000.00	£2,000.00
	Application with Provisional Statement	£1,200.00	£1,200.00
	Variation	£1,000.00	£1,000.00
	Transfer Reinstatement	£1,200.00	£1,200.00
	Annual Fee	£1,000.00	£1,000.00
Lotteries and Amusements	New Application	£40.00	£40.00
	Annual Fee	£20.00	£20.00
All Licences	Notification of change	£50.00	£50.00
	Copy of Licence	£25.00	£25.00
Pre-Application Advice, hrly charge	Min 1 Hr	£56.00	£57.00
Club Gaming or Machine Permit	New Application	£200.00	£200.00
	Existing holder	£100.00	£100.00
Club Gaming or Machine Permit(holds a Club Premises Certificate under Licensing Act 2003)	New Application	£100.00	£100.00
Club Gaming or Machine Permit	Renewal	£200.00	£200.00
Club Gaming or Machine Permit(holds a Club Premises Certificate under Licensing Act 2003)	Renewal	£100.00	£100.00
Club Gaming or Machine Permit	Annual Fee	£50.00	£50.00
	Variation	£100.00	£100.00
	Copy of Licence	£15.00	£15.00
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
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Application (existing holder)	£100.00	£100.00
	New Application	£150.00	£150.00
	Annual Fee	£50.00	£50.00
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
Gaming Machine Permit (more than 2 machines) on premises which hold on premises alcohol licence	Variation	£100.00	£100.00
	Transfer	£25.00	£25.00
	Change of Name	£25.00	£25.00

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
	Copy of Permit	£15.00		£15.00	
Pre-Application Advice, hrly charge	Min 1Hr	£56.00		£57.00	
Sex Establishments – (Class A – Fee Discretionary)	Cinema	min £3,100 to max £5,150		min £3,100 to max £5,150	
	Shop	min £3,100 to max £5,150		min £3,100 to max £5,150	
	Entertainment Venue	min £3,100 to max £5,150		min £3,100 to max £5,150	
Pre-Application Advice, hrly charge	Min 1 Hr	£56.00		£57.00	
Street Trading Consents – (Class A – Fee Discretionary)	Annual Fee	£1,343.00		£1,370.00	
	6 months	£784.00		£800.00	
	Monthly Rate	£223.00		£227.00	
	Variation fee	£88.00		£90.00	
Refund for Street Traders	If application withdrawn	£113.00		£115.00	
Pre-Application Advice, hrly charge	Min 1 Hr	£56.00		£57.00	
Skin Piercing Registrations (one off registration) – (Class A – Fee Discretionary)	Individual	£179.00		£183.00	
	Premises	£280.00		£286.00	
	Joint Application	£448.00		£457.00	
Pre-Application Advice, hrly charge	Min 1 Hr	£56.00		£57.00	
Animal Licences – (Class A – Fee Discretionary)* + vet fee where applicable - NEW or RENEWAL					
* Inspections are carried out annually, regardless of the star rating or length of licence, by a vet and officer. Vets fees will be recharged separately.		Application Fee	Grant Fee	Application Fee	Grant Fee
Animal Boarding Establishment - combined (dogs and cats)		N/A	N/A	£285.00	£399.00
Animal Boarding Establishment - single species (dogs or cats)		N/A	N/A	£228.00	£342.00
Home boarder		N/A	N/A	£228.00	£342.00
Home Boarder - Franchisee arrangers licence (excludes inspection fee per host)		N/A	N/A	£171.00	£57.00
Home Boarder - Assessment of hobby host as part of a franchisee licence		N/A	N/A	N/A	£114.00
Dog Day Care		N/A	N/A	£285.00	£399.00
Dog Breeding Establishment (excluding vet fee)		N/A	N/A	£285.00	£399.00
Dog Breeding Establishment (in domestic dwelling)		N/A	N/A	£228.00	£342.00
Pet Vending / Sale of pets		N/A	N/A	£228.00	£342.00
Animal for Exhibition		N/A	N/A	£285.00	£397.00

Description		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
Riding Establishment (excluding vet fee)*					
Main inspection fee, plus fee per horse		N/A	N/A	£228.00	£342.00
Fee per horse, for the first 10 horses		N/A	N/A	£15.00	N/A
Fee per horse, for next 11-50 horses		N/A	N/A	£10.00	N/A
Fee per horse, for every horse 51 & over		N/A	N/A	£8.00	N/A
Other fees		Fees and Charges 2019/20		Proposed Fees and Charges 2020/21	
Variation to the licence fee (inclusive of one visit)		£224.00		£228.00	
Replacement licence fee (lost or stolen paperwork, change of name, etc.)		£56.00		£57.00	
Re-evaluation of star rating (inclusive of one visit)		£112.00		£114.00	
Transfer due to death of licensee		£56.00		£57.00	
Dangerous Wild Animal Consent		£448.00		£457.00	
Zoo Licenses (new and renewals)		£475.00		£485.00	
Zoo Licenses (new and renewals)		up to 6 years	£2,014.00	£2,054.00	
Scrap Metal					
Scrap Metal site -New and renewal		3 Years	£488.00	£498.00	
Scrap Metal mobile collector -new and renewal		3 Years	£260.00	£265.00	
Scrap Metal - Variation of Licence			£359.00	£366.00	
Scrap Metal - change of site manager			£67.00	£68.00	
Scrap Metal - copy of licence			£11.00	£11.00	
Scrap Metal - Change of Name			£35.00	£36.00	
Pre-Application Advice, hrly charge			£56.00	£57.00	
Private Water Supplies					
Risk Assessment		Carried out every 5 years	Minimum charge 1 Hr, simple risk assessment and report typically 5 hours		
Sampling			Charge for a visit, taking a sample and delivering it to the laboratory. Typically 2.5 hours		
Private water and pool samples		includes cost of testing	£59.00	£60.00	
Investigation			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			Where a supply provides <10m ³ /day or serves <50 people and is used for domestic purposes		
Analysis of Group A Parameters			Cost of laboratory analysis will be recovered and will depend on type of suite being analysed. Customer will be advised of cost.		
Analysis of Group B Parameters			Additional parameters sampled less often to ensure the water complies with all safety standards - Hrly rate applies		

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Environmental Permitting (E&W) Regulations 2016			
Scheduled Processes - (Class B)	Statutory		
Standard Process	Statutory	£1,650.00	£1,650.00
Service Stations (PVI & PVII)	Statutory	£257.00	£257.00
Dry Cleaners	Statutory	£155.00	£155.00
Vehicle Refinishers	Statutory	£362.00	£362.00
Mobile screening & crushing plant	Statutory	£1,650.00	£1,650.00
for the third to seventh applications	Statutory	£985.00	£985.00
for the eighth and subsequent applications	Statutory	£498.00	£498.00
Substantial Changes			
Standard Process	Statutory	£1,050.00	£1,050.00
Reduced Activities	Statutory	£102.00	£102.00
Annual Subsistence Charge (Statutory)			
Standard Process	Low	£772.00	£772.00
	Medium	£1,161.00	£1,161.00
	High	£1,747.00	£1,747.00
Service Stations PVR2	Low	£113.00	£113.00
	Medium	£226.00	£226.00
	High	£341.00	£341.00
VRs and other reduced fees	Low	£228.00	£228.00
	Medium	£365.00	£365.00
	High	£548.00	£548.00
Dry Cleaners /PVR1	Low	£79.00	£79.00
	Medium	£158.00	£158.00
	High	£237.00	£237.00
Mobile Screening & Crushing Plant	Low	£646.00	£646.00
	Medium	£1,034.00	£1,034.00
	High	£1,506.00	£1,506.00
For the second permit	Low	£646.00	£646.00
	Medium	£1,034.00	£1,034.00
	High	£1,506.00	£1,506.00
For the third to seventh permit	Low	£385.00	£385.00
	Medium	£617.00	£617.00
	High	£924.00	£924.00
For the eighth & subsequent applications	Low	£198.00	£198.00
	Medium	£316.00	£316.00
	High	£473.00	£473.00
Late payment charge	When invoice issued & not paid in 8 weeks	£52.00	£52.00
Transfer & Surrender			
Transfer		£169.00	£169.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Partial Transfer		£497.00	£497.00
Surrender		£0.00	£0.00
Transfer Reduced fees		£0.00	£0.00
Partial Transfer Reduced fees		£47.00	£47.00
Private Sector Housing			
Inspection of Housing Premises for Immigration purposes (Class A – Fee Discretionary)		£392.00	£400.00
Enforcement Notices served under Housing Act 2004		£113.00	£115.00
HMO Licence NEW - assisted application		£1,174.00	£1,197.00
HMO Licence RENEWAL		£784.00	£800.00
Civil penalties housing offences		up to £30,000.00	
Site licence new		£428.00	£437.00
New licence per pitch		£16.00	£16.00
Transfer of licence		£181.00	£185.00
Alteration of conditions		£332.00	£339.00
Annual fee per pitch		£14.00	£14.00
Enforcement action -per hour		£56.00	£57.00
Deposit, vary or deleting site rules		£114.00	£116.00
Variation of licence		£113.00	£115.00
Other Fees for Information	hourly rate applies minimum for 2 hours		
Environmental Info Individual, Non Commercial		£113.00	£115.00
Commercial and Government		£113.00	£115.00
Civil Actions (Class A – Fee Discretionary)		£113.00	£115.00
Safety Certification and administration		£113.00	£115.00
Pre-Application Advice, hourly charge		£56.00	£57.00
Resident and Business Advice			
General Business Advice (non-primary authority)	free for first 30 minutes	£56.00	£57.00
Request for Advice		£56.00	£57.00
Primary Authority Advice		£56.00	£57.00
Hackney Carriage / Private Hire Licences			
Hackney Carriage Vehicle New / Renewal		£282.00	£288.00
Private Hire Vehicle New / Renewal		£282.00	£288.00
Private Hire Vehicle with Dispensation		£328.00	£288.00
Temporary Vehicle licence	up to 3 months maximum	£226.00	£231.00
Replacement Plate		£39.00	£40.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Transfer of Ownership		£108.00	£111.00
Driver – 3 year Licence		£258.00	£266.00
Replacement Badge		£39.00	£40.00
Replacement Licence		£39.00	£40.00
HC Knowledge Test (per test)		£71.00	£73.00
Missed Appointments		£35.00	£36.00
Disclosure and Barring Service Check (DBS)		£65.00	£67.00
Change of Address (PH & HC)		£14.00	£14.00
Pre-Application Advice, hourly charge	Min 1 Hr	£55.00	£57.00
Private Hire Vehicles (including School and Community Services for Wokingham) – (Class A – Fee Discretionary)			
Private Hire Operator : New		N/A	Per vehicle calculation of 4 hours (at £57.00 hourly rate) including first vehicle plus 15 minutes per vehicle. Fee is payable up to a maximum of 20 vehicles.
Private Hire Operator: Renewal		N/A	Per vehicle calculation of 2 hours (at £57.00 hourly rate) including first vehicle plus 15 minutes per vehicle. Fee is payable up to a maximum of 20 vehicles.
Driver Licences			
Driver – new / renewal	3 year Licence	£264.00	£269.00
Conversion of driver license to another type		£78.00	£80.00
Other charges			
Temporary Vehicle monthly issue up to 3 months maximum		£152.00	£156.00
Vehicle with Dispensation		£207.00	£212.00
Replacement Plate		£56.00	£57.00
Transfer of Ownership		£112.00	£114.00
Change of vehicle		£73.00	£74.00
Meter test- retest after failure		£31.00	£32.00
Change of address (PH & HC)		£14.00	£14.00
Backing plate		£25.00	£26.00
Medical exemption from carrying assistant dog		£22.00	£22.00
Refund processing fee		£56.00	£57.00
Change of vehicle registration		£56.00	£57.00
Age of vehicle inspection initial/re-inspection		£56.00	£57.00
Replacement Badge		£40.00	£41.00
Replacement Licence		£40.00	£41.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Replacement Vehicle Plate		£56.00	£57.00
PH Knowledge Test (per test)		£73.00	£74.00
Missed Appointments		£36.00	£37.00
Disclosure and Barring Service (DBS)		£65.00	Capita cost + half an hour at hourly rate
Disability Awareness Training Course		£31.00	POA
Safeguarding Training		£30.00	POA
First Aid training for drivers		N/A	POA
Pre-Application Advice, hourly charge	Min 1 Hr	£56.00	£57.00

Note – all statutory fees may be subject to change.

(2) 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.

(3) 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. The proposal is to minimally increase the range of fees chargeable for room hire fees in 2020/21.

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Shaw House - Room Hire Charges:			
Registered Charity	per hour	£20.00 - £31.00	£20.00 - £32.00
Public Sector and Community use	per hour	£26.00 - £38.00	£26.00 - £38.00
Commercial use	per hour	£32.00 - £50.50	£33.00 - £51.00

(4) 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.

Description	Fees and Charges 2018/19	Proposed Fees and Charges 2019/20
West Berkshire - Archaeological Archive Box Fee		
Fieldwork Fee This charge covers the fieldwork notification and processing of the Archaeological deposit and includes issuing of an accession number and subsequent administration. Non-refundable.	£50.00	£50.00
Deposit Fee This charge includes the provision of up to three standard size boxes and the ongoing care and management of the archaeological deposit. Non-refundable.	£100.00	£100.00
Additional Boxes		
Full Box 0.4 x 0.25 x 0.22m =0.022m ³	£70.00	£71.00
Half Box 0.4 x 0.25 x 0.11 =0.011 m ³	£30.00	£31.00
Quarter Box 0.4 x 0.125 x 0.11 =0.00275 m ³	£20.00	£20.00
Eighth Box 0.2x 0.125 x 0.11 m= 0.00275m ³	£10.00	£10.00
Sixteenth Box 0.1 x 0.125 x 0.11 m one 0.2x0.63x0.11 = 0.001375m ³	£0.00	£0.00
Skull Box = 1/2 Box 0.2 x 0.2 x0.25 = 0.012m ³	£33.50	£34.00
Human Bone = 1 1/2 Box 0.6 x 0.25 x 0.25 = 0.039m ²	£100.50	£102.00
Map Rolls per 100 grams ³	£1.50	£2.00
Archive Box deposit charges	£0.00	£0.00
Full Box 0.4 x 0.075 x 0.27m =0.0081m ³	£24.60	£25.00
Half Box 0.4 x 0.045 x 0.27 =0.0049 m ³	£14.90	£15.00
Archaeology - Historic Environment Record Charges		
A4 computer printout (b/w) HER Data	£0.10	£0.20
A4 computer printout (colour) HER data	£0.50	£0.60

Description		Fees and Charges 2018/19	Proposed Fees and Charges 2019/20
A3 computer printout (colour) HER Data		£1.00	£1.00
Research charges - HER enquiries		Hourly rate of £120 exc. VAT with a minimum of £75 exc. VAT for the first half hour.	Hourly rate of £120 exc. VAT with a minimum of £75 exc. VAT for the first half hour.
Providing archaeological information and advice for agri-environment scheme in line with nationally agreed service standards		Scale of charges, depending on the type of scheme and the area covered, in line with nationally agreed service standards	Scale of charges, depending on the type of scheme and the area covered, in line with nationally agreed service standards
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		£5.15	£5.20
Photo Print - up to A5		£10.30	£10.00
Photo Print - up to A4		£15.45	£16.00
Laser Scan - up to A4		£5.15	£5.20
Digital Scan - to CD		£15.45	£16.00
Digital Scan - to CD - Discounted rate for West Berkshire non-profit making organisations		Free	Free
Reproduction Charges			
Commercial Publication:			
Up to full page, B&W or Colour		£41.00	£42.00
Up to Full Page B&W or Colour - Discounted rate for the promotion of culture in West Berkshire		£15.00 one image; £5.00 for all subsequent images	£15.00 one image; £5.00 for all subsequent images
Cover (front or back)		£77.00	£78.00
Cover (front or back) - Discounted rate for the promotion of culture in West Berkshire		£30.00 one image	£30.00 one image
Local Publication		£15.50	£16.00
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

Description		Fees and Charges 2018/19	Proposed Fees and Charges 2019/20
Academic Publication		£30.90	£31.00
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
Magazine or Newspaper		£41.00	£42.00
Advertising or Brochure		£77.00	£78.00
Exhibition Use		£41.00	£42.00
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
Website (3 year use)	Per 3 Years	£77.00	£78.00
Website (3 year use) - Discounted rate for West Berkshire non-profit making organisations	Per 3 Years	£30.00 one image £10.00 for all subsequent images	£30.00 one image £10.00 for all subsequent images
Supply fee			
Image already in our catalogue and supplied in a physical format	Plus Postage	n/a	£15.00
New photograph required taken in-house and supplied digitally	Per Object	n/a	£50.00
New photograph required taken in-house and supplied in a physical format	Per Object, plus postage	n/a	£65.00
Copying and laminating charges			
A4 Photocopy b/w		£0.10	£0.10
A4 Photocopy colour		£0.50	£0.50
A3 Photocopy b/w		£0.30	£0.30
A3 Photocopy - colour		£1.00	£1.00

Culture for the purposes above, includes the arts in all its forms, events and festivals, tourist attractions, the historic and “natural” landscape (buildings, places, open spaces), parks and gardens, libraries, museums and museum collections, local customs and folklore, the culture of food and the diversity of the people who live here.

(5) Libraries

Charges are made for the hire of DVDs, games CDs etc. together with reference and research enquiries, vocal scores, book group and request services.

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Reservation Charges			
Items available in SELMS		£3.00	£3.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
libraries			
Notification charge for posted reservation notices Not applicable to pensioners		£1.00	£1.00
Overdue Charges			
Notification charge for posted request notices Not applicable to pensioners		£1.00	£1.00
Books for children	per day	£0.07	£0.07
Books for Adults	per day	£0.25	£0.25
DVDs	per day	£0.75	£0.75
Postal notification of overdue charges		£1.00	£1.00
Admin fee for debt recovery process		£12.00	£12.00
Printing and Photocopying charges			
A4 B&W		£0.10	£0.10
A4 Colour		£0.50	£0.50
A3 B&W		£0.30	£0.30
A3 Colour		£1.00	£1.00
Microfilm Copying		£0.20	£0.20
Other Charges			
Lost Tickets		£3.00	£3.00
Reference and Research enquiry charges		<u>NWN enquiries: £20 per half hour, (WB library members get first half hour free). Copying charges are additional and there is a £3 admin charge for postage.</u>	<u>NWN enquiries: £20 per half hour, (WB library members get first half hour free). Copying charges are additional and there is a £3 admin charge for postage.</u>
Book group service (per annum)		£26.00	£26.00
Vocal Scores		£6 per month per set of 20 scores from SE region. (Loans in multiples of 20.) Service from outside the SE region now withdrawn.	£6 per month per set of 20 scores from SE region. (Loans in multiples of 20.) Service from outside the SE region now withdrawn.
Orchestral sets from SE region	per month	£15.00	£15.00
Play sets from SE region	per month	£6.00	£6.00

Description		Fees and Charges 2019/20	Proposed Fees and Charges 2020/21
Hire charges (Residents Card Holders)			
Gold Star (new titles) DVDs	per week	£3.00	£3.00
U Cert DVDs	per week	£1.50	£1.50
Other Cert DVDs	per week	£2.00	£2.00
Room Hire			
Newbury Library - Carnegie Lounge	per hour	£18.00	£18.00
Newbury Library - Small Meeting Room	per hour	£10.00	£10.00

(6) Registration Services

Registration fees are largely controlled by statute. Regular benchmarking exercises are undertaken in order to ensure our charges are commensurate

Description		Fees and Charges 2018/19	Proposed Fees and Charges 2019/20
Shaw House Ceremony Room	Tues- Fri	£200.00	£215.00
	Sat	£270.00	£285.00
Ceremonies at approved premises	Mon-Fri	£430.00	£455.00
	Sat	£460.00	£485.00
	Sun & Bank Holiday	£530.00	£555.00
Approved Premise Licence - any number of rooms		£2,100.00	£2,136.00
Celebratory Services - Baby Naming/Affirmation of vows - Shaw House	Monday to Friday	£250.00 + £50.00 VAT	£260.00 + £52.00 VAT
	Saturday	£320.00 + £64.00 VAT	£330.00 + £66.00 VAT
Celebratory Services - Baby Naming/Affirmation of vows - At approved premises	Mon- Fri	£300.00 + £60.00 VAT	£310.00 + £62.00 VAT
	Sat	£360.00 + £72.00 VAT	£370.00 + £74.00 VAT
	Sun & Bank Holiday	£400.00 + £80.00 VAT	£415.00 + £83.00 VAT
Private Citizenship ceremony Mon to Sat		£120.00	£122.00

Description		Fees and Charges 2018/19	Proposed Fees and Charges 2019/20
Postage and Packaging Fees for Certificates	First Class	N/A	N/A
	Second Class	N/A	N/A
	Signed For	N/A	N/A
	Special Delivery	N/A	N/A
New Charges			
Marriages & Civil Partnerships Booking Fee (non-refundable)		£25.00	£25.00
Marriages & Civil Partnerships Cancellation Fee	More than 4 months before ceremony	Fees refunded minus £100	Fees refunded minus £100
	1-4 months before ceremony	50% refund	50% refund
	Less than 1 month before ceremony	No refund	No refund

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Capital Financial Performance Report 2019/20 Quarter Three

Committee considering report:	Executive
Date of Committee:	13 February 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	EX3801

1. Purpose of the Report

The financial performance report provided to Members on a quarterly basis reports on the under or over spends against the Council's approved capital budget. This report presents the Quarter Three financial position.

2. Recommendation

This performance report is for members to note, no decisions are required.

3. Implications and Impact Assessment

Implication	Commentary
Financial:	At Quarter Three £46.7 million of agreed expenditure is to be re-profiled into 2020/21. Re-profiling occurs through delays to commencement and completion of projects. Individual projects are monitored by the relevant project board and governance groups. £35 million of the £46.7 million relates to the Commercial Property Acquisitions budget which is held within Finance & Property Services.
Human Resource:	Not applicable
Legal:	Not applicable
Risk Management:	Any significant delays in project delivery impact on the provisional budget for 2020/21 and subsequent years. Not fully utilising the Commercial Property budget (£35 million) will result in the Property Investment Strategy not being fully invested and compromising budgeted revenue returns in 2019/20 and planned returns for 2020/21.
Property:	Not applicable
Policy:	Not applicable

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:		X		
Health Impact:		X		
ICT or Digital Services Impact:		X		
Council Strategy Priorities or Business as Usual:		X		
Data Impact:		X		
Consultation and Engagement:	Capital Strategy Group Joseph Holmes, Executive Director of Resources, s151 Officer			

4. Executive Summary

4.1 At the end of Quarter Three expenditure of £45.7 million has been forecast against a revised budget of £91.8 million, an overall underspend of £46.1 million.

Directorate Summary	Quarter One			Quarter Two			Quarter Three			Change in Forecast from Last Quarter
	Budget at Q1	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000
People	£18,605	£16,963	(£1,642)	£18,605	£16,369	(£2,236)	£18,620	15,976	(£2,644)	(408)
Place	£30,282	£27,282	(£3,000)	£32,831	£24,617	(£8,214)	£30,989	22,968	(8,021)	194
Resources	£39,215	£4,215	(£35,001)	£39,185	£4,266	(£34,918)	£42,279	6,831	(£35,448)	(529)
Totals	£88,102	£48,460	(£39,643)	£90,621	£45,252	(£45,369)	£91,888	45,775	(46,112)	(744)

4.2 The key areas contributing to the underspend position are:

- Commercial Property (within Finance and Property Services, Resources Directorate), forecast £35 million underspend. The forecast position remains unchanged from Quarters One and Two.
- Highways and Countryside forecasting approximately £6 million of underspend cumulative across the Sandford Access Project and the Newbury railway Station Improvements Project.
- Education Services, forecasting a £2.7 million underspend across a number of school projects, most notably Highwood Copse (£668k), The Willink (£659k) and Speenhamland Primary two form entry project (£783k).

4.3 Based on the financial performance against the approved Capital Programme as at Quarter Three, Capital Strategy Group have agreed £46.7 million of the approved Capital Programme is to be re-profiled into 2020/21, inclusive of the £35 million Commercial Property budget and the underspends detailed in section 4.2 above. Appendix B provides a detailed breakdown of budgets to be re-profiled.

5. Supporting Information

Introduction/Background

5.1 A capital budget for 2019/20 of £75 million was set by Council in March 2019 with funding of £20.8 million from external grants, £5.4 million of section 106 contributions (s106) and Community Infrastructure Levy (CIL), with £48.8 million of expenditure planned to be funded from external borrowing. The repayment of principal sums and interest on loans used to fund capital expenditure are met from the revenue budget for capital financing and risk management. Forecast spend against this budget is reported in the Revenue Financial Performance Report.

5.2 During the financial year budget changes may occur, mainly as a result of budgets brought forward from prior financial years, additional grants, s106 and CIL allocations received in year and expenditure re-profiled in future financial years. Allocations of less than £50k can be approved by the Chief Financial Accountant and the relevant Head of Service, all other budget changes must be approved by Capital Strategy Group (CSG) as set in the Council's Financial Regulations.

5.3 The revised budget at Quarter Three is £91.8 million. As part of the yearend process for 2018/19 £8.5 million of re-profiling was agreed by CSG and is now included within the 2019/20 budget allocation. Appendix A gives a breakdown of budget changes as at Quarter Three by service.

Performance Review As At Quarter Three

5.1 At Quarter Three expenditure of £45.7 million has been forecast against the revised budget of £91.8 million, resulting in a forecast under spend of £46.1 million, 50% of the revised budget.

Directorate Summary	Quarter One			Quarter Two			Quarter Three			Change in Forecast from Last Quarter
	Budget at Q1	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000
People	£18,605	£16,963	(£1,642)	£18,605	£16,369	(£2,236)	£18,620	15,976	(£2,644)	(408)
Place	£30,282	£27,282	(£3,000)	£32,831	£24,617	(£8,214)	£30,989	22,968	(8,021)	194
Resources	£39,215	£4,215	(£35,001)	£39,185	£4,266	(£34,918)	£42,279	6,831	(£35,448)	(529)
Totals	£88,102	£48,460	(£39,643)	£90,621	£45,252	(£45,369)	£91,888	45,775	(46,112)	(744)

5.2 The key areas contributing to the underspend position are:

- Commercial Property (within Finance and Property Services, Resources Directorate), forecast £35 million underspend. The forecast position remains unchanged from Quarters One and Two.
- Highways and Countryside forecasting approximately £6 million of underspend cumulative across the Sandford Access Project and the Newbury railway Station Improvements Project.
- Public Protection and Countryside are forecasting a £638k underspend against phase two of the Solar Photovoltaics project.
- Education Services, forecasting a £2.7 million underspend across a number of school projects, most notably Highwood Copse (£668k), The Willink (£659k) and Speenhamland Primary two form entry project (£783k).
- Customer Services and ICT are forecasting a £528k underspend against the implementation of superfast broadband.

5.3 Based on the financial performance against the approved Capital Programme as at Quarter Three, Capital Strategy Group have agreed £46.7 million of the approved Capital Programme is to be re-profiled into 2020/21, inclusive of the £35 million Commercial Property budget. Appendix B provides a detailed breakdown of budgets to be re-profiled.

People Directorate as at Quarter Three

People	Quarter One			Quarter Two			Quarter Three			Change in Forecast from Last Quarter
	Budget at Q1	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care	£1,486	£1,640	£154	£1,486	£1,636	£150	£1,501	1,573	72	(78)
Children & Family Services	£7	£7	£	£7	£7	£	£7	7	0	0
Education Services	£17,112	£15,316	(£1,796)	£17,112	£14,726	(£2,386)	£17,112	14,395	(2,717)	(331)
Totals	£18,605	£16,963	(£1,642)	£18,605	£16,369	(£2,236)	£18,620	15,976	(£2,644)	(408)

5.4 The directorate is forecasting a £2.6 million underspend against a revised budget of £18.6 million, this is a £408k increase on the forecast underspend at Quarter Two.

- Adult Social Care has reduced the forecast overspend against Occupational Therapists through a £200k revenue contribution to capital. This has been partially offset through an increase in the forecast overspend against maintenance of residential care homes and days centres.
- Education Services has increased the forecast underspend mainly through project delays relating to Highwood Copse and Parsons Down.

Place Directorate as at Quarter Three

Place	Quarter One			Quarter Two			Quarter Three			Change in Forecast from Last Quarter
	Budget at Q1	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Development & Planning	£4,194	£1,385	(£2,809)	£4,282	£2,323	(£1,959)	£2,382	2,318	(£64)	1,895
Public Protection & Culture	£2,594	£2,594	(£)	£2,594	£2,336	(£258)	£2,652	1,120	(£1,532)	(1,274)
Transport & Countryside	£23,494	£23,303	(£191)	£25,955	£19,958	(£5,997)	£25,955	19,531	(£6,424)	(427)
Totals	£30,282	£27,282	(£3,000)	£32,831	£24,617	(£8,214)	£30,989	22,968	(£8,021)	194

5.5 The directorate is forecasting a £8 million underspend against a revised budget of £30.9 million, this is a £194k decrease on the forecast underspend at Quarter Two.

- Post Quarter Two, £1.9 million of budget relating to Four Houses Corner has been reprofiled into 2020/21 as a result of project delays.
- The Public Protection & Culture underspend has increased by £1.2 million, primarily relating to project delays for Solar Photovoltaics and leisure centre maintenance and modernisation works.
- The Transport & Countryside underspend has increased by £427k. The increased underspend has been generated over a number of projects.

Resources Directorate as at Quarter Three

Resources	Quarter One			Quarter Two			Quarter Three			Change in Forecast from Last Quarter
	Budget at Q1	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Customer Services & ICT	£1,532	£1,532	£	£1,502	£1,401	(£101)	£4,631	3,915	(£716)	(615)
Finance & Property	£2,243	£2,243	(£)	£2,243	£2,243	£	£2,208	2,294	£86	86
Finance & Property - Commercial Property	£35,000	£	(£35,000)	£35,000	£	(£35,000)	£35,000	0	(£35,000)	0
Human Resources	£61	£61	(£)	£61	£61	(£)	£61	61	(£)	0
Strategic Support & Legal	£344	£344	£	£344	£375	£31	£344	375	£31	0
Chief Executive	£35	£35	£	£35	£187	£152	£35	187	£152	0
Totals	£39,215	£4,215	(£35,001)	£39,185	£4,266	(£34,918)	£42,279	6,831	(£35,448)	(£529)

5.6 The directorate is forecasting an underspend of £35.4 million against a revised budget of £42.2 million, this is a £529k increase on the forecast from Quarter Two.

- The Customer Services & ICT forecast underspend position has increased by £529k relating to delays in the Superfast Broadband project.

5.7 Proposals

None, report is to note only.

6. Other options considered

None, report is to note only.

7. Conclusion

At Quarter Three expenditure of £45.7 million has been forecast against the revised budget of £91.8 million, resulting in a forecast underspend of 50% of the approved Capital Programme. £46.7 million of approved project budget has been identified for re-profiling into 2020/21, inclusive of £35 million relating to investment in commercial property.

8. Appendices

Appendix A – 2019/20 Capital Programme Budget Changes

Appendix B – 2019/20 Re-profiling

Background Papers:

None

Subject to Call-In:

Yes: No: X

Report is to note only

X

Wards affected: All

Officer details:

Name: Shannon Coleman-Slaughter

Job Title: Chief Financial Accountant

Tel No: 016935 519225

E-mail Address: Shannon.colemanslaughter@westberks.gov.uk

Appendix A

2019/20 Capital Programme Budget Changes

Service Area	Original Budget 2019/20 £000	Budget Agreed by CSG to be Slipped from 2018/19 £000	Other Agreed Changes to 2019/20 Budget £000	Revised Budget for 2019 /20 £000	Explanation of Other Agreed Changes	Approved by
PEOPLE DIRECTORATE						
Adult Social Care	£1,576	(£90)	£15	£1,501	Additional £15k Grant Funding OT's 86008	
Children & Family Services	£13	(£6)	£0	£7		
Education Services	£16,120	£992	£0	£17,112		
Total for Communities Directorate	£17,709	£896	£15	£18,620		
PLACE DIRECTORATE						
Development and Planning	£3,582	£612	(£1,812)	£2,382	Reverse of slippage re Travel Plans 81455 £88k, Reprofile Four Houses to 20/21 £1.9m	
Public Protection & Culture	£2,379	£216	£57	£2,652	£35k Newbury Lido/£22k S106 Funding. Libraries PC Replacement S106 funding £23k	CSG 21/10/19
Transport & Countryside	£12,645	£6,374	£6,936	£25,955	£1.9 m reprofiled from 18/19	CSG 19/07/18
					£2,575m reprofiled from 18/19	CSG 08/11/18
					£2.4m re-profiled from 18/19	Approved Feb 19
					Additional S106 funding for Countryside	CSG 05/09/19
Total for Environment Directorate	£18,606	£7,202	£5,181	£30,989		
RESOURCES DIRECTORATE						
Customer Services and ICT	£4,545	£82	£4	£4,631	£4k to ICT for Lone working	CSG 09/05/19
Finance & Property	£1,996	£165	£6	£2,167	£6k to Finance for IDEA Software	CSG 09/05/19
Finance & Property : Corporate Allocation Budget	£98	£0	(£57)	£41	£4.5k to ICT for Lone Working, £12k to Legal for Iken, £6k to finance for IDEA Software, £35k Newbury Lido	CSG 21/10/19 CSG 09/05/19
Finance & Property : Commercial Property Budget	£35,000	£0	£0	£35,000		
Human Resources	£0	£61	£0	£61		
Strategic Support & Legal	£161	£171	£12	£344	£12k To Legal for Iken	CSG 09/05/19
Chief Exec	£35	£0	£0	£35		
Total for Resource Directorate	£41,835	£479	(£35)	£42,279		
Totals	£78,150	£8,577	£5,161	£91,888		

2019/20 Re-profiling

Directorate	Re-profiled Amount (£)
People	3,619,700
Places	8,005,625
Resources	35,075,000
	46,700,325

Directorate	Scheme Name	2019/20 Budget (£)	Forecasted Spend 19/20 (£)	Re-profiling amount (£)	Reason for Re-profiling
People	Highwood Copse	2,879,860	2,211,630	668,230	Outturn reduced due to extended time to consider re-pricing from new contractor - as reported previously.
People	The Winchcombe Primary - Basic Need Bulge	273,750	187,010	86,740	Excessive time for DfE to approve S77 application has resulted in the project slipping so completion now programmed for April 2020.
People	Schools Statutory Compliance Surveys	44,510	15,000	20,000	Reprofiled as part of 20/23 Budget Build
People	The Willink - Feasibility	796,550	143,380	653,170	Reprofiled as part of 20/23 Budget Build
People	Speenhamland - 2FE Project	846,150	62,800	719,120	Reprofiled as part of 20/23 Budget Build & Highwood Copse adjustments
People	East Area PRU	1,095,480	100,000	985,480	Reprofiled as part of 20/23 Budget Build & Highwood Copse adjustments
People	Theale Primary Basic Need Bulge 2018	90,010	250	89,760	Reprofiled as part of 20/23 Budget Build
People	Special Provision Fund Allocation - Intervention	192,500	183,460	9,040	Reprofiled as part of 20/23 Budget Build
People	Parsons Down Rationalisation	226,480	5,420	221,060	Reprofiled as part of 20/23 Budget Build
People	St Joseph's Nursery Provision	90,450	83,120	7,330	Reprofiled as part of 20/23 Budget Build
People	Castle Gate - increased capacity	213,090	53,200	159,770	Reprofiled as part of 20/23 Budget Build
Places	Shawhouse Mansion Mtce	165,560	100,000	65,560	major works planned for 2020-21
Places	Museum Maint & Repair	140,870	30,000	110,870	major works planned for 2020-21
Places	Leisure Centre Compliance & Modernisation	443,750	130,000	313,750	Remaining budget needs to be reprofiled into 2020/21
Places	Cultural Services - Pmp	450,540	170,000	280,540	Remaining budget needs to be re-profiled into 2020/21
Places	Newbury Rail Station Improvements	3,580,000	82,395	3,580,000	Delayed due to delayed Market Street Development start
Places	A339 Route Study	35,000	0	35,000	Project delayed. Reprofile to 20-21
Places	Tull Way Retention Pond	55,870	1,710	54,160	Reprofile to next financial year.
Places	Lambourn Surface Water Management Plan	134,530	7,400	127,130	Reprofile to next financial year.
Places	Aldermaston Footways	289,390	2,180	287,210	Project on hold due to resource issues and priorities. Reprofile to next year
Places	Sandleford Access Improvements	2,897,350	342,370	2,300,000	Due to Highwood copse delay to reprofile
Places	A4 Hambridge Rd & Lower Way Signal Upgrade	350,000	200,000	150,000	Project split over two financial years. Reprofile any variance to 20-21
Places	Council Carbon Management Plan	88,590	25,000	63,590	Re-profile to 2020-21
Places	Solar PV Initiative	750,000	112,185	637,815	Remaining budget to be re-profiled
Resources	Maintenance of DR Facility	60,000	20,000	40,000	May part spend - please slip remaining £40k into 20/21
Resources	Transition to Office 365	50,000	15,000	35,000	Please slip remaining £35k to 20/21
Resources	Acquisitions & Development	35,000,000	0	35,000,000	

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2019/20 Revenue Financial Performance Quarter Three

Committee considering report:	Executive
Date of Committee:	13 February 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	23 January 2020
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3797

1. Purpose of the Report

This report is to report on the in-year financial performance of the Council's revenue budgets.

2. Recommendations

- To note the Quarter Three forecast of £252k over spend.
- To note that £144k of the forecast over spend has been provided for in reserves, which if used would bring the forecast to an over spend of £108k.

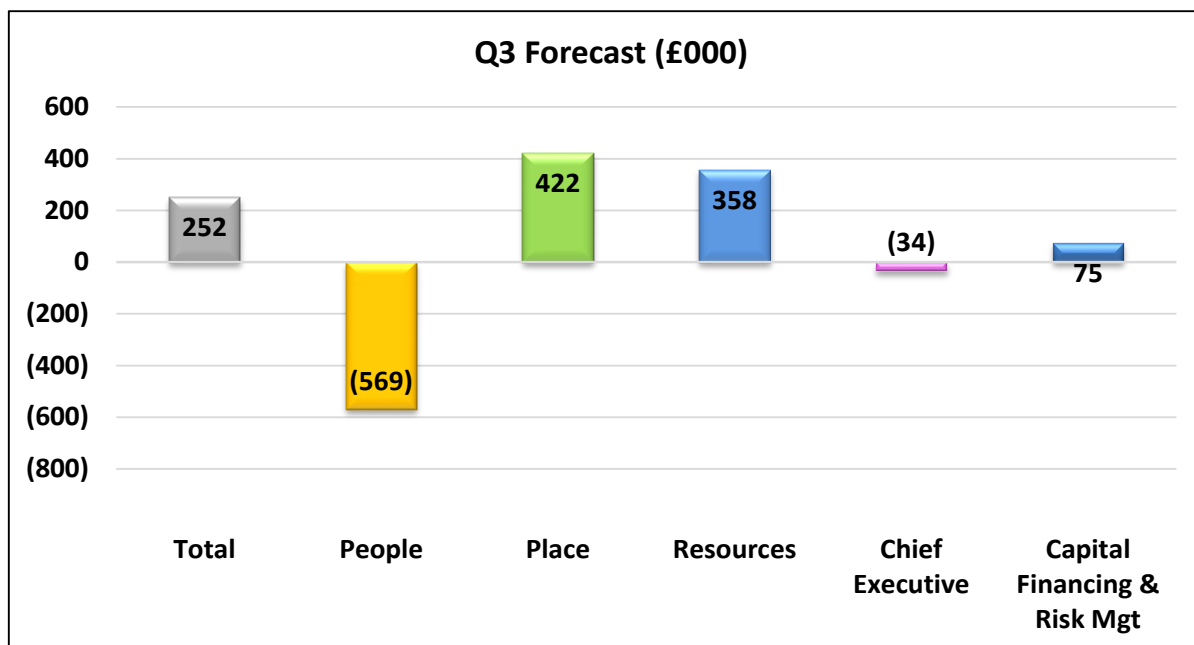
3. Implications and Impact Assessment

Implication	Commentary			
Financial:	The financial implications are included in detail throughout the report. Any over spend remaining at year end would impact on the Council's level of reserves. Melanie Ellis 17.1.20			
Human Resource:	None			
Legal:	None			
Risk Management:	Risks to next years' budget are included where relevant in the report. Where identified these have formed part of the budget build process for 2020/21.			
Property:	Under achievement of commercial property income as detailed in the report, resulting in an in-year pressure and a budget pressure for 2020/21.			
Policy:	No			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				

Implication	Commentary		
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		y	
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		y	
Environmental Impact:		y	
Health Impact:		y	
ICT or Digital Services Impact:		y	
Council Strategy Priorities or Business as Usual:		y	Business as usual
Data Impact:		y	.
Consultation and Engagement:	Budget holders, Heads of Service and Directors.		

4. Executive Summary

- 4.1 The Quarter Three forecast is an over spend of £252k, which is 0.2% of the Council's 2019/20 net revenue budget of £125m. The net forecast comprises service over spends arising from a combination of in year pressures and unmet savings and income targets amounting to £900k and service under spends totalling £775k.



- 4.2 Some of the over spends have been provided for in reserves and £144k could be released if required. This would result in a year end position of a £108k over spend. Any over spend remaining at year end would have a negative impact on reserves.
- 4.3 The 2019/20 savings and income generation programme of £6.2m, is 88% Green, 4% Amber and 8% Red. Unachieved commercial property income accounts for 5% of the unmet savings.

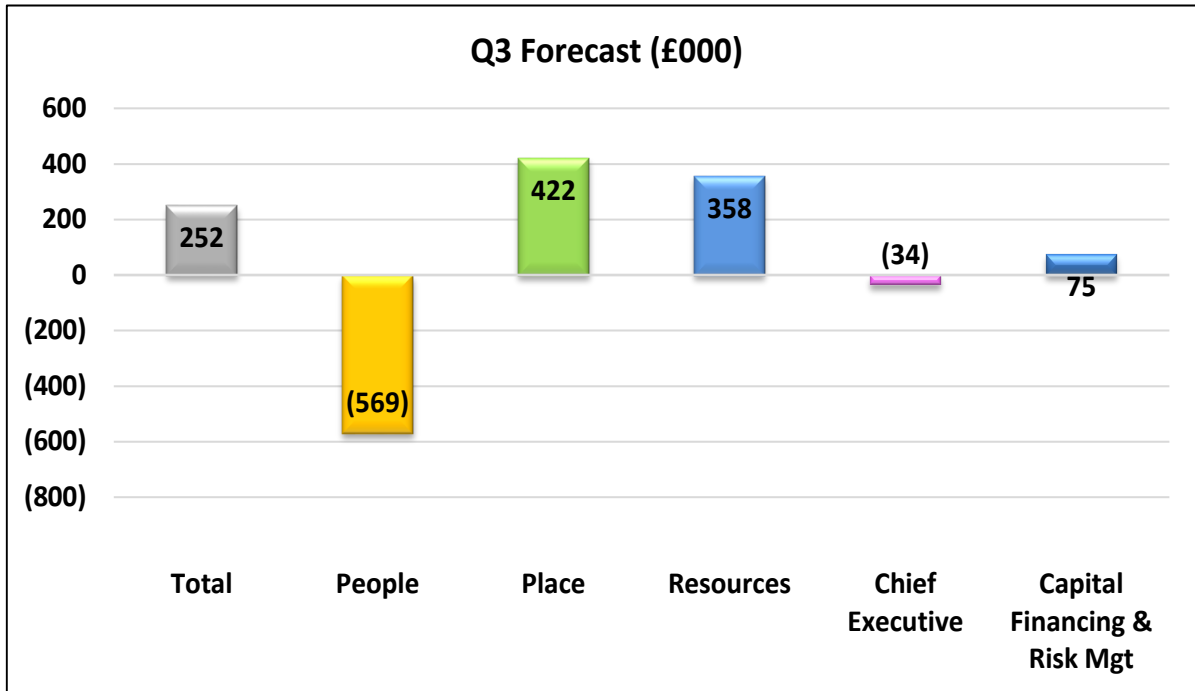
Conclusion

- 4.4 The Council is reporting a forecast over spend of £252k, of which £144k is provided for in reserves, leading to a year end forecast over spend of £108k. The report highlights what each directorate is putting in place to mitigate their forecast over spends, and any implications for budget setting in 2020/21. There is a £6.2m savings and income generation programme which is forecasting 88% achieved at Quarter Three. Unachieved commercial property income accounts for 5% of the unmet savings.

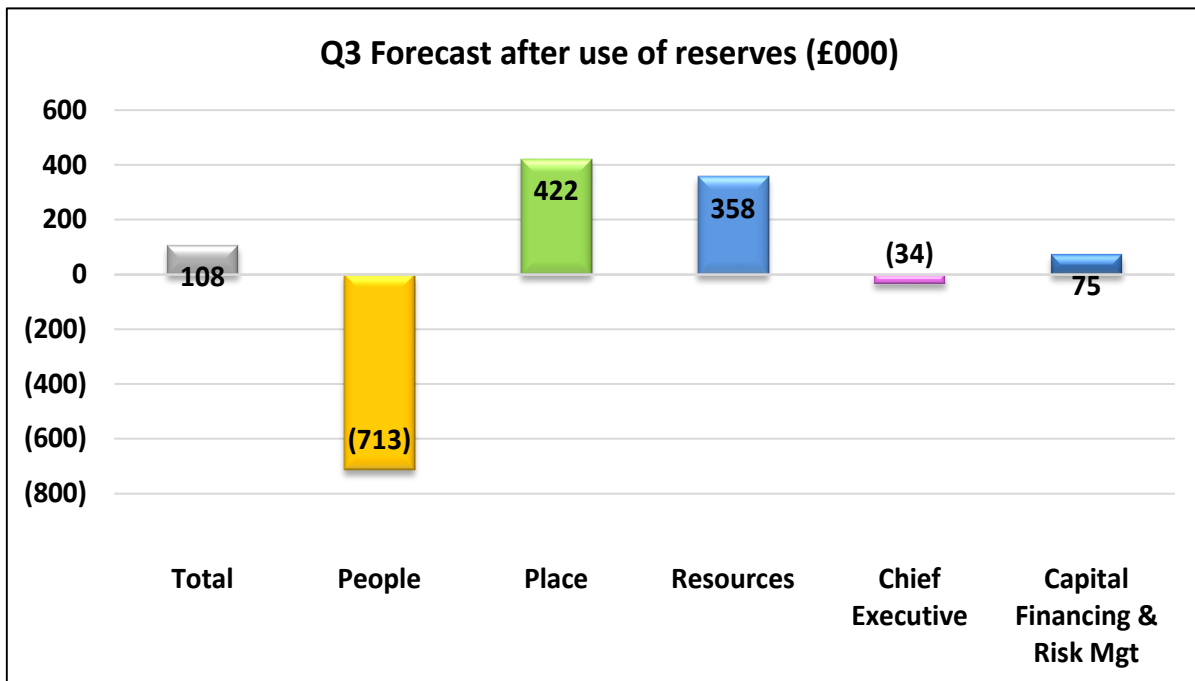
5. Supporting Information

Introduction

- 5.1 The Quarter Three forecast is an over spend of £252k. This is 0.2% of the Council's 2019/20 net revenue budget of £125m. The Directorate forecasts are shown in the chart below:



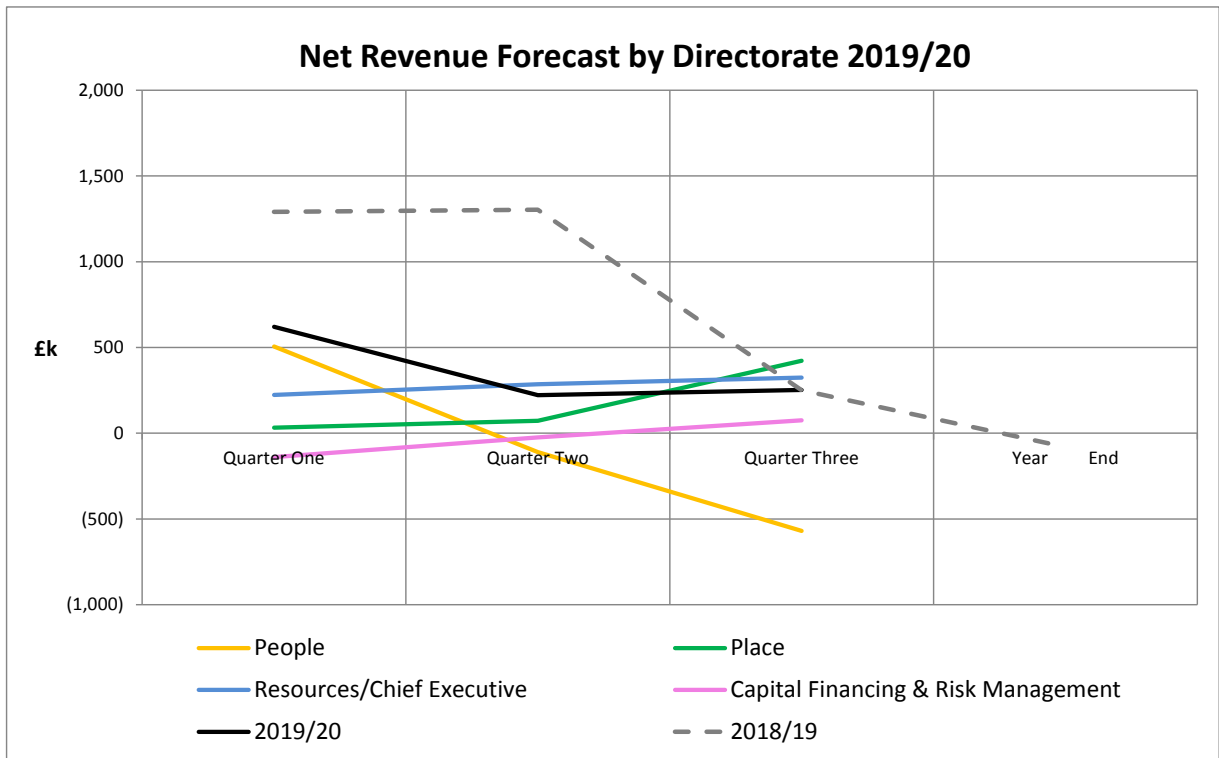
- 5.2 Some of these over spends have been provided for in reserves and £144k could be released, which would result in a year end position of a £108k over spend.



- 5.3 The Service forecasts are shown in the following charts:

	Current Net Budget	Net Forecast	Forecast (under)/over spend					Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Quarter Three	Provided for in Reserves	Year End Forecast	
			Service Forecast	Service Forecast	Service Forecast			
£000	£000	£000	£000	£000	£000	£000	£000	
Adult Social Care	48,324	47,565	153	(653)	(759)	0	(759)	(106)
Children & Family Services	16,913	17,146	203	439	233	(144)	89	(206)
Executive Director	226	226	(30)	0	0	0	0	0
Education DSG funded	(444)	(444)	0	0	0	0	0	0
Education	8,606	8,563	180	103	(43)	0	(43)	(146)
Public Health & Wellbeing	114	114	0	0	0	0	0	0
People	73,740	73,171	505	(111)	(569)	(144)	(713)	(459)
Executive Director	186	186	0	(7)	0	0	0	7
Development & Planning	2,910	3,197	(30)	35	287	0	287	252
Public Protection & Culture	3,876	4,000	52	138	124	0	124	(14)
Transport & Countryside	23,132	23,143	10	(94)	11	0	11	105
Place	30,104	30,526	32	72	422	0	422	350
Executive Director	91	86	0	0	(5)	0	(5)	(5)
Commissioning	782	822	72	60	40	0	40	(20)
Customer Services & ICT	3,082	3,030	18	(9)	(52)	0	(52)	(43)
Finance & Property	2,251	2,691	114	273	440	0	440	167
Human Resources	1,488	1,454	7	(12)	(34)	0	(34)	(22)
Legal and Strategic Support	3,281	3,250	12	8	(31)	0	(31)	(39)
Resources	10,975	11,333	223	320	358	0	358	38
Chief Executive	983	949	0	(34)	(34)	0	(34)	0
Capital Financing	11,011	10,986	(125)	(125)	(25)	0	(25)	100
Commercialisation	(100)	0	100	100	100	0	100	0
Movement through Reserves	(2,411)	(2,411)	0	0	0	0	0	0
Risk Management	350	350	(115)	0	0	0	0	0
Capital Financing & Risk Mgt	8,850	8,925	(140)	(25)	75	0	75	100
Total	124,652	124,904	620	222	252	(144)	108	29

NB: Rounding differences may apply to the nearest £k.



People Directorate

5.4 The Directorate is forecasting an under spend of £569k, an increase of £459k from last quarter. Provision of £144k has been made in reserves against the over spends in Children & Family Services that have arisen. If used, this would decrease the service over spend but increase the Directorate under spend to £713k.

5.5 The main budget variances are detailed below.

- Adult Social Care (ASC) are forecasting an under spend of £759k, an increase of £106k from last quarter.

The under spend in long term services (LTS) is £759k arising from Continuing Health Care funding, higher than anticipated levels of deceased clients, ability to find care home beds at competitive prices and over achievement of income. The under spend is reflected in the LTS model for 2020/21.

The under spend in short term services is £546k largely due to utilising own services when users are discharged from hospital.

The service is seeing significant pressures in our own provider services, being driven by the lack of a permanent care workforce and associated agency costs. A number of options are being explored for recruitment in conjunction with Human Resources.

- Children & Family Services are forecasting an over spend of £233k, a decrease of £206k from last quarter.

There is a forecast over spend of £417k in the Independent Fostering Agencies (IFA) budgets due to an increase in the number of placements being commissioned and a challenging savings target. IFA placements are able to meet complex care and cultural requirements which are a challenge to adequately

meet from our own fostering provision. The service is also using IFA placements to prevent children entering residential placements where possible.

Other pressures include a shortfall of funding for the Family Safeguarding Model, unforeseen child custody costs, and agency costs covering vacancies, ill health and sabbatical leave. The service pressures have been partially mitigated by £200k savings currently forecast in Child Care Lawyers, due to fewer complex cases and an overall reduction in cases.

- Education are forecasting a £43k under spend, an improvement of £146k from the over spend reported last quarter. There are under spends in residential placements and community support packages for children with disability.
- Education Dedicated Support Grant (DSG) shows an on-line position, as any over or under spends against the DSG grant, go to the DSG reserves. The DSG budget for 2019/20 was set with a deficit recovery target of £1.9m, mostly in High Needs. At Quarter Three, the DSG is forecasting a pressure of £272k increasing the deficit balance to £2.2m. The majority of the in-year pressure relates to the High Needs Block Top Up Funding.
- Public Health is reporting on-line. There are a number of small pressures which the Head of Service has been able to mitigate through in-year one off savings due to staffing vacancies and reduction of activities offered.

Place Directorate

5.6 The Directorate is forecasting an over spend of £422k, an increase of £350k from last quarter. The main drivers of this are detailed below.

- Development & Planning are forecasting a £287k over spend, an increase of £252k from last quarter. Development control income is below target due to a drop in the number of planning applications. In Housing, additional temporary resource has been deployed to manage the implications of the Homelessness Reduction Act. Additional budget has been requested for housing as part of the budget build process for 2020/21.
- Public Protection & Culture are forecasting a £124k over spend arising from Shaw House savings targets not being achieved, cleaning costs in libraries and reduced building control contributions. Unmet savings will be incorporated into projects coming online in 2020/21, and additional budget has been requested for some of the other service pressures.
- Transport & Countryside are forecasting an £11k over spend. Although the overall variance is not significant, within this there is a £300k pressure from reduced car parking income and penalty charges, arising from difficulty recruiting enforcement officers and loss of income from the Market Street closure. This is the second year running that the income target has not been achieved and a car park strategy will be undertaken this year. In year mitigation has reduced the overall over spend in the service from streetworks income and waste savings.

Resources Directorate

5.7 The Directorate is forecasting a £358k over spend. The main driver of the service over spend is in Finance & Property, reporting a £440k over spend. The current year £1.5m investment income target was assumed to be delivered from an average property value totalling £75m in year. However, the current portfolio stands at £62m resulting in a forecast shortfall of £347k. In addition, staff vacancy savings identified last quarter have subsequently been revised downwards as extra resources have been required in Accountancy to cover key absences in producing the 2018/19 Statement of Accounts.

Chief Executive

5.8 An under spend of £34k has arisen largely from corporate management staff retirement and restructuring.

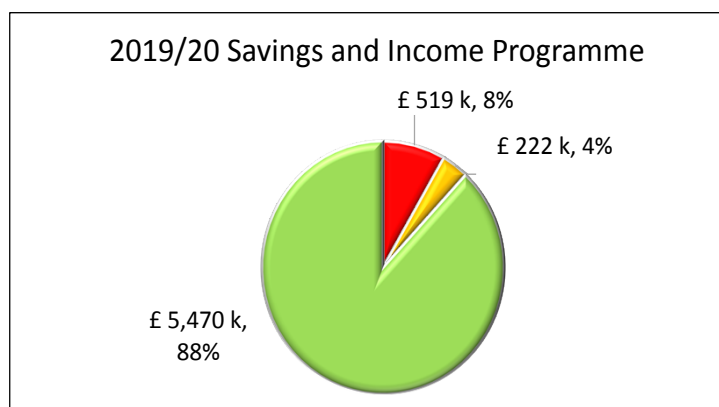
Capital Financing and Risk Management

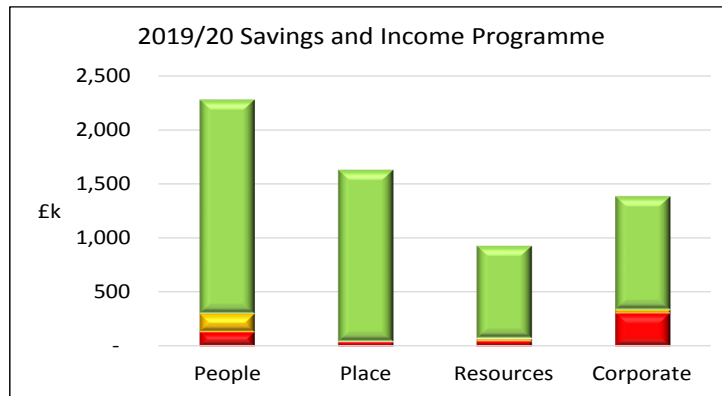
5.9 The forecast position is a £75k over spend. This comprises:

- £25k under spend on levy costs.
- £100k income target from commercialisation that is currently forecast not to be met.
- There is a £300k surplus on investment income which has been used to increase our Minimum Revenue Provision (MRP) to cover off our maturity loan liabilities.

2019/20 Savings and income generation programme

5.10 In order to meet the funding available, the 2019/20 revenue budget was built with a £6.2m savings and income generation programme. The programme is monitored using the RAG traffic light system. The status of the programme is shown in the following charts.





5.11 The relatively high level of red savings of £519k (8%) is a factor in the overall over spend position.

6. Proposals

- To note the Quarter Three forecast of £252k over spend.
- To note that £144k of the forecast over spend has been provided for in reserves, which if used would bring the forecast to an over spend of £108k.

7. Other options considered

None.

8. Conclusion

The Council is reporting a forecast over spend of £252k, of which £144k is provided for in reserves, leading to a year end forecast over spend of £108k. The report highlights what each directorate is putting in place to mitigate their forecast over spends, and any implications for budget setting in 2020/21. There is a £6.2m savings and income generation programme which is forecasting 88% achieved at Quarter Three. Unachieved commercial property income accounts for 5% of the unmet savings.

9. Appendices

Appendix A – Quarter Three Forecast
Appendix B – Budget Changes

Subject to Call-In:

Yes: No:

Report is to note only

Officer details:

Name: Melanie Ellis
Job Title: Chief Management Accountant
Tel No: 2142
E-mail Address: melanie.ellis@westberks.gov.uk

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	Budget		Forecasted Performance						
	Original Budget for 2019/20 £	Revised Budget for 2019/20 £	Expenditure			Income			Net
			Annual Expenditure Budget for 2019/20 £	Annual Expenditure Forecast for 2019/20 £	Expenditure Variance for 2019/20 £	Annual Income Budget for 2019/20 £	Annual Income Forecast for 2019/20 £	Income Variance for 2019/20 £	Net Variance £
Adult Social Care	47,933,750	48,323,870	66,111,190	65,487,890	-623,300	-17,787,320	-17,923,200	-135,880	-759,180
Childrens and Family Services	16,031,300	16,913,400	18,510,830	18,835,080	324,250	-1,597,430	-1,688,790	-91,360	232,890
Executive Director - People	226,220	226,220	226,220	226,220	0	0	0	0	0
Education (DSG Funded)	-444,000	-444,000	101,991,760	101,614,840	-376,920	-102,435,760	-102,058,840	376,920	0
Education	8,402,690	8,606,350	11,769,540	11,565,520	-204,020	-3,163,190	-3,002,190	161,000	-43,020
Public Health & Wellbeing	-80,000	114,450	5,942,810	5,986,610	43,800	-5,828,360	-5,872,160	-43,800	0
People	72,069,960	73,740,290	204,552,350	203,716,160	-836,190	-130,812,060	-130,545,180	266,880	-569,310
Corporate Director - Economy & Environment	185,820	185,820	185,820	185,820	0	0	0	0	0
Development and Planning	2,826,630	2,910,340	5,299,330	5,456,650	157,320	-2,388,990	-2,258,990	130,000	287,320
Public Protection and Culture	3,814,750	3,875,900	9,144,140	9,310,100	165,960	-5,268,240	-5,309,980	-41,740	124,220
Transport and Countryside	23,093,180	23,131,690	33,749,520	33,963,990	214,470	-10,617,830	-10,821,880	-204,050	10,420
Place	29,920,380	30,103,750	48,378,810	48,916,560	537,750	-18,275,060	-18,390,850	-115,790	421,960
Executive Director - Resources	0	90,760	90,760	85,500	-5,260	0	0	0	-5,260
Commissioning	709,910	781,820	7,367,830	7,499,370	131,540	-6,586,010	-6,677,550	-91,540	40,000
Customer Services and ICT	2,994,290	3,081,750	3,984,390	3,916,290	-68,100	-902,640	-886,010	16,630	-51,470
Finance and Property	2,244,570	2,251,420	47,368,490	47,099,370	-269,120	-45,117,070	-44,407,930	709,140	440,020
Human Resources	1,429,190	1,487,610	1,999,010	1,892,380	-106,630	-511,400	-438,580	72,820	-33,810
Legal and Strategic Support	3,282,870	3,281,560	3,903,170	3,923,950	20,780	-621,610	-673,630	-52,020	-31,240
Resources	10,660,830	10,974,920	64,713,650	64,416,860	-296,790	-53,738,730	-53,083,700	655,030	358,240
Chief Executive	830,850	982,820	992,820	959,320	-33,500	-10,000	-10,000	0	-33,500
Chief Executive	830,850	982,820	992,820	959,320	-33,500	-10,000	-10,000	0	-33,500
Capital Financing & Management	10,787,140	10,911,080	11,418,760	11,793,430	374,670	-507,680	-807,680	-300,000	74,670
Movement Through Reserves	-117,000	-2,411,010	-2,411,010	-2,411,010	0	0	0	0	0
Risk Management	500,000	350,310	350,310	350,310	0	0	0	0	0
Capital Financing and Risk Management	11,170,140	8,850,380	9,358,060	9,732,730	374,670	-507,680	-807,680	-300,000	74,670
Total	124,652,160	124,652,160	327,995,690	327,741,630	-254,060	-203,343,530	-202,837,410	506,120	252,060

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Appendix B

Budget Changes

Service	Original Net Budget	Approved Budget B/F from 2018/19	Changes not requiring approval	Approved by S151 & Portfolio Holder	Requiring Executive Approval	Approved Budget C/F to 2019/20	Current Net Budget
	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	47,935	297	92				48,324
Children and Family Services	16,031	882					16,913
Executive Director	226	0					226
Education DSG funded	(444)	0					(444)
Education	8,403	204					8,606
Public Health & Wellbeing	(80)	166	28				114
Communities	72,071	1,548	120	0	0	0	73,740
Executive Director	186	0					186
Development & Planning	2,827	108	(25)				2,910
Public Protection & Culture	3,815		61				3,876
Transport & Countryside	23,093	28	11				23,132
Place	29,921	136	47	0	0	0	30,104
Executive Director	0		91				91
Commissioning	710		72				782
Customer Services & ICT	2,994		88				3,082
Finance & Property	2,243		8				2,251
Human Resources	1,430		58				1,488
Legal and Strategic Support	3,283	151	(152)				3,281
Resources	10,660	151	165	0	0	0	10,975
Chief Executive	831	114	38				983
Capital Financing & Management	10,886		125				11,011
Commercialisation	(100)						(100)
Movement through Reserves	(117)	(1,949)	(345)				(2,411)
Risk Management	500		(150)				350
Capital Financing & Risk Mgt	11,169	(1,949)	(370)	0	0	0	8,850
Total	124,652	0	0	0	0	0	124,652

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Treasury Management 2019/20 Mid-Year Performance Report

Committee considering report:	Executive on 13 February 2020
Portfolio Member:	Councillor Ross MacKinnon
Date Portfolio Member agreed report:	11 December 2019
Report Author:	Gabrielle Esplin
Forward Plan Ref:	EX3871

1. Purpose of the Report

- 1.1 To inform Members of the treasury management activity and performance of the Council's investments as at 30th November 2019.

2. Recommendation

- 2.1 To note the contents of the report.

3. Implications and Impact Assessment

Implication	Commentary
Financial:	The Treasury function is responsible for the daily cash flow management of the Council. Income from investments contributes to the Council's annual budget.
Human Resource:	None
Legal:	None
Risk Management:	All investments are undertaken with a view to minimising the risk of financial loss. The Treasury Management Strategy approved by the Council sets parameters to ensure this.
Property:	The Council's Property investment strategy is closely aligned to the overarching Investment and Borrowing Strategy. Progress with property investment will be reported as part of quarterly financial performance monitoring.
Policy:	The Council's cash flow, borrowing and investments are carried out in accordance with the Annual Investment Strategy agreed by Council..

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:		X		
Health Impact:		X		
ICT or Digital Services Impact:		X		
Council Strategy Priorities or Business as Usual:		X		
Data Impact:		X		
Consultation and Engagement:	Internal Consultation: Joseph Holmes – Director of Resources Cllr Ross MacKinnon – Portfolio Holder for Finance			

4. Executive Summary

4.1 Summary of Treasury Management Performance April to November 2019

- a) The aim of the Council's Treasury Management Strategy is to manage cash flow to ensure sufficient funds are available on a day to day basis for

the Council's operations. Surplus funds are invested to maximise interest, while minimising the exposure of investments to risk.

- b) The average level of funds invested by the Council between 1 April and 30th November in 2019/20 (net of short term borrowing) was £35.9 million and the average fund balance for the whole of this financial year is currently forecast to be £38.2 million (compared with £38.0 million in 2018/19).
- c) Funds have been invested in the following instant access deposit accounts and money market funds (up to a maximum of £5 million per account):
- Natwest paying up 0.3% interest (depending on the level of the balance)
 - Bank of Scotland paying a fixed rate of 0.6% interest
 - Santander UK paying a fixed rate of 0.5% interest
 - Goldman Sachs Sterling Liquid Reserve money market fund, paying a variable rate of interest averaging 0.69%.
- d) Fixed term deposits have been placed with UK Building Societies for an average period of 241 days and an average rate of 1.11%. The maximum amount invested with any one institution was £5 million. 3 short term loans from other Local Authorities of between £2m and £5m were also arranged for between 1 and 22 days, at rates of between 0.65% and 0.79% to cover our short term cash flow needs. We also entered into a mutually beneficial arrangement with Newbury Town Council to hold back the first instalment of the Town Council's precept of £512k for a period of 122 days on which we paid interest to the Town Council at 0.65%.
- e) Total interest earned on investments (net of interest paid on short term borrowing) from 1 April to 30 November 2019 was £256k. Net investment income for the whole of this financial year is expected to be £363k which would represent a rate of return of 0.95% (as compared with £314k or 0.83% in 2018/19). We also expect to receive £450k interest on the prepayment of pension contributions to the Berkshire Pension Fund.
- f) The total expected to be earned through cash flow management is therefore forecast to be £813k against a net income budget of £457k. It is proposed that the additional £356k income should be used to make additional provision for the future repayment of maturity loans (MRP), which will help the Council to fund future pressures on the capital programme.
- g) £7.7 million new loans were taken from the Public Works Loans Board (PWLB) in August 2019 to fund capital expenditure on operational assets. A further £4.8 million is expected to be borrowed to fund capital expenditure and £5.8 million loan repayments will have been made by 31st March 2020. This will bring total long term borrowing to £207.1 million by 31st March 2020, assuming no further borrowing to fund property investment is undertaken in 2019/20.

4.2 Conclusions

- a) The forecast return on investments in 2019/20 compared favourably to the previous year due to higher interest rates on deposit accounts and fixed term deposits. Interest rates are expected either to remain stable or to decrease slightly over the next few months. The Council's cash fund balance is expected to be lower in 2020/21 than in 2021/22 because around £9m capital grants, which were brought forward from previous years for major capital schemes, are currently expected to be spent in by 31st March 2020. Therefore we currently expect interest on investments in 2020/21 to be closer to the existing budget.
- b) PWLB lending rates increased by about 1% across the board in October 2019. The Treasury team will therefore investigate alternative sources of borrowing which may represent better value for money than the PWLB.

5. Supporting Information

5.1 Introduction

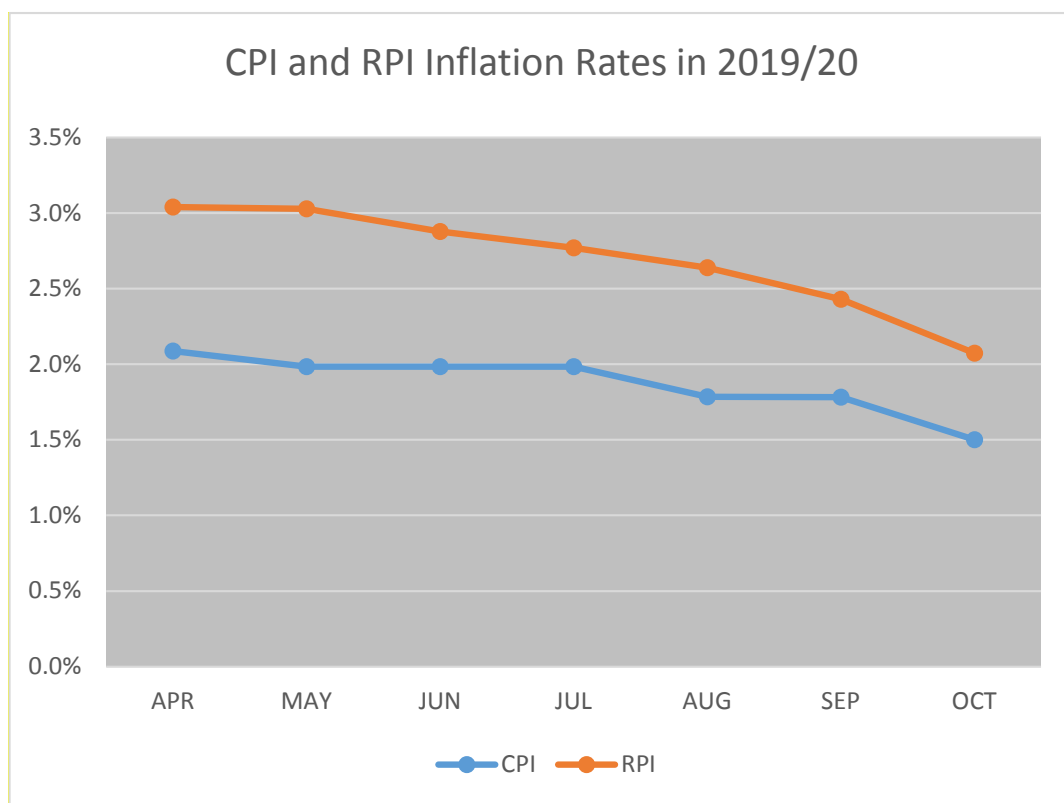
- a) The CIPFA Code of Practice for Treasury Management in the Public Services, revised in December 2017, requires the Section 151 Officer to report to the Executive before the start of the financial year on the treasury strategy for the coming year and, after the end of the financial year on Treasury Management activity and performance for the previous year. It is also recommended that we should report to members on the treasury management performance at the mid-year point.
- b) The Treasury Management Group met in July and December 2019 to review performance and detailed implementation of policy. This group includes the Portfolio Member for Finance, together with the Head of Finance and Property/Director of Resources, the Chief Financial Accountant, the Finance Manager for Treasury, VAT and Projects and the Treasury Accountant.
- c) This report provides details of the treasury activities and compliance with the Council's policies from the period April to November 2019, including:
 - A summary of the economic factors affecting treasury policy and performance
 - A summary of the approved strategy for 2019/20
 - A review of treasury management performance in the year to date 2018/19.

5.2 Economic conditions

- a) The Bank of England Monetary Policy Report for November 2019 states that the UK economy has slowed during 2019, reflecting continued uncertainty about Brexit and slowing of growth in the world economy. UK inflation has fallen below the Bank's 2% target since August. The Monetary Policy Committee have therefore maintained the base rate of interest at 0.75%.

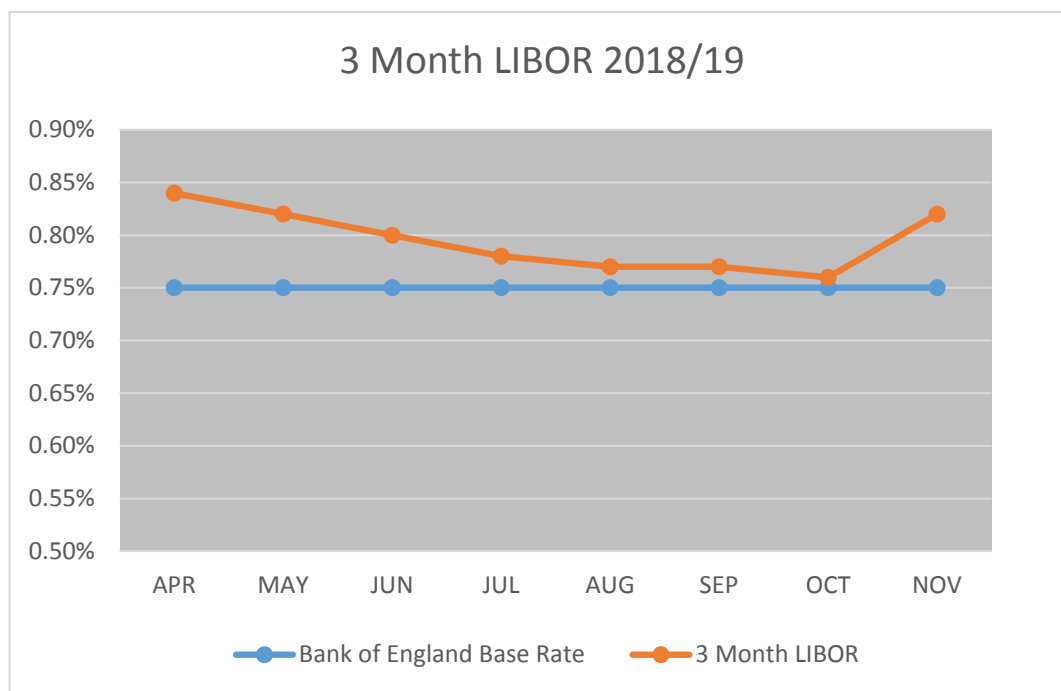
- b) The Bank of England expects uncertainty facing UK households and businesses to fall over the next few months and the global growth to recover gradually. It is therefore expected that interest rates will remain steady over the next few months but that upward pressure on prices will build gradually over the next few years, which is likely to lead to a modest increase in interest rates in the medium to long term. However, if UK growth does not recover, it may need to lower interest rates in the short term.
- c) Chart 1 (below) shows inflation measured by RPI and CPI from April to October 2019. The Bank of England's main measure of inflation is CPI.

Chart 1



- d) The interest rates which the Council can earn on its investments reflect the three month sterling London Inter-Bank Offer Rate or LIBOR (this is the rate at which the banks are prepared to lend to each other). Chart 2 (below) shows that LIBOR fell slightly from 0.84% in April 2019 to 0.76% in October 2019, which was only just above the Bank of England base rate, but the rate has recovered slightly in November.

Chart 2



- e) The effect of this has been that interest rates available to the Council from building societies have decreased slightly since April 2019. For example, a 1 year investment with a top 20 building society in May 2019 earned 1.3% but equivalent rates are now at around 1.1%.
- f) Another effect of recent UK economic conditions has been that the rates at which Local Authorities can borrow from the Public Works Loans Board, which are linked to the price of UK gilts, fell significantly during the first half of 2019. This led to a rapid increase in borrowing from the PWLB during the summer. In order to counteract this effect, HM treasury increased all PWLB rates by 1% in October. This restored PWLB rates approximately to their level in October 2018 and the Council is no longer able to take advantage of very low PWLB rates to reduce the cost of borrowing to fund its capital programme.

5.3 Overview of Cash Flow and Treasury Management Strategy

- a) The aim of the Council's investment strategy (last approved by the Council in March 2019) is to manage cash flow to ensure sufficient funds are available on a day to day basis for the Council's operations. Surplus funds are invested to generate the most beneficial interest receipts, while minimising the exposure of investments to risk.
- b) The amount of cash held by the Council fluctuates throughout the year and within each month. In general terms, funds are high on the first working day of the month when a large proportion of Council tax and government grant is received and low on the last working day of the month when the majority of staff salaries are paid. Funds also tend to be lower towards the end of the financial year as some of the smaller government grants are paid in full at the start of the financial year and the majority of

Council tax payments are made in ten equal instalments between April and January, so Council tax receipts are much lower in February and March.

5.4 Treasury management activity in 2018/19

- a) Table 1 (below) shows level and average interest rates of the Council's loans and investments as at 30th November 2019, compared to the position at the 31st March 2019.

Table 1

	November 2019 £000	Average Rate	31st March 2019 £000	Average Rate
Fixed Rate Debt				
PWLB Loans Balance	204,812	3.08%	200,438	3.16%
PFI Debt	13,198	6.1%	13,651	6.1%
Short Term Borrowing	-	0.00%	8,500	0.90%
Total Debt	218,010		222,589	
Instant access cash deposits	1,710	0.43%	10,020	0.59%
Fixed term fixed rate investments	32,000	1.1%	26,000	1.1%
Total Cash & Investments	33,710		36,020	

- b) In order to meet the Council's day to day cash flow requirements, a sum of between approximately £1 million and £20 million is held in instant access accounts. In line with the Council's Treasury Management Strategy, accounts are held with banks rated by Moody's Credit Ratings Agency at P1 (maximum deposit £5 million) or P2 (maximum deposit £4 million) while the money market fund is rated AAA. These ratings indicate a very low risk of default on short term investments.
- c) The current interest rates and credit ratings for these accounts are as follows: Table 2

Institution:	Interest Rate:	Changes:	Moody's Rating:
Bank of Scotland	0.60%	Unchanged since 1 April 2019	P1
NatWest	0.2% < £1m 0.3% > £1m	Unchanged since 1 April 2019	P2
Santander UK	0.50%	Increased from 0.15% in April 2019	P1
Goldman Sachs Money Market Fund	Variable averaging 0.69%	peaked at 0.71% in May 2019; currently 0.67%	AAA

- d) At various points in the year the Council had surplus funds which it has placed in fixed term, fixed rate investments until they were needed to cover outgoings. The longer the term of the investment, the higher the rate of interest earned. Between April and November 2019 we made 12 fixed

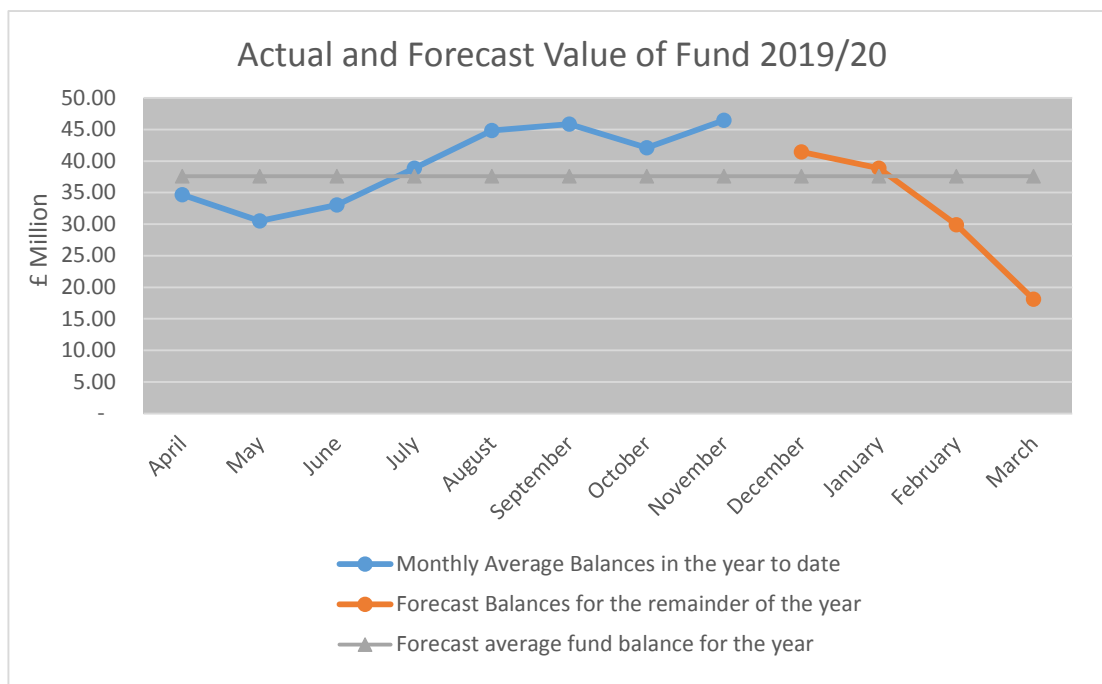
term investments of between £1 million and £5 million for periods of between 11 and 365 days. Nine of these investments were placed with the top 20 British Building Societies and three with other local authorities. The average length of investment was 241 days. The average rate of interest earned from fixed term investments in the current financial year is 1.11%.

- e) It was also necessary from time to time for the Council to take out short term loans to cover its cash flow requirements. 3 short term loans of between £2 million and £5 million have been taken out for this purpose so far in this financial year. These were all from other local authorities, for periods of between 1 and 22 days, at rates of interest between 0.65% and 0.79%. In addition, at the request of Newbury Town Council, West Berkshire Council also held back the first instalment of the Town Council's precept of £512k for a period of 122 days and paid interest to the Town Council at 0.65%.
- f) The majority of the Council's investments and short term loans are arranged through one of five firms of financial brokers, which have ready access to the most competitive interest rates on the market each day.

5.5 Overall Performance of the Treasury Fund

- a) The average value of the fund (i.e. the total of temporary investments less temporary borrowing) between April and November 2019 was £39.5 million (see Chart 3). The average fund balance for the whole of this financial year is currently forecast to be £38.2 million (compared with £38.0 million in 2018/19). This includes approximately £9 million capital grants brought forward from previous years in respect of major capital schemes which have been delayed, including the new Highwood Copse Primary school. These grants are expected to be spent by March 2020. The fund balance for 2020/21 is therefore expected to be lower than in 2019/20.

Chart 3



- b) The net amount of interest earned from the Council’s investment and short term borrowing activities between 1st April and 30th November 2019 is 256k. This compares with £176k earned between April and November 2018. Net investment income for the whole of this financial year is expected to be £363k which would represent a rate of return of 0.95% (as compared with £314k or 0.83% in 2018/19).
- c) In addition, the Royal Borough of Windsor and Maidenhead, who manage the Berkshire pension fund, offered West Berkshire a discount of approximately 3% on its total pension contributions due for the year, in exchange for paying the contributions in advance, in April 2019, instead of in monthly instalments. In this way, the Council expects to achieve a saving of £450k, by, in effect, making a temporary investment of £14.8 million with the Berkshire Pension Fund at a rate of return of 3%. This can be achieved because the Pension Fund is much bigger than the West Berkshire treasury fund and is able to invest over longer periods and therefore to earn a higher rate of return.
- d) Taking into account the saving from pre-payment of pension contributions the total net investment income for the whole of this financial year is expected to be £813k, which compares with the current budget for net income from investments of £457k, an overachievement of the income target of £356k. It is proposed that this additional investment income should be used to make additional provision for the future repayment of maturity loans (MRP), which will enable the Council to minimise the amount by which it needs to increase its revenue budget for capital financing, in order to fund pressures on the capital programme. The effect of this adjustment will be explained in more detail in the report on the Capital Strategy and programme which will be taken to the Executive in February 2020.

- e) Table 3 (below) shows that investment and borrowing activities in 2018/19 were in line with the Treasury Management Strategy approved by Council in March and with the more detailed Treasury Management Policies, which underpin the Strategy.

Table 3

Policy	Target	Actual
Credit limit with counterparties not exceeded	100%	100%
All counterparties on approved lending list	100%	100%
All investments are approved investments	100%	100%
Segregation of duties complied with	100%	100%
Target for short term debt of £15m not exceeded	100%	100%

5.6 Long Term Borrowing in 2019/20

- a) With the exception of debt embedded in the PFI contract, all the Council's long term debt is with the Public Works Loans Board (PWLB). The level of long term borrowing is in line with the prudential borrowing limits set out in the annual Investment and Borrowing Strategy 2019/20 and the Capital Strategy 2019 to 2022, which were both approved by the Council in March 2019. The operational borrowing limit agreed for 2019/20, as part of the Investment and Borrowing Strategy, was £273 million, which includes temporary borrowing and debt embedded in the PFI contract.
- b) At 1 April 2019 the Council had long term PWLB loans of £200.4 million (including £20.5 million remaining from the loans inherited from the former Berkshire County Council). In August 2019 new PWLB loans of £7.7 million were taken out as follows:

Table 4

Purpose of Loan	Amount	Type	Rate	Start Date	Finish Date	Total Amount to be repaid
To fund capital spend in 19/20 with useful life of 30 years	£4,612,000	Annuity	1.58%	19/08/2019	19/08/2049	£5,809,684
To fund investment in Solar panels on Council buildings to achieve savings in energy costs	£536,900	Annuity	1.79%	19/08/2019	19/08/2059	£754,153
To fund capital spend in 19/20 with useful life of 50 years	£2,547,100	Annuity	1.84%	19/08/2019	19/08/2069	£3,867,780
Total	£7,696,000					£10,431,617

£3.3 million loan repayments have been made between April and November 2019, leaving the balance of long term debt with the PWLB at 30th November 2019 at £204.8 million.

- c) Based on the capital expenditure forecast at the end of Quarter 2, it is expected to be necessary to borrow a further £4.8 million by 31st March 2020 to fund capital expenditure on operational assets. It currently appears unlikely that any further borrowing will be undertaken in the current financial year for further investment in commercial property. With £2.5 million further loan repayments due to be made by year end, total long term borrowing is therefore expected to be £207.1 million by 31st March 2020.
- d) Following the recent steep increase in PWLB lending rates explained in paragraph 2.6, the Treasury team will investigate any alternative sources of borrowing which may represent better value for money than the PWLB. In order to allow for due diligence to be undertaken for potential new sources of lending, it may be necessary for some interim borrowing to be undertaken on a short term basis, for example from other local authorities, until longer term loans can be arranged.
- e) The debt figures quoted above do not include the debt embedded in the Waste PFI contract to finance the cost of building the Padworth Waste Management facility. This debt, which is included in the total borrowing shown on the Council's balance sheet, stood at £13.2 million at end of November 2019. (Repayments of this debt are included in the monthly waste contract charges, which are paid from the revenue budget for waste management).

6. Other options considered

6.1 Not applicable

7. Conclusion

- 7.1 The forecast return on investments in 2019/20 compared favourably to the previous year due to higher interest rates on deposit accounts and fixed term deposits. Interest rates are expected either to remain stable or to decrease slightly over the next few months. The Council's cash fund balance is expected to be lower in 2020/21 than in 2021/22 because around £9m capital grants, which were brought forward from previous years for major capital schemes, are currently expected to be spent in by 31st March 2020. Therefore we currently expect interest on investments in 2020/21 to be closer to the existing budget.
- 7.2 PWLB lending rates increased by about 1% across the board in October 2019. The Treasury team will therefore investigate alternative sources of borrowing which may represent better value for money than the PWLB.

8. Appendices

Appendix A – Equalities Impact Assessment

Appendix B – Data Protection Impact Assessment

Subject to Call-In:

No:

Report is to note only



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 A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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:	No decision – report to note only
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council’s key strategy priorities?	No
Name of assessor:	Gabrielle Esplin
Date of assessment:	9/12/19

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

What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	Not applicable – report on year to date activity to note only
Objectives:	Not applicable – report on year to date activity to note only
Outcomes:	Not applicable – report on year to date activity to note only
Benefits:	Not applicable – report on year to date activity to note only

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:		
Not applicable – report on year to date activity to note only		
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](#).

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

Name: Gabrielle Esplin

Date: 9/12/19

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.

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Finance and Property
Team:	Accountancy
Lead Officer:	Gabrielle Esplin
Title of Project/System:	Treasury Management
Date of Assessment:	9/12/19

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><small>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p> <p><small>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p><small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

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Council Strategy Delivery Plan

Committee considering report:	Executive
Date of Committee:	13 February 2020
Portfolio Member:	Councillor Lynne Doherty
Date Portfolio Member agreed report:	30 January 2020
Report Author:	Catalin Bogos
Forward Plan Ref:	EX3815

1. Purpose of the Report

To inform the Executive of the proposed performance measures and associated targets to be used as part of the Council Strategy Delivery Plan in order to monitor the progress of the Council Strategy 2019/23 delivery.

2. Recommendation

To approve the performance measures and targets to be used for reporting at Executive level as part of the 2019/20 Council Strategy Delivery Plan.

3. Implications and Impact Assessment

Implication	Commentary			
Financial:	The MTFs, due for approval by Council in March of this year, will be aligned with the Council Strategy. Progress against some of the measures and targets included in the Delivery Plan will start to be reported once specific additional financial resources have been approved.			
Human Resource:	None			
Legal:	None			
Risk Management:	The approval of new targets will inform the quarterly risk identification and assessment process.			
Property:	None			
Policy:	The Council Strategy is part of the Council's approved Policy Framework			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or	Y			The proposed targets and measures detail the improvements and outcomes the Council seeks to deliver for all residents in the district. These include improved outcomes for vulnerable children and adults, and supporting everyone to reach their full potential.

accessed, that could impact on inequality?				
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?				The proposed measures and targets reflect the planned impact expected for all West Berkshire residents including people with protected characteristics.
Environmental Impact:				Any environmental impact is detailed as part of the measures and targets proposed.
Health Impact:				Any health impact is detailed as part of the measures and targets proposed.
ICT or Digital Services Impact:				Any ICT/Digital impact is detailed as part of the measures and targets proposed.
Council Strategy Priorities or Business as Usual:				The proposal will ensure that all Council's Priorities for improvement and core business areas are appropriately performance managed.
Data Impact:				None
Consultation and Engagement:	All Heads of Service All Directors and Chief Executive All Portfolio Holders Overview and Scrutiny Management Commission			

4. Executive Summary

- 4.1 In May 2019, the Council approved the Council Strategy 2019/23 Building on Our Strengths. The approval of the strategy included the requirement that a Delivery Plan is developed to support the Council Strategy.
- 4.2 This report details the key performance measures and targets for reporting at the Executive level that will form part of the Council Strategy Delivery Plan.
- 4.3 All Heads of Service, Directors, Portfolio Holders and the Chief Executive have been consulted as part of the process to produce the Delivery Plan. For each commitment of the Council Strategy, it details the actions that will be implemented and the expected outcomes. Key performance measures and targets are providing the specific details required for monitoring the progress in delivering the Council Strategy priorities for improvement and core business areas.
- 4.4 The Delivery Plan is built based on the principle of *reporting what is relevant to the appropriate level for decision making*. This report highlights, on Teale background only the measures for reporting at Executive (Appendix C1).
- 4.5 A number of placeholders for performance measures have been used and a few targets are to be confirmed (TBC). In most cases, these relate to activities and stretch targets for which a process to allocate additional financial resources is yet to be

concluded. Additional financial implications/requirements are listed in the appendix C1 against each measure.

- 4.6 The Overview and Scrutiny Management Commission (OSMC) has scrutinised a draft version of the Delivery Plan. The Commission provided valuable recommendations and comments. Whilst concluding that the framework and the structure of the Delivery Plan are appropriate, OSMC highlighted that too many KPIs were included for reporting to Executive and Corporate Board, that rebalancing was needed as too many measures related to improvements and too few to core business/maintaining strong performance. OSMC suggested that some milestone type KPIs (dated or action related Strategic Plan/Goal type measures, that will result in outcomes type KPIs once completed), should be marked as 'Strategic Goals'. The OSMC's recommendations are reflected in the final version of the Delivery Plan (Appendix C1)

4.7 **Proposals**

- (a) To approve the list of Council Strategy Delivery Plan measures for reporting at Executive level and associated targets (Appendix C).

5. **Other options considered**

- 5.1 The Delivery Plan was produced as a result of the Full Council's decision in May 2019 to adopt the Council Strategy 2019/23. The production of the plan was based on an iterative process with the consultation and engagement of officers and members (including OSMC) and as a result there are no alternative options suggested.

6. **Conclusion**

- 6.1 The approval of the Delivery Plan provides the additional level of detail, in terms of actions, outcomes, performance measures and targets, needed to be able to evidence the progress made with the delivery of the Strategy's Priorities for improvement and core business areas.

7. **Appendices**

Appendix A – Equalities Impact Assessment

Appendix B – Data Protection Impact Assessment

Appendix C1 – Council Strategy Delivery Plan Extract - Measures for reporting at Executive

Background Papers:

None

Subject to Call-In:

Yes: No:

Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months

Wards affected: All

Officer details:

Name: Catalin Bogos
Job Title: Performance and Risk Manager
Tel No: (01635) 519102
E-mail Address: Catalin.Bogos@westberks.gov.uk

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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 approve the Council Strategy Delivery Plan
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	The Delivery Plan provides the details regarding the delivery of each priority for improvement or core business area of the Council Strategy
Name of assessor:	Catalin Bogos
Date of assessment:	17/01/2020

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		

What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To provide the details required for monitoring the progress of the Council Strategy delivery
Objectives:	To agree the Measures and targets of the Council Strategy Delivery Plan
Outcomes:	Approved measures, targets and reporting level.
Benefits:	Support the performance management for the delivery of the Council Strategy.

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:		
The proposed targets and measures detail the improvements and outcomes the Council seeks to deliver for all residents in the district. These include improved outcomes for vulnerable children and adults, and supporting everyone to reach their full potential.		

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: Actions listed in the Delivery Plan provide the details required for monitoring progress with the delivery of the Council Strategy which includes priorities around improving outcomes for vulnerable children and adults, and supporting everyone to reach their full potential.	
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: The Council Strategy and the delivery plan are aiming to achieve positive outcomes for people living or working in the District.	

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](#).

Identify next steps as appropriate:	
Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Catalin Bogos

Date: 17/01/2020

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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

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Legal and Strategic Support
Team:	Performance, Research and Risk
Lead Officer:	Catalin Bogos
Title of Project/System:	Council Strategy Delivery Plan
Date of Assessment:	17/01/2020

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p><i>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be processing data on a large scale?</p> <p><i>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p><i>Note – will it have an interactive element which allows users to communicate directly with one another?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p> <p><i>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p><i>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

NB: Benchmarking includes the Threshold for best quartile (the value threshold for the top 25% Single tier and County Local Authorities in England) or England Average

PRIORITY FOR IMPROVEMENT: Ensure our vulnerable children and adults achieve better outcomes

► COMMITMENT: 1.1 Support children, young people and vulnerable adults at an earlier stage, ensuring they are safe through prevention and early intervention services

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation & Corporate Board response:
Hilary Cole	a. Ensure that all rough sleepers in the District will be offered accommodation	Reduction of rough sleeping in the District	% of rough sleepers in West Berkshire offered accommodation when first identified and who are eligible for an offer of accommodation	n/a	new measure 2019/20	Baseline	100%	T: Stretch R: £237k	OSMC questioned if this should be a Corporate Goal. CB: Maintained as a KPI as focusing on output.

► COMMITMENT: 1.2 Improve outcomes for our Looked After Children and other vulnerable children and adults

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Dominic Boeck	a. Work with children and families that benefit from our statutory social services to ensure long lasting results	Maintain strong performance - children and young people do not require similar interventions within agreed timescales	% of repeat referrals to Children's Services within 12 months of a previous referral	Lowest Q 17/18: 15.6%	21%	<20%	<20%	T: Must do R: None	
Dominic Boeck	b. Provide better services for Children in Care	Our reduced cohort of more complex Children in Care will have even more stable placements, reduced absence from school and better educational outcomes	% of children in care able to access 5 or more GCSE qualifications achieving pass grades in at least 5 subjects	N/A	58%	60%	75%	T: TBC R: None	OSMC: Change reporting level from Corporate Board to Executive CB: Change made

► COMMITMENT: 1.3 Ensure better outcomes for social care users and improved satisfaction

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. Help our service users to feel safe and secure	People who use adult social care services say that their services made them feel safe and secure, as measured through national survey arrangements	% of people who use services who say their services have made them feel safe and secure	Top Q 17/18: >90.3%	91%	85%	Better than the 2018/19 outturn of 90.7%	T: Must do R: None	OSMC: subjective measure CB: This is a national level user survey outcome measure which gives us comparative data on similar representative methodology. To report at Executive level

► COMMITMENT: 1.4 Safeguard against new and emerging risks

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. Increase the effectiveness of adult social care safeguarding investigations	Ensure people who have been victims of abuse are appropriately involved and achieve their desired outcome	% of the desired outcomes of a S42 safeguarding enquiry expressed by the person subject of the enquiry was 'fully' achieved	Top Q 17/18: >74.3%	(214/346) 61.9%	>60%	70%	T: Must do R: None	

Appendix C1 - Council Delivery Plan 2019-2023: Proposed Actions, Outcomes, Key Performance Indicators and Core Business measures for 2019/20 by Strategic Priority for Improvement (Pfi) and Core Business Category

► **COMMITMENT: 1.5 Support more vulnerable young adults into employment**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. Agree a strategic framework to improve the employment of vulnerable people in the District	Increased Employment rate for vulnerable young people	Strategic Goal: A strategic framework to improve the employment of vulnerable people agreed and published	Local	New for 2019/20	Sep-20	Sep-20	T: Stretch R: £50k	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Dominic Boeck	b. Increase support for our care leavers	A greater proportion of Care Leavers in the District are in Employment, Education or Training	% of our Care Leavers (aged 19-25) in Employment, Education or Training	Top Q 17/18: >58%	50%	60%	65%	T: Stretch R: None	
Howard Woollaston	c. Increase to 114 each year, the number of apprenticeships within the Council including for vulnerable young adults	Increase the number of apprenticeships being accessed, especially by care leavers, those with disabilities and from BAME (Black, Asian and Minority) communities	Number of facilitated apprenticeships to disadvantaged young people (aged 16-25 who are either looked after children, those with physical/mental disabilities or from disadvantaged backgrounds e.g. PRUs) via direct employment or via levy transfer	local	New for 2019/20	Baseline	13 by Mar 2023	T: Stretch R: apprenticeships of £125k	

PRIORITY FOR IMPROVEMENT: Support everyone to reach their full potential

► **COMMITMENT: 2.1 Support everyone on their learning journey to achieve their best**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Dominic Boeck	a. Improve the outcomes of pupils on Free School Meals	Improving the achievement of children on FSM and maintaining the low levels of NEETs (young people not in education, employment or training)	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Top Q 17/18 AY: >61%	(AY 2017-18) 43%	Improve National ranking from the summer 18 exams	Consistently improved ranking against statistical neighbours	T: Stretch R: £21k (0.4 FTE) per annum	
Dominic Boeck			Percentage of FSM pupils in KS2 achieving the expected standard for reading, writing and maths combined	Top Q 17/18 AY: >51%	(AY 2017-18) 26%	Improve % score from the summer 18 exams	50%	T: Stretch R: £16.6k (0.2 FTE) per annum	
Dominic Boeck			Attainment 8 score for FSM pupils in KS4	Top Q 17/18 AY: >36.4 points	(AY 2017-18) 32.5 points	Improve on 2017/18 (target for summer 2019 results)	Better than statistical neighbours average	T: Stretch R: None	
Dominic Boeck			At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	Top Q 17/18 AY: >69%	(AY 2017-18) 64%	Improve percentage score from the summer 18 exams	Top 25% nationally	T: Stretch R: £24.9k (0.3 FTE) per annum	OSMC: Change reporting level from Corporate Board to Executive CB: Change made

► **COMMITMENT: 2.2 Improve the health and wellbeing of our residents through appropriate interventions and policies**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Rick Jones	a. Sign-up to the prevention concordat for better health and deliver a prevention and awareness plan	Prevent mental health problems and promote good mental health	Strategic Goal: Sign up for the prevention concordat for better health and deliver a plan that prevents mental health problems and promote good mental health	n/a	New for 2019/20	Mar-21	Mar-21	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones	b. Placeholder actions re mental health	Placeholder outcomes re mental health	Placeholder measure re mental health outcomes	n/a	TBC	TBC	TBC	T: Must do R: None	

Appendix C1 - Council Delivery Plan 2019-2023: Proposed Actions, Outcomes, Key Performance Indicators and Core Business measures for 2019/20 by Strategic Priority for Improvement (Pfi) and Core Business Category

► **COMMITMENT: 2.3 Help people to help themselves and others**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Rick Jones	a. Implement a new community wellbeing model	Support individuals to self-care, lead independent lives and strengthen our local communities	Strategic Goal: Implement a new integrated community wellbeing model to improve the wellbeing of adults in West Berkshire	Local	New for 2019/20	Mar-20	Mar-20	T: TBC R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones	b. Enable and support more community-led initiatives and activities that aim to build community resilience	Improvements of the Community Resilience Index	Strategic Goal: Devise and adopt a community resilience index	Local	New for 2019/20	Mar-20	Mar-20	T: Stretch R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones Howard Woollaston	c. Develop and implement a consistent corporate approach to community engagement	Utilise community engagement outcomes and learning to inform service development and delivery including opportunities to co-design with our communities	Strategic Goal: Develop and implement a consistent corporate framework to community engagement and utilise the outcomes and learning to inform service development and delivery, including opportunities to co-design with our communities	n/a	New for 2019/20	On schedule	By end of Oct 2020	T: Stretch R: TBC Resource to manage the framework	OSMC: Clarification is required regarding the way in which this will be measured. Needs to be more specific. CB: framework document policy to be approved by end of Oct 2020
Rick Jones	d. Provide support and encourage community engagement through volunteering	Volunteering opportunities in the District are maximised	Number of hours provided by volunteers across Cultural Services (includes Libraries, Shaw House, the West Berkshire Museum and the archaeology service)	Local	18,065	18,000	18,000	T: Must do R: None	

PRIORITY FOR IMPROVEMENT: Support businesses to start develop and thrive in West Berkshire - actions for the delivery of the commitments to be confirmed

► **COMMITMENT: 3.1 Improve the help and guidance for start-ups and existing small businesses to grow, including by facilitating access to business incubators, or similar resources/initiatives**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole	a. Produce and adopt an Economic Development Strategy 2019 – 2036	Deliver a coordinated, long term approach to support businesses to start and develop in West Berkshire	Strategic Goal: Adopt a West Berkshire Economic Development Strategy	n/a	New for 2019/20	By end of Apr 2020	By end of Apr 2020	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Change made

► **COMMITMENT: 3.2 Ensure our planning policies enable start-up and growth of businesses in the District**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
									The service is working to finalise measures and targets for reporting at Executive level

► **COMMITMENT: 3.3 Provide incentives and opportunities to enable businesses to grow**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
									The service is working to finalise measures and targets for reporting at Executive level

PRIORITY FOR IMPROVEMENT: Develop local infrastructure including housing to support and grow the local economy

► **COMMITMENT: 4.1 Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation schemes, and travel and transport infrastructure**

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole			Strategic Goal: Produce the infrastructure delivery plan	n/a	New for 2019/20	On schedule	By end of September 2020	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Change made
Richard Somner	a. Develop and maintain our road network to accommodate the housing growth (in the context of the climate emergency declaration) by investing at least £39 million between 2019 – 2023 in transport and infrastructure	There is no deterioration in congestion levels in urban areas as a result of developments in line with the current housing delivery plan. This will be measured using journey time information on key strategic routes in the Districts Urban Centres (Newbury, Thatcham, Hungerford and the Eastern Urban Area).	% change in journey time duration on key strategic routes in Newbury	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None	
Richard Somner			% change in journey time duration on key strategic routes in Hungerford	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None	
Richard Somner			% change in journey time duration on key strategic routes in the East of the district	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None	

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Hilary Cole	b. Grant planning permission for at least 2,200 additional houses (of which 500 will be affordable housing) and associated infrastructure (including two new primary schools)	Completion of additional residential units	Strategic Goal: Submit a New Local Plan for examination	n/a	On track	Apr-21	By end of April 2021	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Change made
Hilary Cole			Strategic Goal: Adopt a West Berkshire Housing Strategy	n/a	n/a	on track	Jul-20	Jul-20	OSMC: Add as Strategic Goal and set reporting level to Executive. CB: Change made
Hilary Cole			Number of additional housing units completed	n/a	TBC	550 per annum	2200 over 4 year	T: Must do R: None	Note: Target will be reviewed annually in line with the local housing need
Hilary Cole	c. Facilitate the completion of 500 affordable housing units all developments will be expected to deliver affordable homes according to Council policy)	Completion of additional affordable homes	Number of planning permissions granted for affordable homes	n/a	TBC	125 per annum	500 over 4 years	T: Must do R: None	
Hilary Cole			Number of affordable homes completed	n/a	TBC	125 per annum	500 over 4 years	T: Stretch R: None	
Ross Mackinnon	d. Establish by Dec 2019 a Housing Joint Venture with our partner Sovereign Housing Association	Increase the effectiveness of delivering housing in West Berkshire	Strategic Goal: Establish Housing Joint Venture as an effective means of delivering housing in West Berkshire with our partner Sovereign Housing Association	n/a	New for 2019/20	Dec-19	Dec-19	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

► COMMITMENT: 4.2 Further develop digital infrastructure and information assets in the District

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	a. Complete the delivery of the Berkshire Superfast Broadband programme	Enhance access to digital communications (Superfast Broadband) to reach 99.7% of premises in West Berkshire	Number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	n/a	70,689 (96.7%) (P)	72,897 (99.7%) Apr 2020	72,897 (99.7%) Apr 2020	T: Must do R: None	

► COMMITMENT: 4.3 Enhance the arts, culture and leisure offering in the District

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Rick Jones	a. Refurbish the leisure centres in Newbury, Thatcham and Hungerford to provide new and upgraded facilities with a broader range of leisure services	Residents can access refurbished facilities with a broader range of leisure services available	Strategic Goal: Refurbish the leisure centres in Newbury, Thatcham and Hungerford to provide new and upgraded facilities with a broader range of leisure services	n/a	New for 2019/20	On schedule	Mar-23	T: Stretch R: Leisure Centre only £597k in the approved programme	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made
Rick Jones	b. Widen the cultural offer in the district by attracting grant money and utilising outreach workers	Improve the accessibility to cultural activities of residents that otherwise would not be able to participate	Strategic Goal: Produce and adopt new ten year West Berkshire Cultural Strategy	n/a	New for 2019/20	Apr-20	By end of Apr 2020	T: Must do R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

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PRIORITY FOR IMPROVEMENT: Maintain a green district

► COMMITMENT: 5.1 Develop more sustainable transport solutions which protect the environment

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole Richard Somner	a. Install the necessary infrastructure to be able to suggest alternative routes by using intelligent transport systems and real time air quality information	Improve traffic flow and air quality	Strategic Goal: Undertake a feasibility into the cost & journey time benefits of installing infrastructure in Thatcham to suggest alternative routes by using intelligent transport systems	n/a	New for 2019/20	Apr-21	Apr-21	T: Stretch R: None	
Hilary Cole Richard Somner			Strategic Goal: Production of the delivery plan for the Environment Strategy	n/a	New for 2019/20	Oct-20	Oct-20	T: Stretch R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

► COMMITMENT: 5.2 Promote and improve cycle ways in the District

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Richard Somner	a. Delivery of 100% of the proposed primary cycle route and 50% of the proposed secondary cycle route for Newbury and Thatcham as depicted in the Local Transport Plan	Improved cycle ways in the District	Number of additional KM of cycle route provided		New for 2019/20	2km (2020/21)	TBC	T: R:	OSMC noted that no KPI relating to cycling is reported at Exec level. CB: Changed reporting level from Corporate Board to Exec

► COMMITMENT: 5.3 Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Steve Ardagh Walter	a. Install 2 Megawatts of solar panels	Generate energy from renewable sources	Install 2 megawatts of energy generated from WBCs renewable sources	n/a	New for 2019/20	TBC	2 megawatts by end of March 2023	T: Stretch R: TBC	OSMC suggests that a plan is needed and to set the appropriate goals. CB: More details provided as part of a specific project included in the Corporate Programme and overseen by the Environment Board
Steve Ardagh Walter	b. Install 2 Megawatts of solar PV to generate energy from a new solar farm (photovoltaic power station)	Generate energy from renewable sources	Install 2 Megawatts of solar PV to generate energy from a new solar farm (photovoltaic power station)	n/a	New for 2019/20	TBC	2 megawatts by end of March 2023	T: Stretch R: £2m capital (including 4 hectares land purchasing) paid for from income or cost avoidance	ditto

► COMMITMENT: 5.4 Minimise the impact on the environment in delivering services such as the use assistive technologies in social care

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Richard Somner	a. Explore natural carbon reduction measures and regeneration in the rural area	Investment in measures to naturally capture and reduce carbon dioxide. Examples of natural measures could include large scale tree planting, natural regeneration, wetland regeneration (subject to feasibility and cost/benefit analysis).	Strategic Goal: Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area	n/a	New for 2019/20	Oct-20	Oct-20	Stretch £1m land acquisition, and seeking additional resource from grant funding. Afforestation over 50% of the area (50 hectares) would cost for tree planting £150k capital funds.	
Richard Somner	b. Assess feasibility of undertaking a scheme of urban tree planting	Help improve urban air quality and achieve 20% tree cover for urban areas in the district	Strategic Goal: Complete a feasibility and cost benefit analysis for urban tree planting to help improve urban air quality and achieve 20% cover for urban areas in the district	n/a	New for 2019/20	Oct-20	Oct-20	T: Stretch R: £40k per annum Capital	

PRIORITY FOR IMPROVEMENT: Ensure sustainable services through innovation and partnerships

► COMMITMENT: 6.1 Expand our work with partner organisations and communities to improve services for local residents

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	a. Work with Primary Care and other health partners to develop strong and effective Primary Care Networks across West Berkshire	Residents receive better services as a result of locating professionals and joint commissioning of services	Strategic Goal: Agree a Primary Care Networks plan with the Clinical Directors at CCG, to work collaboratively to improve services and increase the focus on prevention		New for 2019/20	Mar-20	Mar-20	T: Stretch R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. CB: Change made

► COMMITMENT: 6.2 Increase the sustainability of our business model by expanding on the initiatives to generate income for supporting vital Council's services

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Ross Mackinnon	a. Develop a strategic positioning statement for the Council to articulate the approach that we will take to commercialisation	Areas where the Council can develop a commercial approach are identified and prioritised	Strategic Goal: Develop a Strategic positioning statement on commercialisation	n/a	New for 2019/20	May-20	May-20	T: TBC R: None	OSMC: Reclassify KPI/milestone as Strategic Goal. Change reporting level from Corporate Board to Executive. CB: Changes made
Ross Mackinnon	b. We will develop our approach to support services to increase the income generated through traded services and create new commercial ventures in line with our strategic positioning statement	Income is generated to support vital Council services	Total additional income generated from initiatives implemented to support vital Council services		New for 2019/20	TBC	TBC	T: TBC R: None	OSMC - to consider if this is in fact a core activity CB: Wording of the measure changed to focus on activity other than business as usual

► COMMITMENT: 6.3 Implement a Workforce strategy which supports leadership development, recruitment and retention and employee wellbeing

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	a. Introduce by April 2021 an Employee Assistance Programme	The programme provide confidential assistance to employees to support their wellbeing	Milestone - start an employee assistance wellbeing programme		New for 2019/20	On schedule	Apr-21	T: Must do R: None	OSMC suggests that measures and targets are required for commitment 6.3 at Exec and Corporate Board level CB: Change made - changed reporting from in-service to Exec for this measure

► COMMITMENT: 6.4 Use data to better understand our services' beneficiaries to improve the way we interact with them and the services we provide

PH	Actions	Outcomes	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	a. Agree a corporate approach to measuring and responding to customer feedback	Improve how we measure customer feedback and how we respond to it	Agree a corporate approach to improve how we measure customer feedback and how we respond to it		New for 2019/20	On schedule	Mar-21	T: Stretch R: TBC resource required	OSMC suggests that measures and targets are required for commitment 6.4 at Exec and Corporate Board level CB: Change made

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CORE BUSINESS							
► CORE BUSINESS AREA: Protecting our children							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Dominic Boeck	Maintaining an Ofsted rating of at least Good for our Children's Services	n/a	Good	Good	Good	T: Stretch R: None	OSMC: Move KPI to core business (here) from priority to improvement. CB: Change made
Dominic Boeck	% of Looked After Children where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)		95%	>=95%	>=95%	T: Must do R: None	
► CORE BUSINESS AREA: Supporting education							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Dominic Boeck	% of schools judged good or better by Ofsted under the new Framework	85.2% Eng Avg	(74/78) 94.9%	94%	94%	T: Stretch R: £8.3k (0.1 FTE) per annum	OSMC: Move KPI to core business (here) from priority to improvement. Amend target from 90% to 94% to retain the current level. CB: Change made
Dominic Boeck	% of applications receiving one of three top preferences for West Berkshire children (Primary Admissions)	Rank = 16 Quartile = 1st	98%	98%	98%	T: Must do R: None	OSMC: Move KPI to core business (here) from priority to improvement. Amend target from 95% to 98% to retain the current level. CB: Change made
Dominic Boeck	% of applications receiving one of three top preferences for West Berkshire children (Secondary Admissions)	Rank = 36 Quartile = 1st	98%	98%	98%	T: Must do R: None	OSMC: Move KPI to core business (here) from priority to improvement. Amend target from 90% to 98% to retain the current level. CB: Change made
► CORE BUSINESS AREA: Maintaining our roads							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Richard Somner	% of the principal road network (A roads) in need of repair	Top Q 17/18: <2%	2%	Top 25% nationally	Top 25% nationally	T: Stretch R: Additional Capital £500k per annum	OSMC: Move KPI to core business (here) from priority to improvement. Amend target for 2019/20 from 4% to Top 25% nationally to retain the current level. CB: Change made
► CORE BUSINESS AREA: Collecting your bins and keeping the streets clean							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Steve Ardagh-Walter	% of household waste recycled, composted and reused	Eng Top Q 17/18: >47.9	49.5%	Maintain 2018/19 level	Maintain 2018/19 level	T: Must do R: None	OSMC: Add KPI to core business (here). Set target at Maintain 2018/19 level'. CB: Change made
Steve Ardagh-Walter	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	n/a	Good	Good	Good	T: Must do R: None	OSMC: Amend targets from Satisfactory to Good to retain the current level. CB: Change made
► CORE BUSINESS AREA: Providing benefits							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Ross Mackinnon	Average number of days taken to make a full decision on new Benefit claims	Eng AVG 18/19: 19	19.54	19	19	T: Must do R: None	

Appendix C1 - Council Delivery Plan 2019-2023: Proposed Actions, Outcomes, Key Performance Indicators and Core Business measures for 2019/20 by Strategic Priority for Improvement (Pfi) and Core Business Category

CORE BUSINESS AREA: Collecting Council Tax and Business rates							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Howard Woollaston	Council tax collected as a percentage of council tax due	Eng Top Q (2018/19): 97.56%	98.5%	98.8%	98.8%	T: Must do R: None	
Howard Woollaston	Non domestic rates collected as percentage non domestic rates due	Eng Top Q (2018/19): 98.8%	98.4%	99%	99%	T: Must do R: None	
CORE BUSINESS AREA: Ensuring the wellbeing of older people and vulnerable adults							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Graham Bridgman	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC		(5/6) 83.3%	100%	100%	T: Stretch R: None	OSMC: Move KPI to core business (here) from priority to improvement. CB: Change made
Graham Bridgman	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team		100%	98%	98%	T: Must do R: None	
CORE BUSINESS AREA: Planning and housing							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole	% of planning appeals won	Eng AVG: 65%	70%	65%	65%	T: Must do R: None	OSMC: Add KPI to core business (here). Set target at 'Top 25% nationally'. CB: Change made
Hilary Cole	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Eng AVG 18/19: 90%	81%	90%	90%	T: Must do R: None	
Hilary Cole	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Eng AVG 18/19: 86%	78%	86%	86%	T: Must do R: None	
CORE BUSINESS AREA: Supporting local employers							
PH	Performance Measures	Benchmarking	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue	OSMC recommendation and CB response:
Hilary Cole	Number of top 10 business sector employers in 2018/19 retained in the district	n/a	10	10	10	T: Stretch R: None	OSMC: Add KPI to core business (here). Set target at '10'. The activity should cover supporting top 10 employers with a view to: a. retaining them in district b. Helping them to grow c. Meet at senior level twice a year CB: The service is working to conclude measures relating to supporting businesses

West Berkshire Playing Pitch Strategy

Committee considering report:	Executive
Date of Committee:	13 February 2020
Portfolio Member:	Councillor Rick Jones
Date Portfolio Member agreed report:	23 February 2020
Report Author:	Jim Sweeting
Forward Plan Ref:	EX3870

1. Purpose of the Report

To adopt the Playing Pitch Strategy developed for West Berkshire.

2. Recommendation

That Members adopt the Playing Pitch Strategy for West Berkshire.

3. Implications and Impact Assessment

Implication	Commentary		
Financial:	None		
Human Resource:	None		
Legal:	None		
Risk Management:	None		
Property:	Where property is owned and managed by West Berkshire Council the strategy will help with the identification of emerging issues (whether physical or capacity) and provide a framework for remedial actions to be carried out and the potential of linking into grant funding where available.		
Policy:	The Playing Pitch Strategy will support the National Planning Policy Framework (paragraphs 73 and 74) and local Planning Policy in helping to determine playing pitch provision to support developments.		
	Positive	Neutral	Negative
			Commentary
Equalities Impact:			
A Are there any aspects of the proposed		X	

decision, including how it is delivered or accessed, that could impact on inequality?				
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:	X			The playing pitch strategy will help determine the requirements for playing pitches to support planned developments and thus retaining an element of open space within development areas.
Health Impact:	X			The playing pitch strategy will help protect current playing fields and consider appropriate provision for future developments – this will help maintain and develop facilities for physical activity and the benefits associated with such activity.
ICT or Digital Services Impact:		X		
Council Strategy Priorities or Business as Usual:	X			The playing pitch strategy supports the strategic priority to Develop Local Infrastructure, including housing to support and grow the local economy. Specifically the strategy will help enhance the arts, culture and leisure offering in the district by protecting playing pitches and providing requirements to support future development.
Data Impact:		X		
Consultation and Engagement:	<p>The process has been managed by key players in relation to playing pitches – namely Sport England, The Football Association (through the Berks and Bucks FA), The England and Wales Cricket Board, England Hockey and the Rugby Football Union.</p> <p>In producing the strategy the appointed consultants met with a number of Parish/Town Councils, Schools, Clubs and other providers/users.</p> <p>Internal officers involved in the process have come from Transport and Countryside, Planning Policy and Sport and Leisure</p>			

4. Executive Summary

- 4.1 A playing pitch strategy is an evidence based document that Sport England recommends Council's produce to guide investment, development and improvement in pitch sport facilities and meet the requirements of the National Planning Policy Framework (Paragraphs 73 and 74)
- 4.2 The process followed was the 2013 Sport England Playing Pitch Strategy guidance which has been developed to provide consistency in approach and provide good practice in terms of methodology adopted.
- 4.3 The West Berkshire Playing Pitch Strategy has been produced following a full audit of facilities across the district (including those in the voluntary and private sectors), pitches were formally assessed in relation to current quality, any issues and accessibility.
- 4.4 Following the assessment of supply work was carried out with National Governing Bodies of sport to identify local clubs to determine current demand and short term development proposals in relation to new teams.
- 4.5 Approved modelling then was carried out against population projections through to 2036 and a range of scenarios as identified by the sports involved and their growth plans moving forward.
- 4.6 The completed strategy was formally signed off by all the partners involved in December 2019 and once adopted will help support the planning process especially in relation to new developments and proposals which impact upon playing pitches. It should also help in the relation to Sport England's role as a mandatory consultee on applications involving playing pitches.

5. Supporting Information

Introduction

- 5.1 Following the production of a playing pitch strategy for West Berkshire – Members are asked to formally adopt the strategy which will allow it to support Local Planning Policy together with the national Planning Policy framework (paragraphs 73 and 74)

Background

- 5.2 In 2017 Sport England had raised a number of questions in relation to a number of projects being discussed at that point in time. It was suggested that developing a Playing Pitch Strategy would provide an evidence based document which would assist project managers (and planners) to assess the impact of proposals on provision of playing pitches for sport.
- 5.3 The Council was successful in applying for a grant to assist the process and underwent a procurement exercise which led to the appointment of 4Global Consulting Ltd to lead on the work.
- 5.4 The process followed the 2013 Sport England Playing Pitch Strategy Guidance (as recognised best practice) and incorporated the following steps:

- (a) Stage A: Scoping and initiating project including the formation of a project group to steer the project. This comprised representation from the Council, Sport England, The Football Association (FA) – represented by the Berks and Bucks FA, The Rugby Football Union, The England and Wales Cricket Association and England Hockey.
- (b) Stage B: A detail assessment of the supply of playing pitches in West Berkshire – this included provision in all sectors and those which were not available for community use. On completion this was signed off by the project group.
- (c) Stage C: Following liaison with the National Governing Bodies (NGB's) information was gathered on the number of teams currently generated by each club in the area with follow up meetings held with a large number of clubs to assess planned developments for growth or change in demand. On completion this stage was signed off by the project group.
- (d) Stage D: Modelling of future supply and demand based on approved modelling techniques in relation to projected population growth/demographic change. This also included scenario testing as identified by the various partners. On completion the end strategy was agreed and signed off by the project group.
- (e) Stage E: This follows the adoption of the Playing Pitch Strategy and allows for follow up meetings of the project group to monitor progress against the identified priorities of the Playing Pitch Strategy and to update and review the plan as required.

5.5 Stage D was completed in November 2019 and the final sign off from all project group partners was in December 2019. The Playing Pitch Strategy is presented in Appendix A.

5.6 4Global as the final part of their work will provide access to a cloud based resource to allow any notified changes to be updated in the data resource which will help facilitate future refreshes of the document as they become necessary.

5.7 The NGB's are the formal representative organisations for the clubs in each sport and act as the voice for the clubs within the process.

5.8 **Proposals**

The playing pitch strategy as developed and signed off by the partners of the project group be adopted by West Berkshire Council. The strategy then to form part of the Planning Policy Guidance documents. This will allow for evidence based responses to be given towards planning proposals and help assist the consultation process with Sport England in their role as a statutory consultee, especially in relation to proposals which impact on playing pitches and their provision.

6. **Other options considered**

6.1 Not adopting the Playing Pitch Strategy – this would lead to a position whereby independently acquired evidence could not be used to support actions in relation to proposals – leading to more issues in relation to statutory consultations (especially with Sport England) and increased risk of challenge to decisions. The alternative would be

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to pay for evidence to be collected on a case by case basis which would increase cost and not allow proposals and their impact to be viewed on a district wide level.

7. Conclusion

- 7.1 Following the development of the Playing Pitch Strategy for West Berkshire, and the sign off by all of the project partners involved in the process an evidence based document is now available to support Local Planning policy and the National Planning Policy Framework (especially paragraphs 73 and 74).
- 7.2 The strategy will provide the information to inform responses to proposals and to assist when dealing with Statutory Consultees on matters impacting on playing pitches.

8. Appendices

Appendix A – West Berkshire Playing Pitch Strategy – dated November 2019

Background Papers:

None

Subject to Call-In:

Yes: No:

Wards affected: All

Officer details:

Name: Jim Sweeting
Job Title: Sport and Leisure Manager
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**West Berkshire Council Playing Pitch Strategy
Strategy Document**

Version 2.1

November 2019

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SHAPING THE FUTURE OF SPORT



4global Consulting Terms of Reference

Estimates and forecasts contained within this report are based on the data obtained at that time and the accuracy of resultant findings and recommendations is dependent on the quality of that data.

The author(s) will not be held liable for any data and information provided by third party organisations as part of the Playing Pitch Strategy (PPS) delivery process. While the data and recommendations have been conscientiously reviewed through the PPS governance process followed throughout project delivery, it has not been possible for the author to independently review every element of data provided by third parties.

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Section 1: Introduction and strategic context



1 Introduction and scope

1.1 Project scope and objectives

- 1.1.1 West Berkshire District Council (hereafter referred to as the Council, or WBDC) has commissioned 4global Consulting to prepare a Playing Pitch Strategy, to provide the Council with a clear evidence base and set of recommendations for future outdoor sports facility development across the study area.
- 1.1.2 A PPS is a strategic assessment that provides an up to date analysis of supply and demand for playing pitches (grass and artificial) in a local authority area. The strategy and the evidence base upon which it is based is delivered using national guidance and facility insight from specific Governing Bodies of Sport.
- 1.1.3 The assessment will focus on facilities used by the following sports as they were identified as the key sports which use facilities within West Berkshire.
1. Football
 2. Rugby Union
 3. Cricket
 4. Hockey
- 1.1.4 Within these sports, the PPS will seek as far as is practicable to include consideration of all forms of play to:
5. Ensure that service delivery is focused to meet the current and future needs of residents of, and visitors to, the area, and takes account of potential future growth in the area.
 6. Provide a framework for the delivery of targeted services that contribute directly to the development of sustainable, cohesive communities, improved health and well-being and increased opportunities for participation in both sport and informal recreation.
 7. Ensure the appropriate provision of accessible, high quality green space, sports and recreational facilities.
- 1.1.5 The PPS provides a holistic analysis of outdoor sports facilities across the study area, leading to a comprehensive set of recommendations for the future development of facilities, in line with the needs of local residents and sports clubs
- 1.1.6 The consultant team has worked with the Council to provide a strategy that is fit-for-purpose and addresses the specific issues and risks for the area. It is key that this Playing Pitch Strategy reflects the local context and enables the Council to maximise the amount of high-quality sporting provision for its residents, while understanding the need to meet planning and housing requirements. The Strategy will therefore aim to deliver against the following drivers:
8. Contribution to the WBDC planning process through identifying deficiencies and needs within the study area
 9. Inform and investment priorities and decisions which in turn can also help inform developer contribution decisions
 10. Align with sport and physical activity programmes that are currently being delivered across the region
 11. Recognition of the importance of outdoor physical activity and sport and the clear demonstration of how these should be prioritised within any development or regeneration

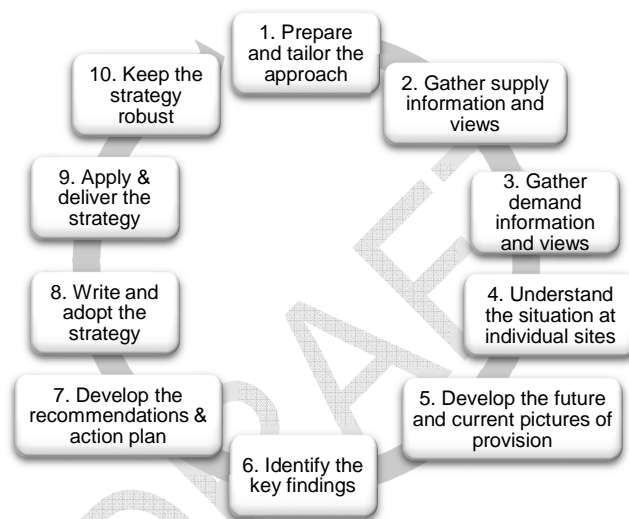
project;

12. Provision of an evidenced based approach and the management of a clear sign-off and governance structure for key stakeholders; and
13. Evidence to support a wider review into sport and physical activity provision, including housing and population growth projected in neighbouring local authorities.

1.2 Methodology

- 1.2.1 The assessment methodology utilised for the PPS follows the published guidance from Sport England. The guidance used is the 2013 version, Playing Pitch Strategy Guidance – An Approach to Developing and Delivering a Playing Pitch Strategy¹. Figure 1 summarises the approach proposed in this guidance and is broken down into 10 steps.

Figure 1.1: Developing and Delivering a Playing Pitch Strategy – The 10 Step Approach (Sport England, 2013)

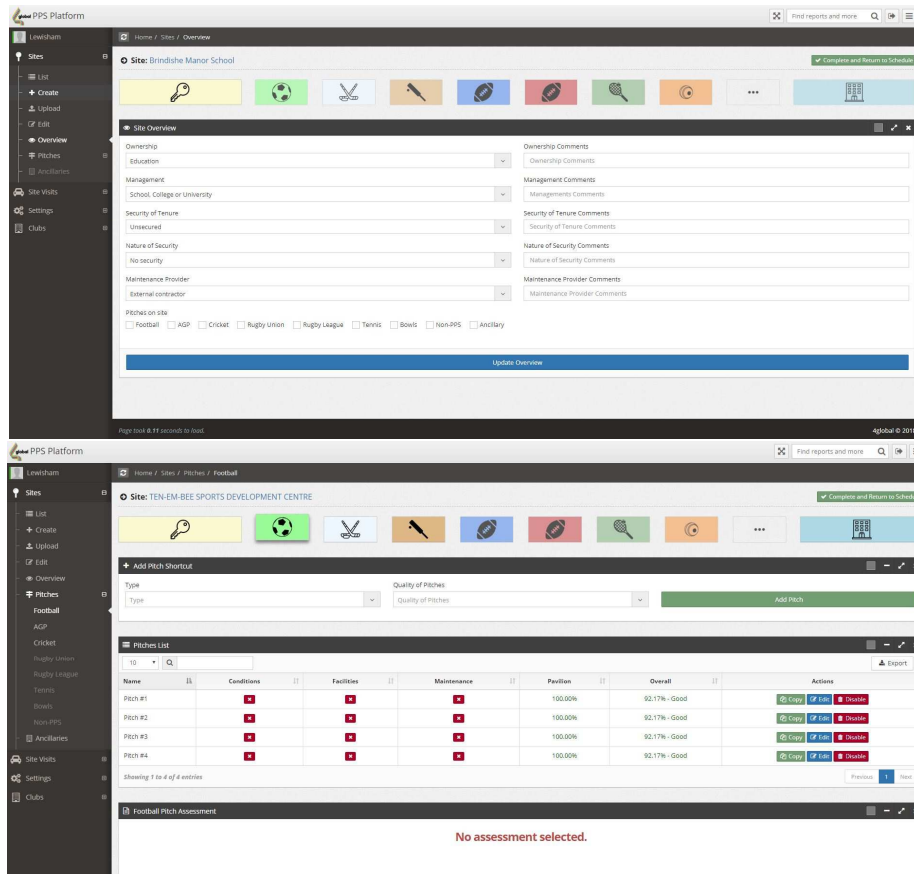


- 1.2.2 The findings in this report are based on data collected from several credible sources, including but not limited to;

14. Local authority and public policy strategic documentation;
15. Sport England tools, including the Facility Planning Model (FPM), Active Places Power, the Active People Survey, Market Segmentation and the Sports Facility CaWBDCulator;
16. Stakeholder consultation, including WBDC Officers, Sport England, Relevant National Governing Bodies of Sport, key user clubs; and
17. Site visits, undertaken at all sites across the Study Area.

- 1.2.3 To facilitate information gathering and help ensure PPS reports are based on a robust evidence base, 4global has developed an online data entry and assessment platform (see example below), which contains all site and club information. This will enable the Council to keep supply and demand information and the strategy up to date through to the end of the strategy and beyond.

Figure 1.2 - gglobal's Online Playing Pitch Platform



1.2.4 A Project Steering Group comprising representation from the Council, Sport England and National Governing Bodies of Sport (NGBs) has guided the study from its commencement. At critical milestones, the Steering Group members have reviewed and verified the data and information collected to allow the work to proceed efficiently through each stage.

1.3 The structure of the Strategy Document

1.3.1 The structure of the strategy document is as follows;

- 18. Section 1 – Introduction and Scope
- 19. Section 2 – Key Supply and Demand Findings
- 20. Section 3 – Scenario Testing and Options Appraisal
- 21. Section 4 – Recommendation and Action Plan
- 22. Section 5 - Delivering the PPS

1.3.2 In addition to the Strategy, a detailed needs assessment has also been produced, which provides a full evidence base for the analysis and a clear methodology for the project. The needs assessment contains a detailed strategic review of relevant local regional and national policy.

1.4 Strategic context

- 1.4.1 This section summarises the most important policies and context that impact upon the strategy and its interpretation. It also gives an overview of the demographics of the study area, which provides contextual background to sport participation and the need for provision now and in the future.
- 1.4.2 Sport specific strategies and policy documents published by NGBs are included within each sport's section to provide more relevant context to each sport.

1.5 National Planning Policy

National Planning Policy Framework (NPPF)

- 1.5.1 The National Planning Policy Framework (NPPF) sets out the requirement of local authorities to establish and provide adequate and proper leisure facilities to meet local needs. Paragraphs 96 and 97 outline the planning policies for the provision and protection of sport and recreation facilities:

“Access to a network of high-quality open spaces and opportunities for sport and recreation is important for the health and well-being of communities. Planning policies should be based on robust and up to date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sport and recreational provision is needed, which plans should then seek to accommodate”.

- 1.5.2 Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:
23. An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
 24. The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
 25. The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

Protection, Enhancement and Provision of facilities

- 1.5.3 The key drivers for the production of the strategy as advocated by Sport England are to protect, enhance and provide sports facilities, as follows²:
26. **Protect** sports from loss as a result of re-development
 27. **Enhance** existing facilities through improving their quality, accessibility and management
 28. **Provide** new facilities that are fit for purpose to meet demands for participation now and in the future.

1.6 Local Context- West Berkshire

- 1.6.1 West Berkshire makes up over half of the geographical area of the county of Berkshire - covering an area of 272sq². It lies on the western fringe of the South East region, centrally located, at a

² Further information is provided via Sport England's Planning Aims and Objectives guidance: <https://www.sportengland.org/facilities-planning/planning-for-sport/aims-and-objectives/>

crossroads where the South East meets the South West and where the south coast comes up to meet the southern Midlands. The expected midyear population for 2014 was 155,732.

- 1.6.2 The largest urban area in the district is Newbury and Thatcham (incl. Greenham and Speen), where around 66,000 (42%) of West Berkshire residents live. 25,941 or 17% of residents live in the suburban areas to the west of Reading District (Birch copse, Calcot, Purley and Westwood). Other significant Wards in the district are Bucklebury with just under 6,900 residents, Hungerford with just over 5,700 residents and Burghfield with just over 5,900 residents.
- 1.6.3 The average age of people in West Berkshire in 2014 was 40.4 years: slightly higher than the South East at 40.3 years of age and England at 39.6 years of age.
- 1.6.4 The district lies at the convergence of two key road arteries in the south – the M4 and the A34. Both provide direct road links in all directions, with all the key urban centers in southern England (London, Reading, Southampton, Portsmouth, Bristol, Oxford, and Swindon).
- 1.6.5 The district has good rail links, with London less than an hour by train and further connections, via Reading, to all the mainline routes throughout the country. The area also has very good links to international transport hubs: Heathrow and Southampton airport are 40 miles away, as are the ferry terminals in Southampton and Portsmouth, providing links with the continent.
- 1.6.6 Nearly three quarters of West Berkshire is classified as part of the North Wessex Downs Area of Outstanding Natural Beauty (AONB), a landscape of the highest national importance. Within the AONB the diversity and mix of landscapes ranges from the high large scale rolling chalk down land with its intensive arable farming, to small hamlets clustered along fast chalk streams, and floodplain with lush wetland vegetation associated with the River Kennet.
- 1.6.7 Nature Conservation: West Berkshire has 51 Sites of Special Scientific Interest (SSSI), which are of national importance for the species of animal or plant life that they support or for their geology. In addition, there are three Special Areas of Conservation (SAC) which are of international importance and cover six of the district's SSSIs.
- 1.6.8 West Berkshire also has seven Local Geological Sites and around 500 Local Wildlife Sites which are of county importance but are essential to conserving biodiversity in the district. The Local Wildlife Sites amount to some 11% of the district or over 7,600 hectares, many of which are ancient semi-natural woodland.
- 1.6.9 West Berkshire has the 21st largest economy in England, characterized by low unemployment, above average wages, and abundance of jobs in technology and financial sectors. The presence of Vodafone has created a cluster of around 80 mobile phone related businesses in Newbury, while the Lambourn area is the second most important center for the racehorse industry in Great Britain. West Berkshire is also home to Atomic Weapons Establishments, in Aldermaston and Burghfield.
- 1.6.10 The current West Berkshire local plan covers up to 2026 with a period of review up to 2036. This review will look at future levels of needs of new homes, employment and other land used associated with infrastructure.
- 1.6.11 There are three main core elements that make up the local plan, these include:
 29. Strategy Development Plan Document (2006 – 2016)
 30. Housing Site Allocations Development Plan
 31. West Berkshire District Local Plan

1.7 Population and Demographic Analysis

1.7.1 The current and future population profile within West Berkshire and the locations of population growth are important to understand in planning for the future provision of sport and physical activity.

Population Projections

1.7.2 Table 2.1 below provides a summary of the key population and demographic trends for West Berkshire. The BPO is based upon the 2016-based ONS projection used by the Council.

Table 2.1: Population and demographics analysis for West Berkshire.

Sub Area	2018 (ONS)			2036 (ONS)		
	M	F	Total	M	F	Total
East Rural	8,237	8,036	16,273	8,709	8,440	17,149
East	24,646	25,059	49,706	26,057	26,318	52,376
West Rural	9,247	9,535	18,782	9,777	10,013	19,791
Thatcham and Newbury	37,207	37,839	75,046	39,337	39,740	79,078
Total	79,340	80,470	159,810	83,882	84,514	168,396

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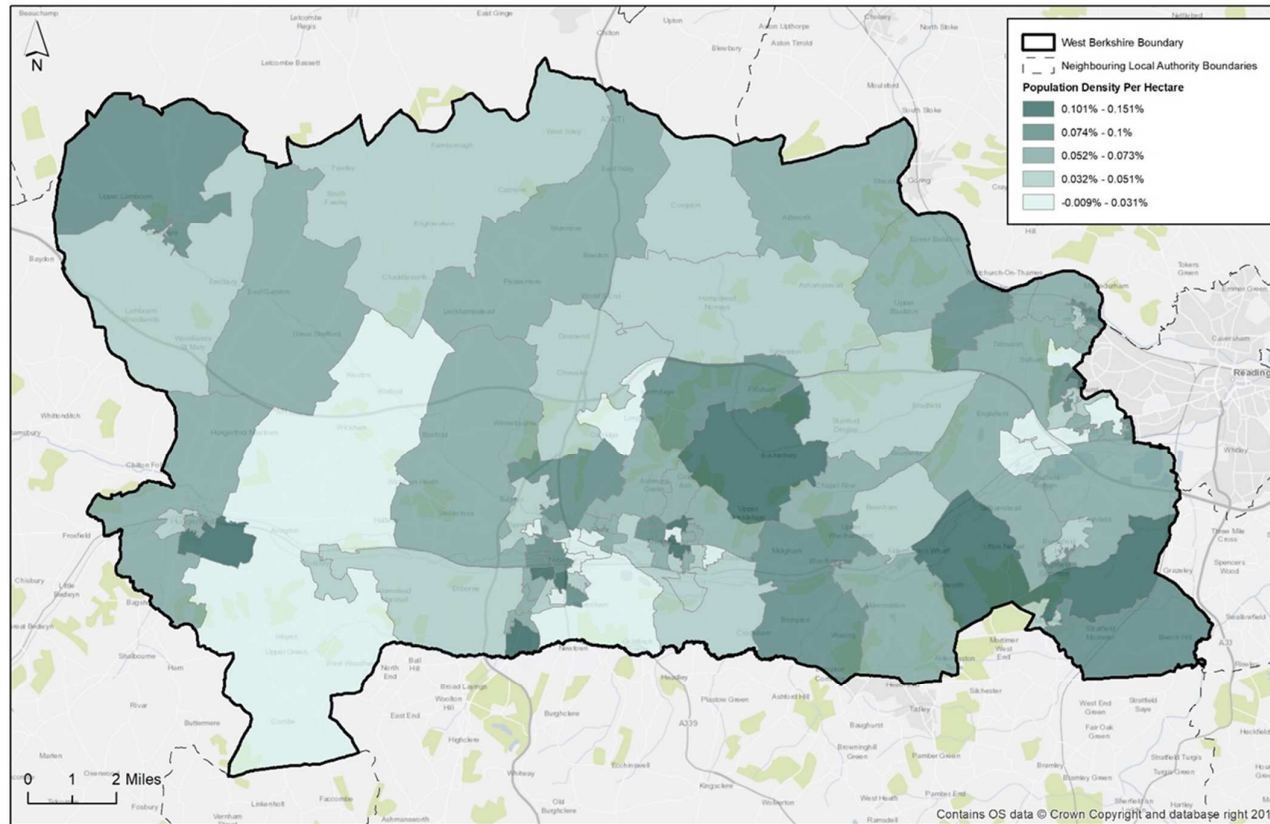
1.7.3 To provide greater detail on the specific trends and local population characteristics, table 2.2 provides an overall summary of the West Berkshire's demographic profile.

Table 2.2: Summary of West Berkshire's demographic profile – population, deprivation, health and sporting assets

Analysis area	Commentary
Locality Description	West Berkshire makes up over the half geographic area of the county of Berkshire. The district lies at the convergence of two key road arteries in the south (M4 and the A34). The district also has good rail links to London and the south. West Berkshire has the 21 st largest economy in England.
Population Profile	The current population is stated as 159,810 in 2018 with this expected to grow to 168,396 in 2036. The overall trend in population is indicating an aging population with the 60+ age bracket showing the largest increase with the 20-59 band decreasing by 0.8% over the lifespan of the strategy.
Market Segmentation	The highest market segmentation group is stated to be Prestige Positions at 16.9% with country living close behind at 15.9%. Both of these segments indicate a high standard of living with car ownership and home owning.
Spatial Distribution of Population	Overall there is a concentration of population located near and inside the larger towns within the District such as Newbury and Thatcham. This is to be expected due to the economic factors from within these areas. There are also higher concentrations as you go further east towards Reading and Wokingham.
Deprivation	Only one LSOA being within the top 20% of most deprived lower super output areas in the country. This is incredibly good and shows a degree of affluence for the District. Most areas of Newbury and further east towards Reading are the LSOAs with the least deprivation possibly due to the economic opportunities within these areas.
Health and Inactivity	There are large portions of the District which have a risk of being inactive due to the population in the area and also their accessibility to local sporting provision and facilities. In order for a healthier population these areas of inactivity should be address such as to the west and north west of the District (rural areas)
Overall Implications for Future Sports Facility Provision	With the continued growth in population along with the housing developing being built in the surrounding areas it is important to have a viable and feasible sports facility provision strategy.

1.7.4 Map 1 below illustrates the population change throughout the study area over the life span of the strategy. As shown below there is concentrated growth around the central and eastern parts of the District located in Newbury/Thatcham and towards Wokingham.

Map 1: Population Change in West Berkshire (2018 - 2036)

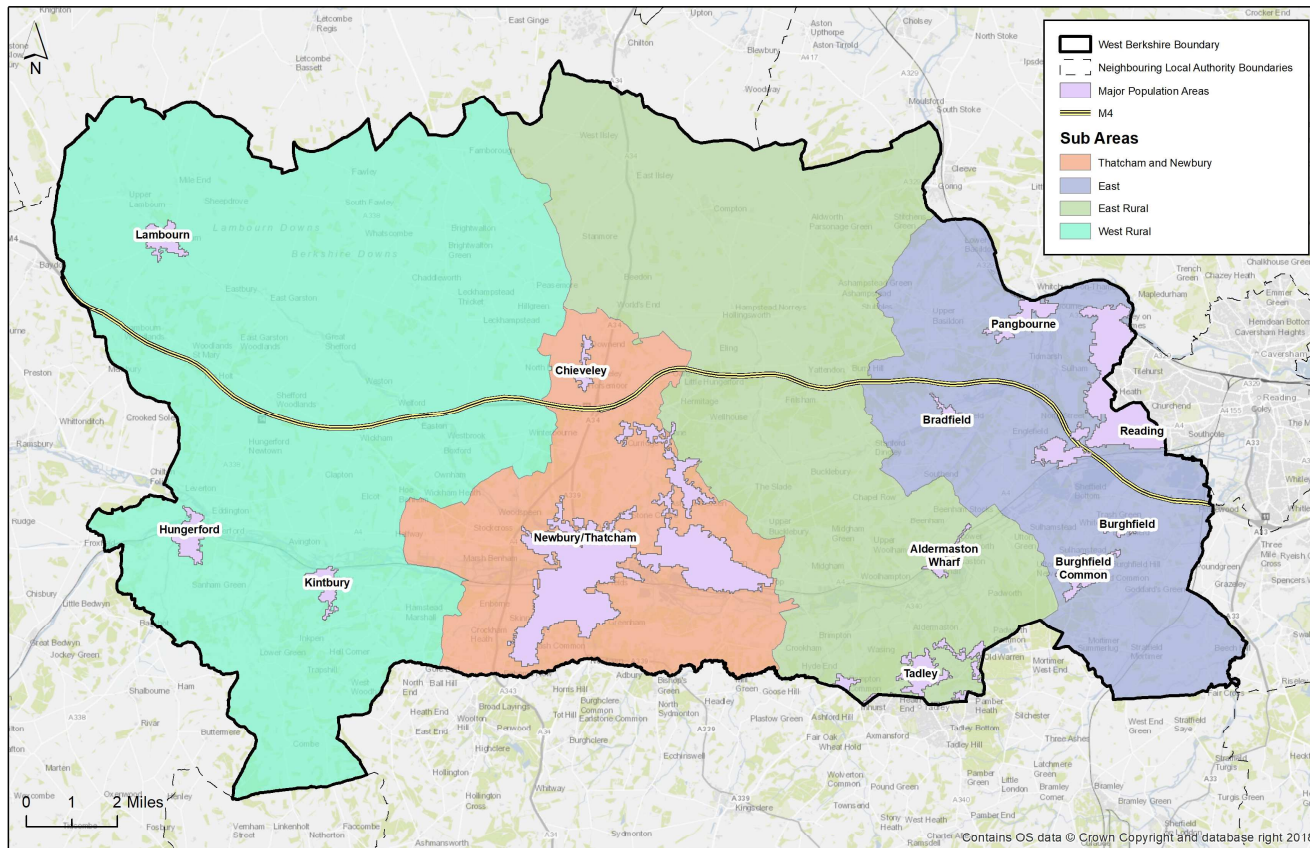


Percentage Change in Population (2018 – 2036) by Lower Super Output Area in West Berkshire



1.7.5 Map 2 illustrates the major population towns within West Berkshire as well as sub areas.

Map 2: Population hubs and sub areas within West Berkshire.



Population Areas and Sub Areas within West Berkshire



1.8 Physical Activity and Participation

The Value of Participation

- 1.8.1 The value of participation in sport and physical activity is significant, and its contribution to individual and community quality of life should not be under-estimated. This is true for both younger and older people; participation in sport and physical activity delivers:
- 32. Opportunities for physical activity, and therefore more 'active living'
 - 33. Health benefits - cardio-vascular, stronger bones, increased mobility
 - 34. Health improvement
 - 35. Mental health benefits
 - 36. Social benefits – socialization, communication, interaction, regular contact, stimulation
- 1.8.2 In addition, participation in sport and physical activity can facilitate the learning of new skills, development of individual and team ability/performance, and provide a 'disciplined' environment in which participants can 'grow' and develop.
- 1.8.3 The benefits of regular and active participation in sport and physical activity will be important to promote in relation to future sport, leisure and physical activity in West Berkshire. There is an existing audience in the District, which already recognise the advantages of participation, and a latent community who are ready to take part. The sport, physical activity and leisure offer in the District can support the delivery of the desired outcomes across a number of District Strategic priorities and objectives.

1.9 Participation Trends and Rates

Current Participation Rates across West Berkshire

- 1.9.1 In terms of the Public Health England definition for physical activity (150 minutes or equivalent of at least moderate intensity activity per week) 14.8% of adults are doing enough physical activity to benefit their health (i.e. exercising three or more times per week), which is above the national average of 17.5%.
- 1.9.2 The Sport England Active Lives survey shows that participation levels are consistently higher than the regional and national levels. As the Active Lives survey is a new way of measuring physical activity (following the replacement of Active People in 2015), there are only two datasets available for analysis. While this makes trend analysis difficult, Table 2.3 below shows that West Berkshire is slightly higher the regional and national figures for physical activity. For inactivity West Berkshire is both lower than the national average and the South East average of 24.4%.

Table 2.3: Sport England Lives – proportion of 'Active' people (150+ minutes a week).

Rate	West Berkshire	South East	England
% Active	61.6 %	59.0%	57.0 %
% Inactive	24.4 %	25.4 %	28.7 %

2 Key supply and demand findings

- 2.1.1 This section summarises the key findings identified within the need’s assessment, which should be used as the evidence base for this strategy. A comprehensive supply and demand analysis have been undertaken for all sports across the study area, with the project steering group engaged at all stages of the process.
- 2.1.2 The following section provides a summary of the key findings for each of the sports analysed within the main report. The format of these tables follows the five key questions that are asked as part of the PPS Guidance Document for Stages A – C of the process.

2.2 Football key findings

Table 3.1 – Key PPS findings for football in West Berkshire

Key Question	Analysis
What are the main characteristics of the current supply and demand for provision?	<p>The quality of football provision across the area is standard and appears to have stayed at a consistent level over the past years, with 69% of the 183 pitches assessed scoring in the Standard quality rating or above.</p> <p>There are 84 football sites in West Berkshire, of which 30% (26) are owned by WBDC. The highest proportion of management type is educational establishments – 42% of all football sites.</p> <p>The level of demand has also stayed relatively consistent, with a current total of 322 teams, the majority of which are within the Junior and Mini Soccer age groups.</p> <p>Both the supply and demand for football facilities is dominated by the East and Newbury and Thatcham sub-areas, which are home to the majority of the large clubs, as well as a number of the strategic football sites.</p>
Is there enough accessible and secured community use provision to meet current demand	<p>The current supply and demand analysis for secured and accessible pitch provision shows there is a large deficit across West Berkshire, this is due to the very low level of football provision across the area that is secured for long term community use (only 24%). This deficit is particularly clear within the East and Newbury and Thatcham sub areas and happens for all pitch typologies in both current and future scenarios.</p> <p>There is a significant deficit of 3G Artificial Grass Pitch (AGP) provision in the area, with only one full sized 3G pitch available to the community (at Park House School) and a requirement to increase provision. There is a deficit of 7 full sized 3G AGP’s currently, based on FA calculations of 38 teams per 3G AGP.</p>
Is the provision that is accessible of sufficient quality and appropriately maintained?	<p>The majority of pitches (69%) are rated as standard quality or higher and receive adequate maintenance to retain pitch quality. A total of 28 pitches in West Berkshire are rated good quality. However, there are 57 pitches in the study area that are rated as poor quality – The majority of these pitches are located within the East (23) and Newbury and Thatcham (20) sub areas. There are ten sites operating over-capacity and improvement to the quality and maintenance of these pitches is required.</p>
What are the main characteristics of the future supply and demand for provision	<p>Team Generation Rates (TGR) calculations show that due to a projected decrease in population within the relevant age groups for football, there is expected to be a potential loss of 14 teams during the life of the strategy – all of these in the Youth Football and Mini Soccer age groups and in the East and Newbury and Thatcham Sub Areas.</p>

Key Question	Analysis
	However, during the consultation process with local clubs, latent demand for a total of 45 teams was identified across West Berkshire.
Is there enough accessible and secured community use provision to meet future demand	<p>The future supply and demand analysis for secured and accessible pitch provision shows there is a significant deficit for all pitch typologies across West Berkshire.</p> <p>Spatially, the sub-area with the highest future projected deficit of supply is the East sub-area, which is largely caused by the lack of secured provision (both in this sub area and across West Berkshire in general) and the high level of demand generated from some of the larger clubs in the study area. There is also a large deficit of Mini 5v5 provision, with no secured provision at all across all four sub areas.</p>

2.3 Cricket key findings

2.3.1 This section summarises the findings from the cricket analysis, which will form the basis of the recommendation and action plan section for West Berkshire.

Table 3.2 – Key PPS findings for cricket in West Berkshire

Key Question	Analysis
What are the main characteristics of the current supply and demand for provision?	<p>There are 39 cricket sites in West Berkshire - 36 sites are available to the community and 20 have secured community access. Ownership of cricket sites is split across the study area, with the majority being Local Authority/Parish Council owned (10), followed by Private (9) and Education (8) owned sites.</p> <p>The majority of pitches (31) in West Berkshire were deemed Standard or higher as part of the site assessments. There are seven pitches of good quality – these are the ones at Elstree School, Bradfield Playing Field, Thatcham Town Cricket Club and Falkland Cricket Club. However, there is a high proportion of pitches (24 in total) that were deemed Poor, with the majority of these located in the East sub area, and the lowest scoring pitch in West Berkshire being the one at Yattendon & Frilsham Cricket Club.</p> <p>The clubs with the largest number of cricket teams in West Berkshire are Thatcham Town CC (21 teams), Falkland CC (12 teams), Purley on Thames CC (10 teams) and West Ilsley CC (10 teams). There is a total of 96 teams and 14 clubs identified as playing in West Berkshire.</p>
Is there enough accessible and secured community use provision to meet current demand	<p>There are a total of 10 sites (25% of the total) within West Berkshire with unsecure community use. However, no formal cricket demand was recorded as part of this study at the majority of these sites, in addition to the majority of cricket sites in West Berkshire being under capacity. This demonstrates that there is sufficient, accessible and secured, community use of existing provision to meet current demand within the area.</p> <p>It should be noted that, although the analysis shows an overall surplus of secured capacity across West Berkshire, the East sub area shows a deficit for secured pitches in both current and future scenarios. In the West Rural sub area, there is no secured artificial wicket provision.</p>
Is the provision that is accessible of sufficient quality and appropriately maintained?	<p>Overall, the provision is of adequate quality, with 56% of the sites across West Berkshire scoring a quality rating of Standard or Good.</p> <p>Facilities in the Newbury & Thatcham sub-area scored particularly highly. In contrast, the East sub-area accounts for the largest amount of Poor pitches in West Berkshire.</p> <p>Maintenance is largely undertaken by individual clubs, either through the use of a paid groundsman or through club volunteers. There are also a number of sites that are owned and managed by the local authority or parish council, which typically scored lower in the site assessment.</p> <p>Clubs have identified a need to improve practice net facilities and ancillary provision</p>

Key Question	Analysis
What are the main characteristics of the future supply and demand for provision	<p>With the projected decrease in population across the area in the relevant cricket age groups, there is a slight decrease in cricket demand expected in West Berkshire by 2036, with the TGR calculations projecting a potential loss of two adult teams in the East and Newbury and Thatcham sub areas.</p> <p>The future supply of community-accessible cricket facilities is relatively secure and future scenarios undertaken as part of the study have shown that there is enough capacity to accommodate future demand in West Berkshire. However, the very low level of secured provision in the East sub area is likely to worsen the current deficit in secured provision within the sub area by 2036. It is recommended for the Council to work with sites and clubs in this sub area, and across West Berkshire, to establish long-term community use agreements and secure future provision.</p>

2.4 Rugby key findings

2.4.1 This section summarises the findings from the rugby analysis, which will form the basis of the recommendation and action plan section for West Berkshire.

Table 3.3 – Key PPS findings for rugby in West Berkshire

Key Question	Analysis
What are the main characteristics of the current supply and demand for provision?	<p>There are 17 sites in West Berkshire comprising rugby pitches, 12 of these are located at educational establishments and 10 out of the 17 are available for community use.</p> <p>The quality of provision across West Berkshire for rugby is adequate, with the majority of playing pitches rated Standard and with natural adequate drainage. There are 10 poor pitches across West Berkshire, all located at education sites that are not currently used by community rugby clubs.</p> <p>The demand for rugby is relatively strong, with five clubs of varying sizes playing in the area. Newbury RFC is the largest club in the area (with 26 teams in total), followed by Tadley RFC (18 teams) and Hungerford RFC (15 teams).</p>
Is there enough accessible and secured community use provision to meet current demand	<p>There is a significant deficit for secured and accessible rugby provision across West Berkshire, with current and future analysis showing an undersupply of available and secured grass pitches. This is due mainly to the high level of unsecured provision at educational establishments. It should also be noted that the key rugby club sites are also operating significantly over capacity, given that all of club demand is currently on these sites and generally rugby clubs prefer to focus meeting their needs on club sites even if capacity is available on school sites to avoid fragmentation.</p>
Is the provision that is accessible of sufficient quality and appropriately maintained?	<p>The maintenance regime for non-education sites across West Berkshire is adequate, however it does not currently ensure that pitches are fit for purpose and able to withstand the high levels of demand for rugby. Additional pitches and facilities are required at existing club sites, as well as increased and improved maintenance and drainage in order to increase carrying capacity across West Berkshire. New potential 3G AGP (WR22) pitches should also be addressed to ease the amount of demand on certain grass pitches and also enhance the training provision in the study area, especially with the increase in the female game.</p>
What are the main characteristics of the future supply and demand for provision	<p>TGR calculations show a potential loss of two Mini/Midi teams by a projected decrease in population in these age groups. However, major clubs revealed during consultation that they are expecting further growth in coming years.</p>
Is there enough accessible and secured community	<p>Based on club consultations, the future demand for rugby is projected to increase across the area, with the deficit for secured rugby provision likely to increase further over the lifetime of the strategy. Further capacity is required to</p>

Key Question	Analysis
use provision to meet future demand	meet the current and future needs of local residents. Additional grass pitches, as well as additional floodlit training facilities are required to meet current and future club needs. Especially at major club sites such as Henwick Worth Sports Ground which have a large amount of supply on site.

2.5 Hockey key findings

2.5.1 This section summarises the findings from the hockey analysis, which will form the basis of the recommendation and action plan section for West Berkshire.

Table 3.4 – Key PPS findings for hockey in West Berkshire

Key Question	Analysis
What are the main characteristics of the current supply and demand for provision?	<p>The quality of hockey provision across West Berkshire is adequate, with all pitches in the area identified as Standard or higher on assessment.</p> <p>The main hockey facility in the area, however, scored in the lower end of the Standard category during the assessment and support is required for the resurfacing/replacement of the current AGP. This is the Henwick Worthy Sports Ground site, which is home to Newbury & Thatcham Hockey Club and their 23 teams.</p> <p>The facility at Trinity Academy is also utilized by Newbury & Thatcham HC for junior hockey events and tournaments and Scarlett Runners – the other hockey club that operates within West Berkshire – only play friendly fixtures from the Bradfield College facility.</p>
Is there enough accessible and secured community use provision to meet current demand	There is only one site for hockey provision in West Berkshire that is secured for community use, but currently has no formal demand (John O’Gaunt School) This is due to the majority of AGPs in the area being located at educational establishments that do not have long-term community use agreements in place. The Henwick Worthy Sports Ground site was also identified as unsecured provision during site assessment, and it is recommended for WBDC to work with the Hockey Club on site to agree on a formal long-term usage agreement.
Is the provision that is accessible of sufficient quality and appropriately maintained?	<p>The quality of hockey facilities that are available to the community across the area is adequate.</p> <p>The AGPs at Bradfield College are relatively new and of very high quality, whilst the pitches at Henwick Worthy Sports Ground and John O’Gaunt school were identified as Standard, showing signs of aging and suffering from damage to the surface.</p>
What are the main characteristics of the future supply and demand for provision	<p>Future demand for hockey in West Berkshire is not expected to change significantly during the life of the strategy, with TGR calculations showing the potential creation of 1 additional adult team due to a slight increase in population within this age group. In consultation with Newbury & Thatcham HC, the club also stated that they are expecting to convert latent demand of 2 senior teams and 1 junior team into affiliated demand within the next three years.</p> <p>The supply of hockey provision in West Berkshire is also expected to change, with Henwick Worthy Sports Ground and John O’Gaunt School expressing during consultation their intentions to develop additional AGPs at their sites,</p>
Is there enough accessible and secured community use provision to meet future demand	<p>The analysis shows that the projected increase in demand can be satisfied by the existing available provision in the area if additional demand is brought about at Henwick Worthy or another relevant site to cope with the latent demand.</p> <p>However, the development of an additional AGP at Henwick Worthy Sports Ground would be beneficial as it would allow Newbury & Thatcham HC to</p>

Key Question	Analysis
	continue growing whilst providing an accessible and sustainable model for hockey, with the club playing all of its current and future hockey at one single site and also allow Berkshire County Hockey Association to play matches when available.

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Section 3: Scenario testing and options appraisal



3 Scenario testing and options appraisal

- 3.1.1 The supply and demand analysis undertaken in each of the previous sections provides a clear view of the capacity for sports facilities across West Berkshire, based on the existing supply of facilities and the demand for these facilities from residents, both now and in the future.
- 3.1.2 This data provides an accurate evidence base, on which future planning and investment decisions can be made, using the guidelines outlines in the 'Delivering the Strategy' chapter of the strategy.
- 3.1.3 To complement the analysis that has been undertaken in each of the sport-specific sections, this chapter contains detailed further analysis on a small number of key scenarios, which have been identified by the project steering group throughout the development of the PPS.
- 3.1.4 For each of the scenarios identified below, a short summary is provided to explain why the scenario needs to be tested. Following this, a needs assessment for each of the relevant facility types is undertaken and explained.

3.2 Scenario 1: Removing school sites with secured community use availability

- 3.2.1 A common theme throughout the country is that of clubs using school sites for their match day or training provision. This is a regular occurrence throughout the age groups from mini to adult leagues.
- 3.2.2 Traditionally schools and football clubs have historic links in the local area, but this is becoming less apparat due to the change in school systems and also the growth of clubs in terms of team numbers and various ages groups.
- 3.2.3 It is important to consider the playing pitch provision when considering the removal of education sites as typically they do not have a long-term community use agreement or secured tenure. The main sport this will be a focus for is football, as currently there is no formal match day demand for rugby union within West Berkshire.
- 3.2.4 As identified through stakeholder consultation, ensuring all available sites also have security of tenure for future football provision is vital for the sustainability and growth of football within the study area and in regard to supply and demand in West Berkshire.
- 3.2.5 As highlighted in table 3.1 below, this scenario significantly changes the supply and demand picture for grass provision, with a deficit of -27.5 match equivalents by removing educational sites from the available provision, there is a further deficit when looking at secured provision of -107.5 match equivalents when removing all educational facilities. This deficit is further compounded when looking at future population rates and taking into account latent demand. There is deficit across all age groups throughout the District.
- 3.2.6 This shows the importance that educational facilities have on the overall football demand in the District and the importance of constructing community links and agreements between schools and football clubs.

Balance per Pitch Type	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	Total
Scenario 1 - Sites with community use availability with no educational sites						
Total supply	47	18	21	17	8	111
Total demand	40	28.5	27	26.5	16.5	138.5
Balance	7	-10.5	-6	-9.5	-8.5	-27.5
Scenario 2 - Sites that are secured for community use with no educational sites (2018)						
Total supply	17	7	2	5	0	31
Total demand	40	28.5	27	26.5	16.5	138.5
Balance	-23	-21.5	-25	-21.5	-16.5	-107.5
Scenario 3 - Future Analysis for all sites available to the community with no educational sites (2033)						
Total supply	47	18	21	17	8	111
Additional Demand from TGR	0	0.5	-3.5	-2.5	-2	-7.5
Additional demand from latent demand	6.5	6	6	2	2	21.5
Total demand (TGR and Latent demand)	46.5	35	29.5	26	16.5	152.5
Balance	0.5	-17	-8.5	-9	-8.5	-41.5
Scenario 5 - Future analysis for all secured sites with no educational sites (2033)						
Total supply	17	7	2	5	0	31
Additional Demand from TGR	0	0.5	-3.5	-2.5	-2	-7.5
Additional demand from latent demand	6.5	6	6	2	2	21.5
Total demand (TGR and Latent demand)	46.5	35	29.5	26	16.5	152.5
Balance	-29.5	-28	-27.5	-21	-16.5	-121.5

Figure 3.1: Football provision with no educational sites available within West Berkshire

3.3 Scenario 2: Reconfiguring Adult football provision to Youth 11v11 and Youth 9v9

3.3.1 Due to the growth in youth 11v11 in the future supply analysis and the current lack of appropriate provision, the recommendation section of this strategy identifies a need to re-configure pitches to meet this demand.

- 3.3.2 This scenario assumes that the security of tenure remains consistent with that over the needs assessment and considers educational sites being available.
- 3.3.3 To address the deficit of youth 11v11 provision and youth 9v9, it is assumed that 19 of 59 of the adult pitches are re-marked as youth 11v11 and 9v9 provision, leaving 40 adult pitches. This results in a reduction in the deficit of youth 11v11 provision however it does not have any impact on the total deficit as no new pitches will be created.
- 3.3.4 Even with this reconfiguration of pitches there is still a deficit when conducting future analysis due to latent demand and future TGR rates within the study area.

Balance per Pitch Type	Adult	Yth 11v11	Yth 9v9	Mini 7v7	Mini 5v5	Total
Current Supply and Demand of available sites with educational sites (2018)						
Total supply (no. of pitches)	59	22	17	34	28	160
Total demand	40	28.5	27	26.5	16.5	138.5
Balance (total)	19	-6.5	-10	7.5	11.5	21.5
Scenario 1: Future Analysis of all available sites to the community with pitch reconfiguration (2036)						
Total supply (no.of pitches)	40	31	27	34	28	160
Change in number of pitches	-19	9	10	no change	no change	N/A
Current demand	40	28.5	27	26.5	16.5	138.5
Additional demand from TGR	0	0.5	-3.5	-2.5	-2	-7.5
Latent demand	6.5	6	6	2	2	21.5
Total demand	46.5	35	29.5	26	16.5	152.5
Balance	-6.5	-4	-2.5	8	11.5	7.5

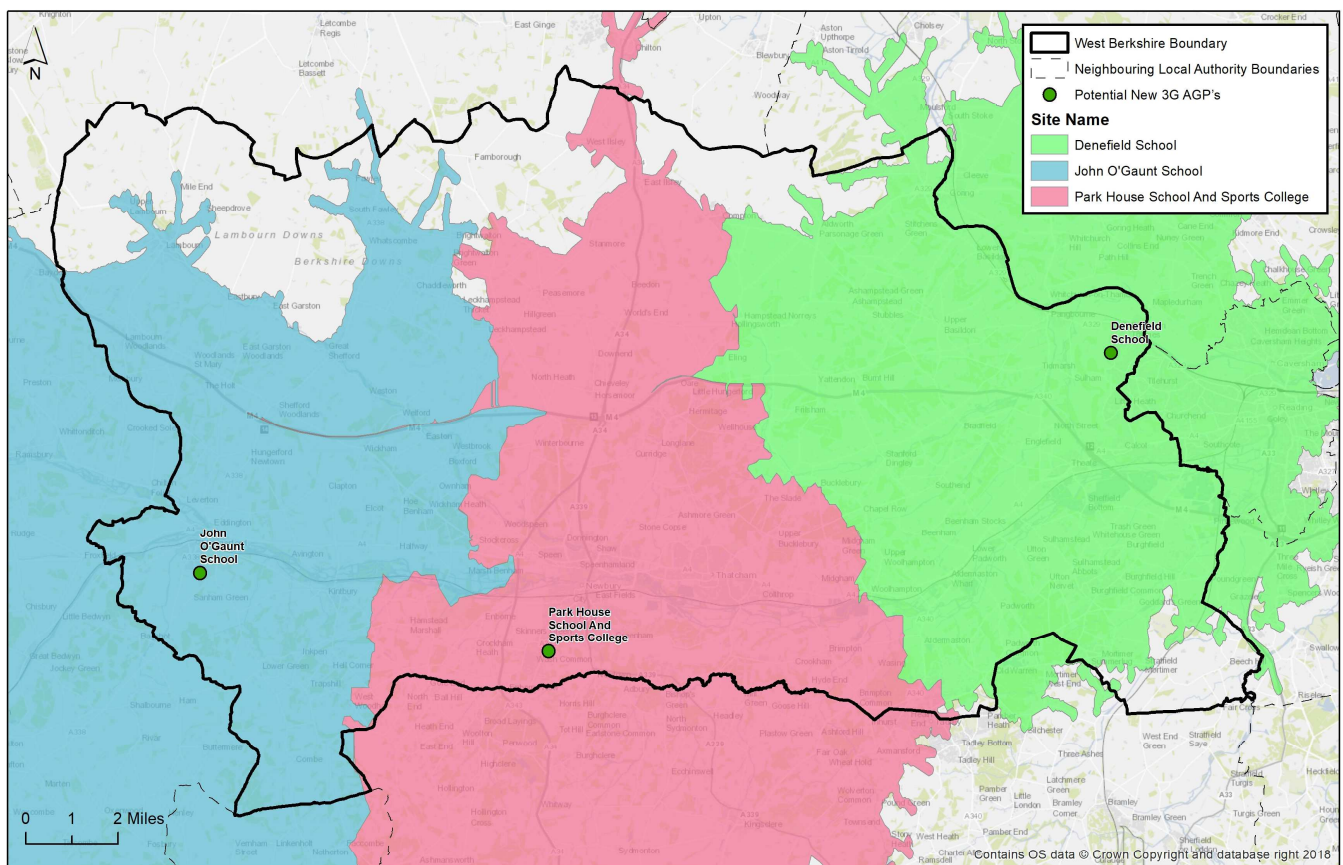
3.4 Scenario 3: Potential 3G AGP provision

- 3.4.1 As identified in the previous consultations and stakeholder and the needs assessment document, there is a current deficit of 3G AGP's within the study area with community use availability, which is reducing the ability of residents to utilise high-quality artificial grass facilities, which has been proved to be a popular and sustainable pitch type across the rest of the UK.

- 3.4.2 The study area currently has one full sized 3G AGP located at Park House School. The facility is also not listed on the FA 3G Register, and therefore not eligible for any match play. This pitch is available for community use and used heavily through periods of peak demand (weekday evenings and weekends). The facility is also floodlit and therefore can be used by the community at peak times throughout the winter. However, it has been identified as having a poor surface quality which should be improved in order to meet current and future demand.
- 3.4.3 As part of the PPS assessment and consultation process, a number of sites have been identified as potential locations for 3G AGP investment. This scenario tests the potential impact of two of these sites and evaluates the potential success of investment programmes with community links to local clubs.
- 3.4.4 When selecting the sites that are appropriate for 3G AGP development, sites should have the following characteristics;
- 37. Be available for significant use by local community clubs
 - 38. Have good access and ancillary facilities to service the pitch(es)
 - 39. Be financially sustainable
 - 40. Be able to be maximised for training and match play provision during peak time
 - 41. Be well positioned to deliver wider football development programmes, including coach education and a recreational football offer, using spare off-peak capacity to deliver this
 - 42. Be able to explore shared projects with the Rugby Football Union (RFU), Rugby Football League (RFL) and school sites where infrastructure and vision align.
- 3.4.5 The two sites that have been chosen (on a without prejudice basis) for this analysis are identified below, along with the justification for selection. It is important to note that these two sites must have a community use agreement with local clubs in order to sustain their viability and usefulness to the local community. These sites were selected over other site due to their location within the district in relation to population centers and club locations.
43. **Denefield School:** The site currently is used by local football teams such as Westwood Wanderers so there is a community use link with the school at present. The school is in support of building a new 3G AGP pitch on site which they would agree to providing long term community use agreements with to local clubs. This will allow the eastern portion of the study area to be served by a 3G AGP.
44. **John O'Gaunt School:** This site is located in the western portion of the study area so will serve a different cross section of the community. There are two options of this site of resurfacing the current poor sand based AGP to 3G or constructing a new 3G AGP on site. The current pitch is heavily used by local football clubs. Little housing or development in the immediate area would allow for easier planning permission. This site could also be a potential WR22 compliant surface for training depending on funding requirements and allocations due to Hungerford RFC being located close by.

- 3.4.6 Map 3.1 below shows a potential catchment map, should 3G facilities be installed at Denefield School and John O'Gaunt School with the existing 3G AGP being shown also at Park House School.
- 3.4.7 These specific locations have potential risk associated with them in terms of planning issues and public consultation, however they provide the greatest potential opportunity to improve the overall provision within West Berkshire and provide secure local links to clubs.

Map 3.1: 3G AGP catchment analysis for scenario 3



Potential New Full Size 3G AGPs within West Berkshire including the current supply



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Section 4: Strategic recommendations and action plan



4 Strategic recommendations and action plan

- 4.1.1 To facilitate the development of sport and physical activity across West Berkshire, it is advised that the Steering Group, set up as part of the Playing Pitch Strategy project, continues to work together to deliver the recommendations defined as part of this strategy.
- 4.1.2 This section of the report provides a set of strategic recommendations, to guide future governance and investment into pitch sport provision across the study area.

4.2 Strategic recommendations

- 4.2.1 This section brings together the complete evidence base and analysis that has been developed as part of the PPS and provides a clear strategy for the future delivery of sports provision in West Berkshire.
- 4.2.2 At a strategic level, the following key recommendations have been identified for each of the sport typologies, as well as for general sports provision.

General recommendations

- 45. **Recommendation 1:** Work with well-run sports clubs to utilise the existing volunteer network across West Berkshire and providing more autonomy for clubs, allowing those organisations that have adequate governance and financial stability to develop facilities and participation.
- 46. **Recommendation 2:** Address the issue of poor ancillary and changing pavilion quality, as identified through the site assessments, through the refurbishment and replacement of existing ancillary facilities, prioritising those on multi-pitch sites that are currently well used. Utilise the action plan to identify specific sites for development.
- 47. **Recommendation 3:** Enhance the drainage and maintenance of pitches that are currently operating over-capacity, to increase the pitch capacity to accommodate demand of current user clubs, especially on council or town/parish council-maintained pitches. Utilise the action plan to identify specific sites for development.
- 48. **Recommendation 4:** Work with clubs based at council owned sites, to establish long-term security use agreements, ensuring that clubs and participants have security of tenure and are able to grow and develop through grant funding wider investment with incorporating multi sports at sites where applicable.
- 49. **Recommendation 5:** Develop links between NGB's and clubs to provide training and maintenance support for pitch improvements.
- 50. **Recommendation 6:** Work with educational establishments that provide playing pitches for use by community teams, through artificial provision, to secure formal

community use of pitches and ancillary facilities through a Community Use Agreement. Where these community use agreements currently exist, work with education establishments and users to ensure that requirements for community use are being enforced.

51. **Recommendation 7:** Work with local town/parish councils and NGB's to subsidise where appropriate pitch training courses for local members as well as encouraging cost share programs with maintenance equipment.

Football

52. **Recommendation 8:** Ensure sites that have current community use available also have security of tenure to protect the future provision of football, supporting clubs based on council sites to apply for grants and investments from various governing bodies and schemes. Encourage the site owners to apply for funding schemes to improve facilities.
53. **Recommendation 9:** A number of sites are close to a poor-quality rating throughout the District so better maintenance regimes will be required to increase the overall carrying capacity of sites.
54. **Recommendation 10:** Reconfigure Adult pitches to Youth 11v11 and 9v9 in the sub areas that are currently showing a future secured deficit of youth pitches in conjunction with parish/town councils where needs have been identified.
55. **Recommendation 11:** Increase the number of community available and secured 3G AGP's within the District (full size). There is currently a large shortfall of accessible sites.
56. **Recommendation 12:** Reconfigure a portion adult pitches to mini pitches in all sub areas in order to reduce the future deficit.

Cricket

57. **Recommendation 13:** There are only 7 good rated pitches within the study area. Further investment and improved maintenance programmes are needed, especially on council and parish/town owned pitches, to improve this quality rating of both the pitches and outfielders.
58. **Recommendation 14:** Increase future secured tenured in sub areas which indicate a current and future deficit (East) and also secure artificial wicket provision in the West Rural sub area.
59. **Recommendation 15:** Improvement of external practice net facilities as well as

ancillary provisions on local authority sites.

60. **Recommendation 16:** Work with local/parish and town council to encourage better pitch maintenance programs as well as working with club members to partake in designated maintenance courses.

Rugby

61. **Recommendation 17:** Secure long-term community use agreements between schools and clubs in order to maximise capacity and allow further training provision.
62. **Recommendation 18:** Secure long-term security agreements between council site (Henwick Worthy) and clubs in order for clubs to then apply for grants and funding from external partners.
63. **Recommendation 19:** Increase the pitch maintenance and investment at large club sites as a number of these are currently at capacity and the carrying capacity of pitches need to be increased.
64. **Recommendation 20:** New potential 3G AGP (WR22) pitches should also be addressed to ease the amount of demand on certain grass pitches and also enhance the training provision in the study area, especially with the increase in the female game (Planning permissions was agreed upon for Newbury RFC in 2009).
65. **Recommendation 21:** Further flood lit provision should be provided for educational and council sites in order to increase training capacity subject to planning.

Hockey

66. **Recommendation 22:** Establish long term community use agreements with educational facilities to provide school and club links throughout the study area.
67. **Recommendation 23:** Newbury and Thatcham HC to work with the local council to provide a long-term agreement for the use of Henwick Worthy Sports Ground or similar site.
68. **Recommendation 24:** Development of one sand based AGP to order to sustain the current and future demand of hockey provision within the study area with a long-term use agreement.

4.3 Action plan

- 4.3.1 Through a detailed supply and demand analysis of the sports included in the scope of the strategy, as well as stakeholder consultations across the study area, an action plan has been created, which will guide the steering group in their delivery of sports provision and facility

decisions over the next 15 years. The action plan is broken down by site with clear owners, timescales and expected resources. This is shown Table 4.1 through 4.4.

- 4.3.2 The table identifies potential sources of external funding. It should be noted that funding for the actions below could come from one, or a combination, of funding sources shown below. This is not an exhaustive list and could be extended to other sources, depending on availability.

- 69. CIL monies
- 70. Section 106 funding
- 71. Community Grant Schemes

- 4.3.3 The Action Plan does not identify all those clubs that may be partners or provide resources in relation to its delivery. It is assumed that where clubs have a long-standing interest in a specific site that they will be a partner in delivering the actions and contribute financially or in-kind where appropriate.

- 4.3.4 The Action Plan does not identify West Berkshire District Council as a key resource either in terms of officer time or finance, except for those sites owned and/or managed by the Council. However, the Council has an interest in all those projects delivered within the local authority area and may contribute towards them either financially or in-kind, as appropriate and subject to available resources. It should be noted that not all sites have actions allocated to them, as it is unrealistic to expect funding partners to contribute to improvements at all facilities across a local authority.

Action plan terminology

- 72. Issue/ opportunity: The issue or opportunity that can be addressed.
- 73. Key Actions: Numbering indicates order of preference.
- 74. Partners: Top listed partner is identified as lead partner.
- 75. Resources: Key resource implications (time and money).
- 76. Timescale: Short: 0–2 yrs. Medium: 2-5 yrs. Long 5-10 yrs.
- 77. Priority: Low, Medium and High, depending on overall impact for sports participation
- 78. Acronyms: WBDC (West Berkshire Council), FA (Football Association), FF (Football Foundation), ECB (England & Wales Cricket Board), EH (England Hockey), RFU (Rugby Football Union).

- 4.3.5 All costs are estimated, based on global desktop research, the most up to date Sport England Facility Cost Guidance (available at the time of the development of the PPS) and consultation with industry experts. These are not based on firm pricing or quotes from reputable contractors, unless stated otherwise.

- 4.3.6 All maintenance costs represent the full cost for maintaining the pitches. They do not, therefore, reflect any maintenance that is currently being undertaken at the site and the cost incurred for these services. In reality, the cost for additional maintenance would be reflected by an increase of the current maintenance cost, rather than the full price stated as part of this action plan.

- 4.3.7 There is not unlimited funding to invest in sports facilities, for any of the identified partners. As a result, actions have been prioritised on sites that are currently either not fit-for-purpose,

showing a deficit of provision, or those that represent a viable investment opportunity that will significantly increase the quality, quantity or accessibility of sports provision in West Berkshire.

- 4.3.8 To provide the Council and Steering Group with a clear identification of 'strategic' investment priorities across the study area, high profile strategic investment projects have been identified overleaf in bold. These projects are likely to be limited in number due to their size but will deliver a significant level of benefit for grass-roots sport and physical activity. These projects are likely to cost approximately £250,000 or more and will include a number of different stakeholders and funding partners.

4.4 Priority List and Sport Specific Site Action Plan

- 4.4.1 The initial action plan addresses the top 10 priorities (Table 4.1) and sites within West Berkshire that are a high priority across all sports. Sport specific action plans then follow for other sites per sport (Table 4.2 to 4.4). Please note, to avoid duplication the top 10 site priorities are not replicated in the sport specific action plan section.
- 4.4.2 It is important for West Berkshire, Sports England and each NGB to have a specific list of sites that are a priority within the study area due a combination of various factors. These sites have been highlighted and agreed upon by the steering group to focus developer contributions on as they serve the need of the community and population. These sites have been ranked on a 1-10 scale where development should be focused on.
- 4.4.3 This high priority list will allow the local authority to focus their development funds in specific sites without wasting resources on further information gathering into sites. These development funds can include developer contributions, SIL or Section 106 funding and focused upon these sites. These sites have been selected due to the needs of the local population and communities through detailed analysis performed in previous needs assessments and in communication with the steering group.
- 4.4.4 When the local authority has plans to develop sites and invest money this list should be used as the main reference point.
- 4.4.5 Once the high priority list has been attained with investments then the sport specific lists should be used as a reference point for future investment as these are also ranked.

Table 4.1: Top 10 Priority list within West Berkshire

Priority Number	Site	Sub Area	Current Users of the Site:	Issue / opportunity	Key Action(s)	Resources/ Estimated Cost	Benefit to Local Area	Sports Associated
1	Faraday Road Stadium	Newbury and Thatcham	Newbury FC and AFC Newbury boys & girls	Future development being planned on site due to growth of the area, which if successful, would result in the loss of one adult pitch of good quality in the Step 5 FA grading scheme.	See note below for details ³	Cost dependant on scopes of work and complexity	Maintains adult provision within the area to the same	Football

³ NOTE:

'In line with the findings of the Playing Pitch Strategy (PPS), which has identified that there is an over provision of adult sized football pitches (total supply of sites with community use availability not including educational sites is 47 pitches with total demand at 40, although it is noted that the total deficit is 27.5) the Council believes that both Sport England's planning policy exceptions E1 and E4 apply to varying degrees.

On reviewing the key elements of Sport England's planning policy the Council believes that exception E1 which considers the excess of playing field provision in the catchment applies in part and that it has a suitable proposal to move forward in relation to local football.

The information being relied upon in this instance, noting the assessment criteria of policy exception E1, has been collated in the last 2 years and has followed the methodology set out by Sport England. This position has also been carefully considered in relation to the strategic direction of the Council's operations and meets publicly stated aims to enhance leisure facilities over the course of the next 4 years (published and approved Council Strategy). The Council is committed to finding additional capacity across its estate for new pitches in the Newbury and Thatcham catchment.

The proposal includes:

1. Relocation of the single adult sized grass pitch at Faraday Road, together with changing accommodation and the other necessary league requirements to create a step 6 facility on a site which will be no more than 20 minutes' drive time away, and upgrade the current grass pitch to a 3G pitch with the ability to develop it to a step 5 facility. This site will be available before any construction work starts at Faraday road.
2. Bringing back into community use a former grass pitch within the Newbury catchment area for general football provision.

This proposed site will be in full Council ownership and can be seen as a reliable option for sustainable development and realistic delivery based on the characteristics identified in the strategy i.e.

- Be available for significant use by local community clubs – yes wholly Council owned.
- Have good access and ancillary facilities to service the pitch – Newbury or Thatcham catchment location, with parking, and near to other

leisure facilities.

- Be financially sustainable – yes wholly Council owned, adjacent to other sports clubs and leisure facilities.
- Be able to be maximised for training and match play provision during peak times – yes, scheduling in control of the Council.
- Be well positioned to deliver wider football development programmes, including coach education and a recreational football offer, using spare off-peak capacity to deliver this - yes, scheduling in control of the Council.
- Be able to explore shared projects – neighbouring clubs and other associated sports clubs who operate in or around the Newbury and Thatcham catchment will be approached.

This approach also helps to address the PPS's acknowledged significant deficit in 3G pitches available to the community.

The Council also believes that Sport England Policy Exception E4 applies in part, namely;

'The playing field or playing fields, which would be lost as a result of the proposed development, would be replaced by a playing field or playing fields of an equivalent or better quality and of equivalent or greater quantity, in a suitable location and subject to equivalent or better management arrangements, prior to the commencement of development'.

As required by this exemption, the Council can demonstrate the following to Sport England for consideration:

3. A new grass pitch will be added to the Council's estate by reconfiguring existing land;
4. The proposed replacement improves a single grass playing pitch to a 3G pitch;
5. The site will have the ability to host competitive play and training to at least the same level as required now i.e. Step 6 with the potential to move to Step 5;
6. The site will be in the Newbury or Thatcham catchment, no more than 20 minutes' drive time away from Faraday road;
7. It will be a Council owned site, and as such it can be maintained to the same level as was previously achieved;
8. As a Council site, a tenant club will be given the opportunity to possess an agreement for the use of the Ground that is acceptable to The Football Association following consultation with the relevant Competition.
9. As a Council site, within the Newbury or Thatcham catchment, it will be close to existing Council facilities and suitable for existing and potential users; and
10. Whilst the replacement provision is not available prior to the commencement of the development, the Council have undertaken to ensure that continuity of the existing users is protected and the provision of temporary facilities at Henwick playing fields has been assured until

Priority Number	Site	Sub Area	Current Users of the Site:	Issue / opportunity	Key Action(s)	Resources/ Estimated Cost	Benefit to Local Area	Sports Associated
						of site identified	standard for the local clubs which use the facility.	
2	Henwick Worthy Sports Ground	Newbury and Thatcham	Thatcham Town Harriers FC, Cold Ash FC, West Berkshire Warriors FC, Greenham Park FC, Thatcham and Newbury Town Ladies FC, Newbury and Thatcham HC, Thatcham RFC, Thatcham Town CC	Unsecured tenure on site with the hockey club and also the site is currently at capacity with continued growth from rugby and hockey to occur. No training hours available on the current AGP on site. As well as the Hockey AGP coming to the end of the lifespan. Rugby club on site currently have 20 years left on the lease. Cricket is also played on site and is it capacity.	A Masterplan would be required for the site due to the complex nature of the interacting sports which use the facility. This should incorporate a long-term community use tenure agreement and not be at the detriment of any one sport. NGB's should work in conjunction to future proof the use of site.	Cost dependant on scopes of work and complexity of the masterplan and agreements	This will secure and future proof the site over the lifespan of the strategy.	Football , Rugby Union and Hockey
3	John O'Gaunt School	West Rural	Various local football teams who use the site as their main training hub due to flood lit AGP, main clubs that use the site for training is Hungerford Town Juniors.	The surface of the AGP is coming to the end of the lifespan and is of poor quality with surface damage currently no formal demand on site due to the quality of the surface.	Resurfacing of AGP to 3G to allow greater football training demand which will address the lack of 3G AGP provision within the study area. This site could be potential for WR22 compliant depending on funding requirements and	Resurfacing of the AGP facility: £380K	Allow for a 3G AGP pitch to be located in the western portion of the study are for local	Football and Rugby

the proposed site is ready. This site has been evaluated for booking availability and all evidence suggests it is within acceptable capacity limits. Careful monitoring of this has been put in place to ensure positive relationships between users.

The Council believe that this proposal, in relation to the replacement of the Faraday road pitch and additional grass pitch in Newbury catchment and the existing Henwick transition arrangements, ensures we are meeting the requirements of national and local planning policy frameworks and Sport England policies.

For clarification, the Council has sought to make interim arrangements for the Faraday Road site by applying for planning permission to alter the layout of the pitch to enable community use until such time as a wider development in the surrounding area is resolved. Planning permission 19/00814/FUL is not being sought as a project to replace the 1 full size grass pitch in relation to the Council's obligations under the legislative and policy frameworks mentioned above, it is a community project and has its own funding arrangements.

Priority Number	Site	Sub Area	Current Users of the Site:	Issue / opportunity	Key Action(s)	Resources/ Estimated Cost	Benefit to Local Area	Sports Associated
					allocations due to proximity of local rugby clubs.		teams and school use with a long-term community use agreement potentially for both football and rugby	
4	Parkhouse School and Sports College	Newbury and Thatcham	Local football clubs use the site as their main training base as well as heavy school use. New England, Frilsham & Yattendon FC.	Current only community accessible 3G AGP in the study is nearing the end of its lifespan and it is at capacity	Support the school in the planning process of resurfacing the current AGP surface to upgrade it to the FA pitch register standards for competitive football. Could potentially be WR22 compliant rugby pitch with resurfacing dependant on allocations and funding requirements.	Costs dependant on scope of works.	Increased training provision for football and potentially rugby for numerous clubs within the area and school use	Football
5	Bradfield College Sports Complex & Tennis Club	East	School use and Scarlett Runners HC who play league adult fixtures on Sunday's	No community use and secured tenure agreement between the school and hockey clubs even though there is spare capacity on site due to the quality and provision of Sand based AGP's.	Secure long-term use agreements with local Hockey clubs, especially Newbury & Thatcham HC to allow the club to continue to grow.	Negligible depending on time to draft up community use agreements	Create a base for local hockey clubs with school links over the lifespan of the strategy and allow for further growth.	Hockey

Priority Number	Site	Sub Area	Current Users of the Site:	Issue / opportunity	Key Action(s)	Resources/ Estimated Cost	Benefit to Local Area	Sports Associated
6	Denefield School	East	No current formal community use on site	Academy school with aspirations for their own full size AGP for use by the school and also the community. Lack of AGP provision in the current area.	Formulate a new long term community use agreement and support the school in the construction of a new 3G AGP for use by local football clubs.	Costs dependant on scope of work	Increase AGP provision within the area for local clubs.	Football
7	The Triangle Field	West Rural	Local football clubs and Hungerford RFC (main user)	20 years left on lease with community use for rugby club and unsecured for local football club. The rugby pitches are over capacity due to match and training demand with poor drainage and maintenance.	Work with the town council, local authority and RFU to supply further floodlights to ease training provisions on site which will increase the carrying capacity on site. Also perform more rigorous maintenance procedures to improve pitch quality.	Negligible depending on work performed.	Increase the carrying capacity on site and further training provision with the club currently over capacity.	Rugby
8	Brimpton Recreation Ground – Take off and replace	Newbury and Thatcham	Brimpton Rangers and Parklife Rovers	Lack of available youth and mini pitches on site as the result of the local clubs increasing in numbers. No long-term community use agreement which restricts funding and grant applications	Construct a long-term community agreement to allow security of tenure to further grant applications by the clubs. Reconfigure one adult pitch to youth 11v11 to reduce deficit in this sub area for this age group	Negligible– Council maintain ace team to change pitch type and procurement of goals posts and council time to construct security of tenure agreement.	Increases the capacity for youth football within the area and allows the clubs to have secured tenure for future growth and grants for improvement to ancillary facilities.	Football

Priority Number	Site	Sub Area	Current Users of the Site:	Issue / opportunity	Key Action(s)	Resources/ Estimated Cost	Benefit to Local Area	Sports Associated
9	Englefield Road Recreation Ground	East	Theale and Tilehurst CC and local schools	Both the ancillary provision and ground quality score are listed as poor which results in a poor carrying capacity. This particular sub area also suffers from a deficit of provision due to poor pitches	Support the club in its ambition to match fund ancillary renovations and increased pitch maintenance. Secured community use is already part of the site. Encourage members to take part in potential course maintenance programs by working with parish/town councils as well as significant investment into the ancillary facilities.	Costs dependant on scope of works.	Increases capacity of cricket provision within the sub area and allows greater local school use.	Cricket
10	Goosecroft Recreation Ground	East	Purley on Thames CC and local school use	Poor cricket pitch assessment which results in a lower carrying capacity and an overall deficit in the sub area.	Support the club in a greater maintenance regime and grant funding on equipment by working with parish/town councils with maintenance programs and cost share equipment sheds.	Cost dependant on scope of works	Increases the carrying capacity of the site and reduces overall deficit of cricket within the study area. Also allows local school use of the site	Cricket

Table 4.2: West Berkshire's PPS Action Plan (2018-2036) : Football

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
Little Heath School Playing Fields	East	Enhancement	Site is currently at over capacity with the quality of the pitches so better pitch maintenance is needed as well as community agreement with Barton Rovers to build an ancillary facility.	Create a club agreement with Barton Rovers to develop a football community hub and ancillary facility as	WBDC, FF, FF and School	Costs dependant on scope of work	Short	High

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
				well as better pitch maintenance				
Gladstone Memorial Recreation Ground	West rural	Enhancement	No community use agreements with local clubs which restricts funding applications for improvement of ancillary facilities, currently used by Kintbury Rangers FC	Formulate a new community use agreement over the lifespan of the PPS strategy	WBDC and Gladstone Memorial Trust	Negligible- Time of officer to draft agreement	Short	High
Denefield School (Trust)	East	Enhancement and Provision	No formal community use agreement between the clubs and school as well as no access to changing rooms provision. Managed by an Academy trust.	Construct a formal community use agreement with Westwood Wanderers and the school and feasibility work into construction of a 3G AGP to serve local clubs.	WBDC, FA and FF and Academy Trust	To be defined by further feasibility work and scope of project	Short	High
Bucklebury Village Recreation Ground	East Rural	Enhancement	No long-term security use agreement between the local authority and the clubs which use the site (Bucklebury Wolves and Cougars FC and managed by Bucklebury Parish Council)	Construct a formal community use agreement over the lifespan of the strategy	WBDC and Local football clubs	Negligible – Local authority officer time	Short	High
Brookfields Specialist Senior School	East	Enhancement	Poor quality surface of pitch and no long-term security use agreement between the school and Barton Rovers FC.	Construct a formal community use agreement with local football clubs and improve pitch maintenance	Brookfields School and Football Clubs	N/A	Short	Medium
Aldermaston Recreational Society	East Rural	Enhancement	Lack of suitable areas for fans and floodlit availability within the ground for training demand.	Support the club in the planning process of a new 50-seater stand and also the construction of new floodlights to help with training demand	WBDC	Negligible - Time from local authority officer during planning process	Medium	Medium

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
Bucknell's Meadow	East	Provision	Currently no formal community use on site due to football club folding 3 years ago with poor pitch quality and poor ancillary facilities.	Re designation of site due to no formal use for a number of years to open space or alternative sports or physical activity. This will free up more resources to be focused on other sites.	WBDC	Negligible – Planning officer time	Medium	Medium
Cold Ash Recreation Ground	Newbury and Thatcham	Enhancement	Anti social behaviour on site with no formal community use agreements with the clubs as well as drainage problems. Currently used by Cold Ash Boys & Girls FC and Cougars FC.	Secure a community use agreement over the lifespan of the strategy as well as installation of dog bins and additional signage. Support the clubs in further pitch maintenance to increase carrying capacity. Work with club and FA to improve pitches on site	Parish council and FF	Costs dependant on the scope of works for installation of dog bins and signs etc. Local officer time to construct community use agreement.	Medium	Medium
Englefield Road Recreation Ground	East	Enhancement	Lack of pitch space on site and poor ancillary facilities (site belongs to Parish Council)	Reconfigure pitches of site to use all available space and create a new adult pitch to ease demand.	Parish Council and FA	Costs dependant on new pitch markings and goal posts	Medium	Medium
Down lands School /Compton Rec Ground	East	Provision	No current users on site due to lack of provision and AGP agreements.	Interest has been expressed in a new AGP in conjunction with the school. This must have a community use	WBDC/FA/FF	Costs dependant on scope of work	Medium	Low
Pangbourne College	East	Provision	Lack of community available AGP's within the study area and current AGP on site is ending its lifespan.	Support the school in the construction of a new 3G AGP and resurfacing of current AGP if they allow a community use	WBDC	Planning officer time	Long	Medium

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
				agreement with local clubs				
Parkhouse School and Sports College	Newbury and Thatcham	Provision	Current only community accessible 3G AGP in the study is nearing the end of its lifespan and it is at capacity	Support the school in the planning process of resurfacing the current AGP surface to upgrade it to the FA pitch register standards for competitive football	WBDC	Planning officer time	Long	Medium
Calcot Recreation Ground	East	Enhancement	No formal community use agreement or security of tenure with the parish council or football club which use the site as well as poor pitch quality as well as anti-social behaviour.	Construct a new community use agreement and improve security on site to decrease anti-social behaviour. Once tenure secured pitch improvements for the site should be investigated.	WBDC and FF	Costs depending on scope of works (CCTV camera installation or gates etc)	Long	Low

Table 4.3: West Berkshire's PPS Action Plan (2018-2036): Rugby Union

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
Newbury Rugby Football Club	Newbury and Thatcham	Enhancement and Provision	Current site is at over capacity across all age groups due to school use also at the site. Over capacity is affecting the quality of pitches.	Relocation and reconfiguration of pitches and also support the club in a land swap with a local developer to further increase provision. Investment should also focus on open grass	WBDC and RFU	Costs dependant on scope of works in relation to conversion of grass land to playing pitches.	Medium	High

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
				space to convert to mini pitches to ease demand.		Planning officer time to support land development scheme.		
Tadley Rugby Club	East Rural	Enhancement and provision	Current site is over capacity for match day and training demand due to growth of the club. The current lifespan of the ancillary facility is ending its lifespan paired with the current growth of the club.	Support the club in the planning process for a addition to the clubhouse and ancillary facilities as well as new floodlights to ease training demand. Also invest in car park improvements.	WBDC and RFU	Support from planning officers at the local authority and costs dependant on scope of floodlight and ancillary options	Long	High
Aldermaston Recreational Society	East Rural	Enhancement	Drainage issues and lack of floodlit provision for training demand (Add notes to the lease with the MoD site)	Support the club in new construction of floodlights to improve training demand	WBDC	Negligible – Planning officer time	Medium	Medium
Park House School and Sports College	Newbury and Thatcham	Enhancement	Poor quality surface of current 3G AGP which has community use.	Support the school in a construction of a new 3G WR22 AGP which allows community use for local clubs based upon developer contributions.	WBDC and RFU	Costs dependant on scope of works	Long	Low
St Bartholomew's School Enborne Road Pitches	Newbury and Thatcham	Enhancement	Training from local clubs are located at the school's pitches which are showing a poor-quality rating due to current use and maintenance procedures.	Further investment in pitch maintenance on the pitches that are used by local clubs as well as staff increases to upkeep with regular work	WBDC and RFU	Cost dependant on scope of works	Long	Low

Table 4.4: West Berkshire's PPS Action Plan (2018-2036): Cricket

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
Jacks Booth Ground	East	Enhancement and Provision	The current site is over capacity with a poor-quality pitch which currently hosts 9 teams and the ancillary facility is ending its lifespan due to being over 25 years old and cannot cope with the current demand.	Support the club in pitch improvements and also to establish use age at Englefield Cricket Club due to the site only having team currently using the site, but this site also has to be improved. Also support the club in funding and planning permissions for any ancillary additions.	WBDC and ECB	Little cost in the combined usage of Englefield Cricket club Costs dependent on the amount of work performed to upgrade the poor-quality pitch	Medium	High
Northcroft Recreation Ground	Newbury and Thatcham	Provision	Current home to Newbury CC, poor ancillary facilities and evidence of anti-social behaviour on the site	Support the club in the planning process and applications for a new ancillary facility having already pledged £150,000 from various grants and trusts.	WBDC	Negligible – Help with planning proves	Medium	High
Englefield Cricket Club	East	Enhancement	Grass wickets were identified as poor resulting in no carrying capacity at the site	Increased and improve pitch maintenance in order to increase carrying capacity and reduce grass wicket deficit of the east sub area	EBC and ECB	Cost dependent on scope of work	Medium	Medium
Goosecroft Recreation Ground	East	Provision	Poor quality pitch resulting in a low carrying capacity on site which is currently home to Purley on Thames CC	Improve pitch maintenance and pitch regime in order to improve carrying capacity and reduce pitch deficit within the sub area Work with Parish council for pitch improvements as they manage the site.	WBDC and ECB	Cost dependant on scope of work	Medium	Medium

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
Hampstead Norreys Village Hall	East Rural	Enhancement	Poor quality pitch resulting in a low carrying capacity on site which is currently home to Hampstead Norey's CC. Managed and owned by local parish council.	Improve pitch maintenance and pitch regime in order to improve carrying capacity and reduce pitch deficit within the sub area. Work with parish council to improve pitch maintenance programs and education courses.	WBDC and ECB	Cost dependant on scope of work	Medium	Medium
West Isley Cricket Club	East Rural	Enhancement	The site is currently at over capacity for grass provision due to the poor-quality pitch on site, there is also insufficient practice nets on site for the demand	Support the club in improvements for maintenance and also the renovation of practice nets	WBDC and ECB	Costs depending on scope of work	Medium	Medium
Yattendon & Frilsham Cricket Club	East Rural	Enhancement	Concern form the club that the site will be converted to agricultural land due to lack of community use agreement along with a poor-quality pitch with no carrying capacity	Support the club in terms of agreeing a suitable long erm community use agreement on the current site between club and landowners	WBDC and current landowners	Negligible – Time from officer to work on lease	Medium	Medium
Aldworth Recreation Ground	East Rural	Enhancement	Poor quality score of grass pitches which results in a 0 carrying capacity which results in no formal community use presently on site.	Support the site to improve the pitch maintenance and establish funding for improved quality score	ECB	Cost dependant on scale of work	Medium	Low

Table 4.5: West Berkshire's PPS Action Plan (2018-2036): Hockey

Site	Sub Area	Action ID/Ref	Issue / opportunity	Key Action(s)	Partners	Resources/ Costs	Timing	Priority
Pangbourne College	East	Enhancement	Sand based AGP is coming to the end of the lifespan and needs resurfacing in order to cope with school demand.	Support the school in the planning process of the resurfacing of the AGP but allow a community use agreement to be incorporated for external use.	WBDC and EH	Negligible – Planning officer time	Medium	Medium
St Bartholomew's School	Newbury and Thatcham	Enhancement	No community use at the site currently due to previous issues with vandalism and damages.	Agree with the school a community use agreement based upon damages and outlines responsibilities of clubs who use the site to create a community link	EH	N/A	Medium	Medium
Trinity Academy Campus	Newbury and Thatcham	Enhancement	Lack of floodlit provision to cope with the demands of junior hockey provision which is in conjunction with the school and Newbury and Thatcham HC.	Support the school in improvements of floodlights in order to increase training demand and create a formal long-term community use agreement	Education and Clubs	Costs dependant on scope of work	Medium	Medium

DRAFT

Section 5: Delivering the Playing Pitch Strategy



5 Delivering the Playing Pitch Strategy

- 5.1.1 To facilitate the development of sport and physical activity across West Berkshire, it is advised that the Steering Group, set up as part of the Playing Pitch Strategy project, continues to work together to deliver the recommendations defined as part of this strategy.
- 5.1.2 The success of a PPS will be determined by how it is used. It is recommended that the delivery of the strategy is led by the Council, with close support by the steering group that has been developed as part of this project. Further guidance is provided in Sport England’s PPS Guidance in the form of the Stage E commentary and associated checklist. Further detail on how a PPS can be used is included in Technical Appendix G – Applying the Playing Pitch Strategy.

5.2 Keeping the PPS relevant and up-to-date

- 5.2.1 To ensure that the Playing Pitch Strategy stays relevant and continues to support stakeholders in the delivery of sport and physical activity facility investment and development, an annual review should be undertaken. This review, which if undertaken regularly will have a reduced scope than the full PPS, will allow the steering group to review progress against the PPS recommendations and action plan. The review will also identify any emerging issues and apply any lessons learnt through recent development or investment projects.
- 5.2.2 Through the development of the PPS, data has been stored and analysed on the 4 global Playing Pitch Strategy Platform, which has up to date supply and demand data for pitch sports across the District. This data is available to West Berkshire and it is recommended that this is used as the starting point for future strategy refresh projects.

Figure 5.1: West Berkshire District Council Playing Pitch Platform

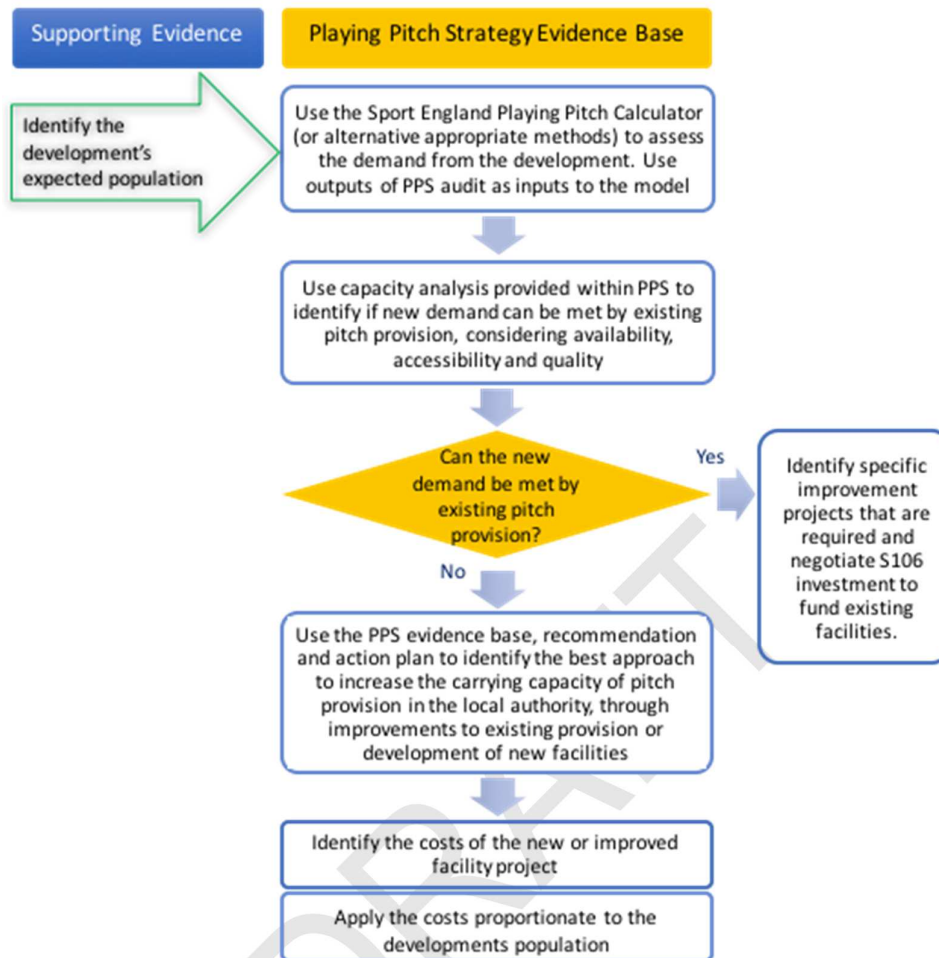
Site Name	Site Address	Site Assessor Name	Scheduled At	Completed At	Responded	Confirmed	Time to visit	Actions
BELLINGHAM LEISURE & LIFESTYLE CENTRE	Talbot Place, London, SE3 0TZ	Brooke Butler	2018-01-29 09:40:00	2018-11-20	Yes	No	Time passed	View
DOWNHAM HEALTH & LEISURE CENTRE	Glenbow Road, Bromley, BR1 4BL	Sam James	2018-01-29 12:20:00	2018-11-20	Yes	No	Time passed	View
ST DUNSTONS COLLEGE SPORTS CENTRE	Canadian Avenue, London, SE8 4SW	Brooke Butler	2018-06-19 11:20:00	2018-11-08	Yes	No	Time passed	View
THE HEALTHY LIFESTYLE CENTRE (ABBOTSHALL ROAD)	Whitefoot Lane, Bromley, BR1 3SQ	Brooke Butler	2018-06-18 10:30:00	2018-09-25	Yes	Yes	Time passed	View
TEN-EM-BEE SPORTS DEVELOPMENT CENTRE	Kingsley Bridge Road, London, SE26 5HQ	Sam James	2018-01-29 12:00:00	2018-09-25	Yes	Yes	Time passed	View
DEPTFORD GREEN SCHOOL	Evelyn Street, London, SE8 3SR	Sam James	2018-01-25 10:30:00	2018-09-19	Yes	No	Time passed	View
THE BRIDGE LEISURE CENTRE	Abbotshall Road, London, SE8 1SQ	Sam James	2018-01-26 11:20:00	2018-07-24	Yes	No	Time passed	View
CATFORD WANDERERS SPORTS CLUB	Amblecote Road, London, SE12 9TN	Sam James	2018-01-26 13:00:00	2018-07-24	Yes	No	Time passed	View
Perrymount Primary School	BR1 5LL	Brooke Butler	2018-01-26 09:00:00	2018-07-12	Yes	Yes	Time passed	View
Warren Avenue Playing Fields	97 Downderry Rd, Bromley BR1 5QE	Brooke Butler	2018-06-19 13:00:00	2018-07-12	Yes	Yes	Time passed	View

- 5.2.3 In the short term, it is advised that the Council sets up an implementation group (which should be a continuation of steering group set up as part of the PPS), to co-ordinate preparation of a short-term action plan, as well as undertaking further sub-regional needs assessment for major cross-boundary development projects. The PPS has identified, on a site by site and sub-area level, the needs for pitch and ancillary provision across West Berkshire. Where the current level of supply does not meet the current or future needs of residents for specific sports, pitch typologies and ancillaries have been identified as requiring further capacity to meet demand.
- 5.2.4 In order to provide this additional capacity, guidance has been provided as to whether the steering group and partner organisations should look to;
- 79. Enhance existing pitches to increase their capacity and ensure adequate maintenance to maintain the higher use, and/or
 - 80. Secure greater community access to sites and undertake necessary works to allow for such use to occur, and/or
 - 81. Provide new playing pitches on new sites (natural or artificial grass pitches).
- 5.2.5 Where the third option has been recommended, further guidance is available from Sport England and National Governing Bodies to advise on the best course of action for local authorities and delivery organisations.

5.3 Securing additional or improved pitch provision through development

- 5.3.1 In addition to the specific site by site recommendations identified throughout needs assessment, it is also key that the strategy provides a clear approach to securing playing pitch provision in the case new development, or utilising planning gain and Section 106 (S106) contributions to improve the quantity or accessibility of existing provision.
- 5.3.2 It is important to note that for any contribution secured through S106, a clear and tailored approach is required, to demonstrate how the contribution will be used to benefit residents. Specifically, the Playing Pitch Strategy's evidence base and action plan should be used to justify the need arising from the specific development and how these are to be met.
- 5.3.3 The graphic overleaf and associated commentary identifies the stages that should be followed, when utilising the Playing Pitch Strategy to secure additional or improved pitch provision through development.

Figure 5.2: Securing additional or improved pitch provision through development



5.3.4 Although the population of a single development may not in itself generate the demand for a full pitch, it will still generate additional demand which should be quantified and be met. An example of how the Playing Pitch New Development CaWBDCulator can be used to caWBDCulate the need for new pitch provision arising from new development is included within the scenario testing section of this strategy,

5.4 Securing additional or improved pitch provision through development

5.4.1 In addition to the new or improved pitch provision that is identified in line with the process demonstrated above, the cost for maintenance of new facilities should also be sought for both on-site and off-site provision. For example, where 3G facilities are installed, the carpet will require replacement (approximately every 10 years depending on level of usage and maintenance) and costs towards a sinking fund should also be sought.

5.4.2 Where a pitch or pitches are required on-site, this may include requiring delivery through a planning policy and a masterplan approach for the whole area. This can ensure that enough suitable land is planned from the outset and provided at no cost. This is particularly important where there is a need for a large land-take associated with pitches.

- 5.4.3 Planning policy should seek to ensure that where sites are developed in phases or through multiple applications, and where the pitch provision is required on-site, that this provision is coordinated and delivered by the landowners/developers. In some circumstances, a single site for pitches serving all the development or all its phases can be required.
- 5.4.4 The timing and delivery of the pitches and related changing and parking facilities should be considered in relation to development phasing to achieve a balance between ensuring provision is in place in time to meet the needs of the residents, avoiding pressure being placed on existing facilities, and the financial viability of the development.
- 5.4.5 Where there are separate developments in close proximity that taken together generate a need for a whole pitch, contributions need to be made towards new provision or improving, existing pitches. For new pitches, the planning policy therefore also needs to identify where that pitch and related changing and parking facilities are to be located, how sufficient land is to be secured, and (where known) the individual developments that need to contribute to it. This also applies to where there is a need for a larger strategic site serving a large catchment. This may require the developers to provide the land on-site or for the local planning authority to identify the land through the Local Plan process.

5.5 Securing appropriate land provision from new development

- 5.5.1 Suitable land needs to be provided by developments, in line with the guidelines below;

- 82. Where the investment need is for a new pitch and related changing and parking facilities to meet the demand directly generated by the population of the new development(s), then the developer is expected to meet all these costs. These include provision, maintenance and land costs.
- 83. Where the demand is for the majority (50% or more) of a pitch and related changing and parking facilities, that is to be provided on site, suitable land will be provided by the developer at no cost, as well as the population-related proportion of the cost of the pitch.
- 84. Where the demand is for less than 50% of a pitch and related changing and parking facilities, that is to be provided on-site, then suitable land needs to be planned into the development, however only a proportionate amount of this land will be provided for free and the remainder will need to be funded from other sources (e.g. from pooled contributions from other developments, from grants or other sources).
- 85. Where the land cannot be provided for on-site because of proven master-planning constraints, financial viability or other relevant reasons, then the local authority may negotiate an appropriate alternative contribution, where this is S106 compliant.

5.6 Identifying the appropriate provision for contribution

- 5.6.1 As identified in the policy context for this document, the Council will secure developer contributions where appropriate towards future sports infrastructure to support future

development in accordance with Local Plan policies and the Infrastructure Delivery Plan. Developer contributions will primarily be sought through S106 agreements, but other funding sources may also be secured where possible. The Council will continue to work with partners and infrastructure providers in order to secure improvements to sport infrastructure to meet the future needs of the District.

5.6.2 In the case of S106 contributions, the following should be noted;

86. No more than five contributions may be pooled towards the provision of any single infrastructure project or type of infrastructure.
87. Section 106 contributions must be directly related to the development in question, however the impact of any development can affect the wider community. This means that S106 contributions can be used to deliver improvements to facilities that are located some distance away from the development, such as a local town centre or major sports facility hub site.
88. Development that is funded through S106 contribution should be focussed on specific projects, identified through the strategic need's assessments (such as this Playing Pitch Strategy) that have been issued by the Council.

5.7 Calculating contributions

5.7.1 To calculate the scale of a developer's financial contributions for the provision of pitches and related facilities, the following should be used;

89. Sport England's Playing Pitch New Development Calculator (PPNCD) should be used to assess pitch and related facilities arising from specific developments. This can be supported and evidenced by Sport England's latest facility costs for pitches and related facilities, as well as detailed feasibility work and support from qualified cost consultants.
90. The cost of maintenance and sinking funds, where justified, should be calculated using Sport England or NGB advice and supporting documents, however local knowledge and previous costs from similar maintenance contracts should be considered. Maintenance and sinking costs can also be provided by Sport England's 'Lifecycle Costs' (2017) however where specific and robust knowledge is available it is recommended that this is used.
91. Where a land cost is justified this cost will be based on the local market cost for the relevant sport/leisure land use. There may also be a need to add the cost of other local and site-specific costs (e.g. abnormal ground conditions, site access needs etc.).
92. All costs should date related and inflation needs to be considered (e.g. if a facility is to be delivered in 3 years' time the planning condition must apply an appropriate inflation

index).

- 5.7.2 If the PPNCDC is to be used, the Council should ensure that the most recent template is used, as financial data changes regularly. Further support is available from Sport England as required.

DRAFT

SHAPING THE FUTURE OF SPORT



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London, W4 5YA

Consent for Transport for the South East Becoming a Sub-National Transport Body - Summary Report

Committee considering report:	Executive
Date of Committee:	13 February 2020
Portfolio Member:	Councillor Richard Somner
Date Portfolio Member agreed report:	31 July 2019
Report Author:	Jenny Graham
Forward Plan Ref:	EX3791

1. Purpose of the Report

- 1.1 The purpose of this report is to consider the plans for Transport for the South East (TfSE) becoming a Sub-national Transport Body (STB).

2. Recommendations

- 2.1 It is recommended that as a constituent authority, West Berkshire Council formally gives its consent to TfSE seeking statutory status and becoming a Sub-national Transport Body based on the Proposal to Government included at Appendix D
- 2.2 It is also recommended that delegated authority is given to the Portfolio Holder for Transport & Countryside to agree any minor changes that TfSE may make to their proposal for the final submission to Government.

3. Implications

- 3.1 **Financial:** TfSE collects an annual contribution from its constituent authorities. The current rate is £58,000 per county authority and £30,000 per unitary authority. The six Berkshire Unitary Authorities have previously chosen to act together and join TfSE via the Berkshire Local Transport Body (BLTB). Therefore, for the purposes of subscriptions, BLTB has been treated as a county authority. Slough BC, acting as the lead authority for BLTB pays the subscription and collects a one-sixth share from each unitary (£9,667 each).
- 3.2 **Policy:** Through the development of its Transport Strategy and its work to deliver infrastructure and programmes, TfSE's role will assist in the delivery of certain aspects of West Berkshire's and the TVB LEP's policies and plans.
- 3.3 **Personnel:** None

- 3.4 **Legal:** Through supporting the proposal to Government, the Council would, in the future, formally become a constituent authority of the sub-national transport body with voting rights via the Berkshire Local Transport Body.
- 3.5 **Risk Management:** There are no significant risks for West Berkshire Council as a result of these proposals.
- 3.6 **Property:** None
- 3.7 **Other:** None

4. Other options considered

4.1 Two other options have been considered:

- (i) West Berkshire Council does not support TfSE's plans to seek statutory status as a sub-national transport body.
- (ii) West Berkshire Council supports TfSE's proposals on the condition that certain aspects of its plans are amended prior to it submitting the proposal to Government.

4.2 The two options above have been discounted for the following reasons:

- (i) If the Council refused to support TfSE's proposal, this would block TfSE being able to seek statutory status and becoming a sub-national transport body (STB). The Act under which STBs can be created requires an STB to have the consent of all its constituent authorities. There are no fundamental reasons why the Council should not lend its support to TfSE's proposals.
- (ii) TfSE have been operating as a shadow body since June 2017. They have worked successfully to bring authorities together, worked collaboratively and have built consensus. They have shared their draft plans with the constituent authorities and have engaged with West Berkshire Council through the BLTB and by presenting to the Transport Advisory Group in February 2019. They have conducted a formal consultation on their proposals and have taken comments on board throughout all these stages. The final proposal has been amended to reflect the responses received and it is therefore considered that there is no need to request any further amendments.

Executive Summary

5. Introduction / Background

- 5.1 Transport for the South East (TfSE) want to formalise their role as the voice for strategic transport issues in the South East by becoming a statutory sub-national transport body (STB). Statutory status would give TfSE the ability to directly influence the government's decisions on transport issues and provide them with the tools they need to deliver their transport strategy.
- 5.2 TfSE currently operate as a shadow partnership board of which West Berkshire are a part via the Berkshire Local Transport Body. They have worked with member authorities to draw up a proposal to government which sets out the case for a statutory STB for the South East. It also includes the statutory powers and responsibilities they want to help deliver economic growth, improve quality of life and protect and enhance the environment.
- 5.3 The final proposal (Appendix D) has been agreed by the shadow partnership board. It includes amendments that were made following formal consultation in 2019. The next stage is for constituent authorities to provide their formal approval of TfSE seeking statutory status.

6. Proposal(s)

- 6.1 Statutory status will give TfSE the ability to directly influence the development of national investment programmes and become a trusted partner for Government, Highways England and Network Rail. If approved, it will become the second STB alongside Transport for the North which was confirmed in April 2018.
- 6.2 In June 2019, Chris Grayling, the former Secretary of State for Transport, wrote to all shadow STBs stating that at that current time he was not minded to create any further statutory bodies. This caused a delay in the submission of TfSE's proposal to Government but has meant that the consultation on their Transport Strategy has now taken place and they will have developed a final strategy prior to progressing their plans for statutory status. TfSE are currently proposing to submit their bid to Government in April 2020.
- 6.3 TfSE's proposal identifies the powers it wants to draw down from central government; it goes on to identify a number of powers it hopes to exercise concurrently with local authorities. The proposal emphasises that it will only ever exercise these local powers with the consent of the local authority concerned.
- 6.4 It is proposed that West Berkshire Council formally supports TfSE's proposals set out in Appendix D. In the event that the proposal is tweaked by TfSE for final submission to Government it is proposed that the Portfolio Holder is granted the authority to agree this.

7. Conclusion(s)

- 7.1 The twin purposes of creating STBs are to facilitate the development of a transport strategy and so promote economic growth for the area. TfSE's proposals include the statutory powers and responsibilities they want to help deliver economic growth, improve quality of life and protect and enhance the environment.

7.2 This is considered to be a positive step forward for the south east and something that West Berkshire Council, via the Berkshire Local Transport Body should play an active and supportive role in.

8. Appendices

8.1 Appendix A – Data Protection Impact Assessment

8.2 Appendix B – Equalities Impact Assessment

8.3 Appendix C – Supporting Information

8.4 Appendix D – Transport for the South East: Proposal to Government (Final Draft, September 2019)

8.5 Appendix E – West Berkshire Council’s consultation response to TfSE’s draft proposal to government, May 2019

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Economy and Environment
Service:	Development and Planning
Team:	Transport Policy
Lead Officer:	Jenny Graham
Title of Project/System:	Statutory Status for Transport for the South East
Date of Assessment:	22.07.2019

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p>		X
<p>Will you be processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>		X
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>		X
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>		X
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>		X
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>		X
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>		X

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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 formally support the proposals of TfSE to seek statutory status as a sub-national transport body
Summary of relevant legislation:	The statutory basis for STBs is set out in Part 5A of the Local Transport Act 2008
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Jenny Graham
Date of assessment:	22.07.2019

Is this a:		Is this:	
Policy	Yes	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:	For the South East to have a greater voice and direct influence over the development of investment programmes affecting its area.
Objectives:	In a coordinated way across the south east to help deliver economic growth, improve quality of life and protect and enhance the environment.
Outcomes:	The development and delivery of a transport strategy for the south east
Benefits:	An improved transport system for the south east helping to facilitate economic growth and improve quality of life by delivering improvements in a way that seeks to protect and enhance the environment.

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

Group Affected	What might be the effect?	Information to support this
Age	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
Disability	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
Gender Reassignment	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
Marriage and Civil Partnership	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
Pregnancy and Maternity	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
Race	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
Religion or Belief	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
Sex	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a

		protected characteristic than on anyone else
Sexual Orientation	None	The impact of supporting TfSE's proposals would be unlikely to have any more impact on a person with a protected characteristic than on anyone else
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:	n/a
Timescale for Stage Two assessment:	n/a

Name: Jenny Graham

Date: 22.07.2019

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.

Consent for Transport for the South East becoming a Sub-national Transport Body – Supporting Information

1. Introduction/Background

- 1.1 Transport for the South East (TfSE) was established in 2017 as a partnership bringing together local authorities, business groups and other stakeholders including Network Rail and Highways England to speak with one voice on the region's transport needs.
- 1.2 TfSE is seeking statutory status as a sub-national transport body (STB). In order to submit a proposal to Government, TfSE needs the formal support of its constituent authorities, of which West Berkshire is one. Achieving statutory status would allow TfSE to directly influence government decision-making on transport issues on behalf of the South East's people and businesses and give it the tools to deliver major improvements to our region's transport network.
- 1.3 TfSE undertook a formal consultation on their detailed proposal from 7th May – 31st July 2019. The Council responded to this consultation with the draft response being considered by the Transport Advisory Group and agreed by the Executive Member for Transport. The Council's response is provided at Appendix E.
- 1.4 The powers and responsibilities included in TfSE's proposal are designed to help relieve congestion and improve journeys on our roads and railways, reduce greenhouse gas emissions and tackle poor air quality in our towns and cities, better connect our ports and airports, improve transport links for deprived communities and make planning and paying for travel simpler and easier for everyone. They would be used only with the agreement of TfSE's local authority partners.

2. Supporting Information

- 2.1 The statutory basis for sub-national transport bodies is set out in Part 5A of the Local Transport Act 2008, as amended by the Cities and Local Government Devolution Act 2016, which says that "the Secretary of State may by regulations establish a sub-national transport body for any area in England outside Greater London" (s102E(1)) and it goes on to set the conditions and limits for such arrangements.
- 2.2 The Act requires a new sub-national transport body to be promoted by its constituent authorities, to have the consent of its constituent authorities, and that the proposal has been the subject of consultation within the area and with neighbouring authorities.
- 2.3 The proposal must also set out the membership, voting powers, decision making arrangements, functions and general powers. An example of a power that TfSE are seeking through their proposal to Government and the rationale for seeking this power is set out below in Table 1.

Table 1 – Example of a power sought by TfSE

Power	Rationale
<p>Establish Clean Air Zones <i>Sections 163-177A of the Transport Act 2000 – Road User Charging</i></p>	<p>Local transport authorities and integrated transport authorities have the power under the Transport Act 2000 to implement road charging schemes.</p> <p>TfSE is seeking this general charging power as a mechanism for the introduction of Clean Air Zones, enabling reduced implementation and operating costs across constituent authority boundaries. This will be subject to the consent of the local transport authority.</p> <p>Transport is a major contributor to CO₂ emissions and poor air quality; these are increasingly critical issues which TfSE’s transport strategy will seek to address.</p>

- 2.4 The final proposal to government at Appendix D confirms that the 16 constituent authorities are: Bracknell Forest; Brighton and Hove; East Sussex; Hampshire; Isle of Wight; Kent; Medway; Portsmouth; Reading; Slough; Southampton; Surrey; West Berkshire; West Sussex; Windsor and Maidenhead; and Wokingham. It also confirms that the six Berkshire Unitaries will act together via the joint committee, the Berkshire Local Transport Body (BLTB).
- 2.5 The proposal sets out arrangements for involving the five Local Enterprise Partnerships; two National Park Authorities, 44 Boroughs and Districts and the transport industry voice in governance.
- 2.6 Members of BLTB debated the shadow partnership arrangements for TfSE on 16 March 2017 when they resolved to “...participate in the shadow arrangements for a sub-national transport body for the south east; and that Councillor Page represent BLTB at the shadow board meetings”. TfSE was discussed again at the BLTB meeting on 14 March 2019 when support was given to the TfSE draft proposals for statutory status.
- 2.7 TfSE subscriptions and membership were debated and agreed on 16 November 2017 (at BLTB) and on 19 July 2018 Joe Carter (Director of Regeneration at Slough BC) was authorised to sign the collaboration agreement on behalf of the Berkshire unitary authorities.
- 2.8 In June 2019, Chris Grayling, the former Secretary of State wrote to all shadow STBs stating that at that current time he was not minded to create any further statutory bodies. The Government’s preference was at the time to continue with the partnership working TfSE already had in place. The letter clearly stated that the Department for Transport would continue to take account of TfSE’s views in developing national transport policy and investment decisions regardless of any formal status. In June 2019, the TfSE Shadow Partnership Board agreed to

continue with the formal consultation process so that its proposal could be ready for submission to government should these circumstances change. TfSE have engaged with Government to best determine when they should progress their plans for statutory status and submit their bid. As a result, TfSE are currently proposing to submit their bid to Government in April 2020.

- 2.9 In a separate exercise, TfSE has developed its transport strategy for the south east which has been subject to its own consultation with constituent authorities and other stakeholder partners. The consultation ran from 10th October 2019 to 10th January 2020. A final transport strategy will be agreed prior to the bid to Government for statutory status.

3. Options for Consideration

- 3.1 In terms of the proposal set out by TfSE and included at Appendix D, the options for consideration are:
- (i) West Berkshire Council does not support TfSE's plans to seek statutory status as a sub-national transport body.
 - (ii) West Berkshire Council supports TfSE's proposals on the condition that certain aspects of its plans are amended prior to it submitting the proposal to Government.
 - (iii) As a constituent authority, West Berkshire Council formally gives its consent to TfSE seeking statutory status and becoming a Sub-national Transport Body based on the Proposal to Government included at Appendix D

4. Proposals

- 4.1 It is proposed that option (iii) in section 3.1 is progressed. There is nothing in the proposals from TfSE that causes the Council concern or poses any significant risk. The proposals are positive for West Berkshire, the Thames Valley Berkshire area and the South East as a whole. There has been proper engagement with the constituent authorities and the Council is keen to be part of this collaborative working moving forward.
- 4.2 There is no reason to not support the proposal (and therefore block the possibility of TfSE becoming a STB) and there are no changes to the proposal that are considered necessary.

5. Conclusion

- 5.1 The final draft proposal to government has been developed in conjunction with member authorities, been through a formal consultation period and agreed by TfSE's shadow partnership board, of which we are a member via BLTB.
- 5.2 Following the development of their final transport strategy, informed by full consultation, TfSE proposes to submit their bid to Government for statutory status in April 2020.

5.3 The emergence of Transport for the South East as a potential sub-national transport body which includes West Berkshire and where this Council has a voice through the Berkshire Local Transport Body is to be welcomed.

6. Consultation and Engagement

6.1 Through engagement and Membership of the Berkshire Local Transport Body, the Council has been fully involved in previous consultation around the setting up of TfSE and its proposals to seek statutory status.

6.2 The Council's Transport Advisory Group (TAG) were consulted on the proposals in February 2019 via a presentation from TfSE and have also engaged in the formal consultation period running from May – July 2019. The draft response to the consultation was considered at TAG on 25th July 2019.

6.3 Officers consulted (in Spring / Summer 2019): John Ashworth, Jon Winstanley, Gary Lugg, Bryan Lyttle, Chris Sperring.

Background Papers:

The main background paper used in the preparation of this report is included at Appendix D and is the TfSE final draft proposal to Government. The Council's response to the first draft of this paper is included at Appendix E.

Subject to Call-In:

Yes: No:

Delays in implementation could compromise the Council's position



Wards affected: This proposal relates to the whole of the District of West Berkshire

Strategic Priorities Supported:

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

GP1: Develop local infrastructure to support and grow the local economy

The proposals contained in this report will help to achieve the above Council Strategy priorities by ensuring any significant infrastructure or transport programmes for the District or our neighbouring areas are linked in to the TfSE strategy and have the support of TfSE thereby gaining a greater voice.

Officer details:

Name: Jenny Graham
Job Title: Transport Policy Team Leader
Tel No: 01635 519623
E-mail Address: Jenny.Graham@westberks.gov.uk



Proposal to Government

Final Draft

September 2019

1. Executive summary

- 1.1 Transport for the South East is a sub-national transport body (STB) established to speak with one voice on the strategic transport priorities for the South East region.
- 1.2 Our aim is to grow the South East's economy by delivering a safe, sustainable, and integrated transport system that makes the South East area more productive and competitive, improves the quality of life for all residents, and protects and enhances its natural and built environment.
- 1.3 By operating strategically across the South East on transport infrastructure – a role that no other organisation currently undertakes on this scale – we will directly influence how and where money is invested and drive improvements for the travelling public and for businesses in a region which is the UK's major international gateway.
- 1.4 Already we are commanding the attention of government, facilitating greater collaboration between South East local authorities, local enterprise partnerships (LEPs) and government to shape our region's future.
- 1.5 Our proposal has been developed in partnership with TfSE's members and stakeholders and represents a broad consensus on the key issues facing the region and the powers required to implement our transport strategy.
- 1.6 Our members and stakeholders are clear that a statutory sub-national transport body for the South East is vital if we are to successfully:
 - Increase our influence with Government and key stakeholders;
 - Invest in pan-regional strategic transport corridors;
 - Deliver sustainable economic growth, while protecting and enhancing the environment, reducing emissions and promoting social inclusion; and
 - Enable genuinely long-term planning.
- 1.7 We have only proposed those powers for TfSE which are proportionate and will be effective in helping us achieve our strategic aims and objectives, complementing and building on the existing powers of local authorities.
- 1.8 These powers would enable us to deliver significant additional value at regional level through efficient and effective operational delivery, better coordination of pan-regional schemes and the ability to directly influence and inform national investment programmes.

2. The Ambition

“By 2050, the South East will be a leading global region for net-zero carbon, sustainable economic growth, where integrated transport, digital and energy networks have delivered a step-change in connectivity and environmental quality.

A high-quality, reliable, safe and accessible transport network will offer seamless door-to-door journeys enabling our businesses to compete and trade more effectively in the global marketplace and give our residents and visitors the highest quality of life.”

Transport for the South East 2050 vision statement

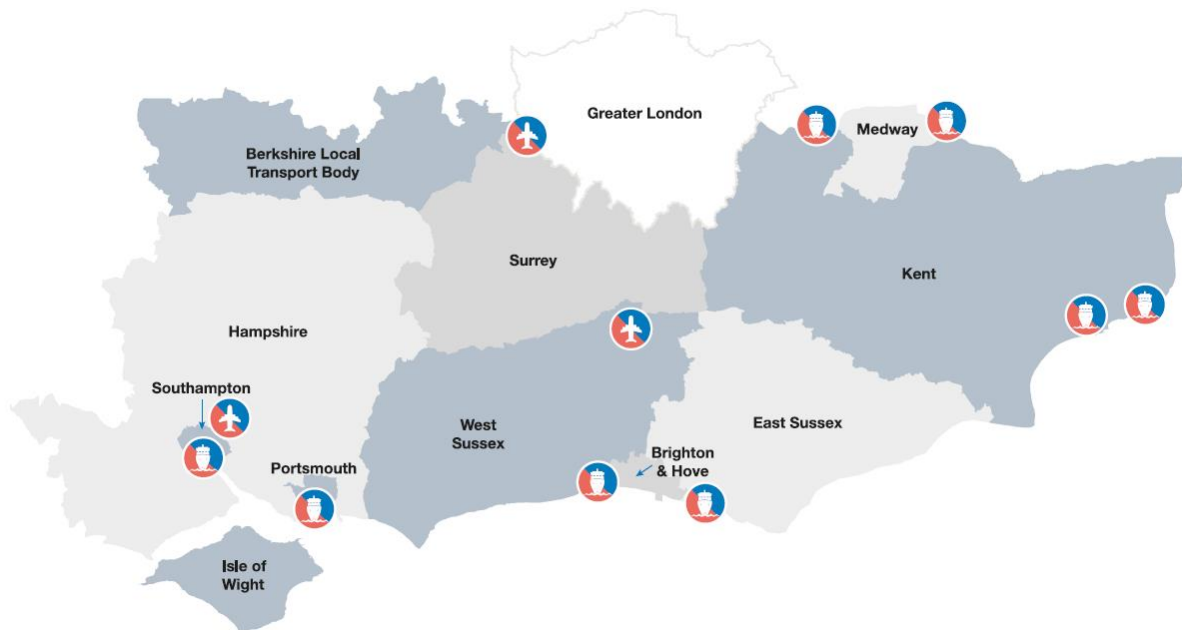
- 2.1 Transport for the South East (TfSE) was established in shadow form in June 2017. In the short period since, we have emerged as a powerful and effective partnership, bringing together 16 local transport authorities, five local enterprise partnerships and other key stakeholders including protected landscapes, transport operators, district and borough authorities and national agencies to speak with one voice on the region’s strategic transport needs.
- 2.2 Our vision is underpinned by three strategic goals, which align to the three pillars of sustainable development:
 - improve productivity and attract investment to grow our economy and better compete in the global marketplace;
 - improve health, safety, wellbeing, quality of life, and access to opportunities for everyone; and
 - protect and enhance the South East’s unique natural and historic environment.
- 2.3 Our transport strategy, which covers the period to 2050, will form the basis for achieving that vision. It will deliver sustainable economic growth across the South East, whilst taking account of the social and environmental impacts of the proposals outlined in the strategy.
- 2.4 TfSE has already, in shadow form, added considerable value in bringing together partners and stakeholders to work with Government on key strategic issues, securing positive outcomes for the region in the Roads Investment Strategy 2 and Major Road Network, influencing rail franchising discussions and providing collective views on schemes such as southern and western rail access to Heathrow.
- 2.5 The requirements within our proposal seek to provide TfSE with the initial functions and powers to move to the next stage of our development – to begin delivering the transport strategy and realising the benefits that a high quality, sustainable and integrated transport system can unlock for people, businesses and the environment.

- 2.6 We are clear that we only seek those powers and functions which are necessary to deliver our strategy and achieve our vision. Our requirements differ from those of other STBs and reflect the different geographic, economic, political, social and environmental characteristics of our region and the strategic objectives of TfSE and its partners.
- 2.7 We are only seeking powers that are applicable to a sub-national transport body as outlined by the legislation. There are many other bodies that have environmental and economic remits beyond those held by an STB and it will be essential that we work with these partners to deliver sustainable economic growth across the south east.

3. The Strategic and Economic Case

The Transport for the South East area

- 3.1 The South East is already a powerful motor for the UK economy, adding more than £200 billion to the economy in 2015 – second only to the contribution made by London and more than Scotland, Wales and Northern Ireland combined.
- 3.2 It is home to 7.5m people and 329,000 businesses including some of the world's biggest multinationals as well as a large number of thriving, innovative SMEs. It is a world leader in knowledge intensive, high value industries including advanced engineering, biosciences, financial services and transport and logistics.
- 3.3 The South East area includes both of the nation's busiest airports in Heathrow and Gatwick, a string of major ports including Southampton, Dover and Portsmouth, many of the country's most vital motorways and trunk roads and crucial railway links to London, the rest of Britain and mainland Europe.



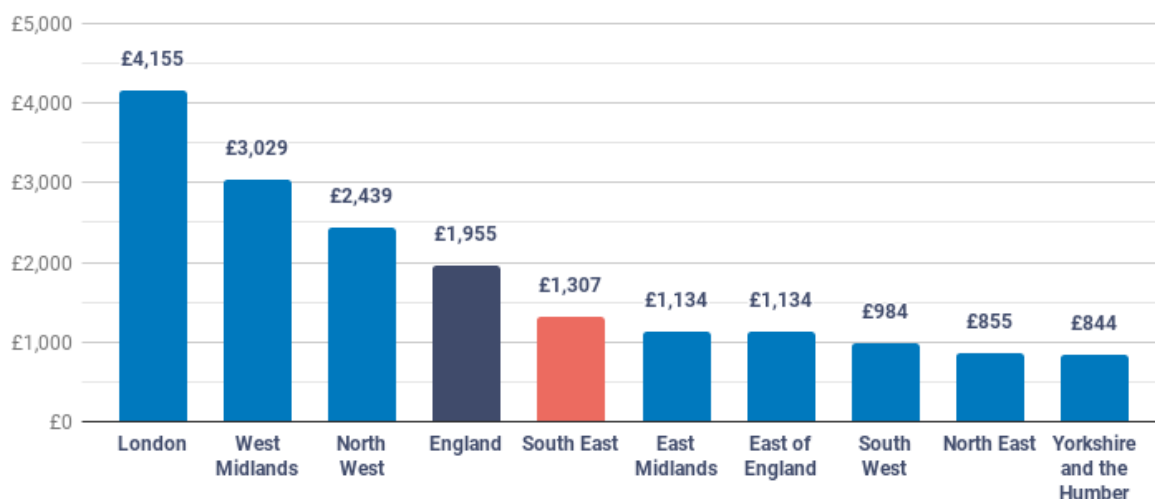
- 3.4 The South East's international gateways support the economic wellbeing of the whole of the UK. As we withdraw from the European Union, they will be integral to supporting a thriving, internationally facing economy.
- 3.5 Half of all freight passing through Dover going on to other parts of the country. Southampton sees £71 billion of international trade each year and Portsmouth handles two million passengers a year. More than 120 million air passenger a year use Gatwick, Southampton and Heathrow airports.
- 3.6 Our people and infrastructure are not our only assets. With two national parks, **five** areas of outstanding natural beauty and much of the region allocated as green belt, the South East draws heavily on its unique and varied natural environment for its success. It offers outstanding beaches, historic towns,

dynamic cities and unparalleled links to London, the UK, Europe and the rest of the world. It is, in short, an amazing place to live, work and visit.

The scale of the challenge and why change is needed

- 3.7 But we face a real challenge. Despite these enviable foundations – and in some cases because of them – our infrastructure is operating beyond capacity and unable to sustain ongoing growth.
- 3.8 Despite the economic importance of the region to the UK economy, contributing almost 15% of UK GVA (2015), the South East has seen continued underinvestment in transport infrastructure with a per capita spend that is significantly below the England average and a third of that in London.

Planned transport infrastructure spending per head



Source: IPPR North analysis of planned central and local public/private transport infrastructure spending per capita 2017/19 onwards (real terms 2016/17 prices)

- 3.9 So while transport links to and from the capital are broadly good, elsewhere connectivity can be poor – even between some of our region’s major towns and cities. Train journey times between Southampton and Brighton (a distance of around 70 miles) are only marginally less than the fastest train journeys between London and Manchester. The corresponding journey on the A27 includes some of the most congested parts of the South East’s road network.
- 3.10 Underinvestment in road and rail infrastructure is making life harder for our residents and businesses. New housing provision is being hampered by the lack of adequate transport infrastructure. In our coastal communities, lack of access to areas of employment and further education and higher education are major contributors to high unemployment and poor productivity.
- 3.11 The social geography of the South East is varied. The South East area is home to some of the most prosperous and productive areas of the country, but also contains significant areas of deprivation. Improving transport connectivity can help reduce the likelihood of deprivation, but this cannot be considered in

isolation and needs to work alongside other important factors, such as improving skills levels.

- 3.12 The South East has a varied and highly valued natural environment. Significant parts of the South East area are designated as National Parks, Areas of Outstanding Natural Beauty and Sites of Special Scientific Interest. The environmental assets of the South East help make the South East area an attractive place to live, work and visit, as well as providing an important contribution to the economy. The future development of the South East area and its transport network will need to be managed to minimise any potential adverse impact and where possible enhance these natural assets.
- 3.13 The South East area faces several significant environmental challenges in the future. There are a significant number of Air Quality Management Areas in place across the South East area. These areas have been established to improve air quality and reduce the harmful impact of Nitrogen Oxides (NOx), Sulphur Oxides (SOx), and particulates on human health and the natural environment. Transport – particularly road transport – is one of the largest contributors to poor air quality in the South East area. Transport therefore has a significant role to play in improving air quality. Noise pollution is also a significant issue, particularly for communities located close to the Strategic Road Network.
- 3.14 The South East also has a significant role to play in tackling climate change. The South East accounts for 12% of the United Kingdom’s greenhouse gas emissions. In 2018, transport accounted for a third of the United Kingdom’s greenhouse gas emissions.
- 3.15 These are challenges that extend beyond administrative and political boundaries. They require TfSE to have the powers to effectively join up transport policy, regulation and investment and provide clear, strategic investment priorities which will improve connectivity into and across the region, boost the economy and improve the lives of millions.

The powers to achieve our vision

- 3.16 To enable us to achieve our vision through the efficient and effective delivery of the transport strategy, we propose that a range of functions exercisable by a local transport authority, passenger transport executive or mayoral combined authority are included in the regulations to establish TfSE on a statutory footing.
- 3.17 We have only sought those powers which we believe are proportionate and will be effective in helping us achieve our strategic aims and objectives, complementing and building on the existing powers of local authorities. The powers will be sought in a way which means they will operate concurrently with – and only with the consent of – the constituent authorities.
- 3.18 These powers would enable us to deliver significant additional value at regional level in three key areas:
- **Strategic influence:** Speaking with one voice and with the benefit of regional scale and insight to influence the development of national

investment programmes; a trusted partner for government, Network Rail and Highways England.

- **Coordination:** Developing solutions which offer most benefit delivered on a regional scale; working with partners and the market to shape the development of future transport technology in line with regional aspirations.
- **Operational:** Accelerating the delivery of schemes and initiatives which cross local authority boundaries, ensuring strategic investment happens efficiently and that the benefits for residents and businesses are realised as soon as possible.

The benefits of establishing TfSE as a statutory body

3.19 One voice for strategic transport in the South East

TfSE will provide a clear, prioritised view of the region's strategic transport investment needs. We already offer an effective mechanism for Government to engage with local authorities and LEPs in the region; statutory status would take that a step further, enabling us to directly inform and influence critical spending decisions by Government and key stakeholders including Highways England and Network Rail.

3.20 Facilitating sustainable economic growth

The transport strategy will facilitate the delivery of jobs, housing and growth across the South East and further build on our contribution to UK GVA. Implementation of strategic, cross-boundary schemes, particularly investment in the orbital routes, will connect economic centres and international gateways for the benefit of people and businesses, regionally and nationally. TfSE also offers a route to engage with other sub-national transport bodies and Transport for London on wider cross-regional issues.

However, this cannot be growth at any cost. The implementation of the transport strategy must ensure that the region's high quality environmental assets are protected and, where possible, enhanced, as well as improving health, safety, wellbeing, quality of life, and access to opportunities for everyone.

3.21 Delivering benefits for the travelling public

TfSE can support the efficient delivery of pan-regional programmes that will offer considerable benefits to the end user – for example, integrated travel solutions combined with smart ticketing will operate more effectively at a regional scale and can best be facilitated by a regional body than by individual organisations.

3.22 Local democratic accountability

Our transport strategy will be subject to public consultation and will, in its final form, provide a clear, prioritised view of investments agreed by all the South East's local transport authorities and with input from passengers, businesses and the general public. Delivery of the strategy will be led by the Partnership Board, comprising elected members and business leaders with a direct line of accountability to the people and organisations they represent.

3.23 Achieving the longer term vision

Securing statutory status offers TfSE the permanence and security to deliver the transport strategy to 2050, providing a governance structure that matches the lifecycle of major infrastructure projects. It will provide confidence to funders, enable us to work with the market to ensure the deliverability of priority schemes and support development of the skills needed to design, build, operate and maintain an improved transport network.

4. Constitutional arrangements

Requirements from legislation

Name

- 4.1 The name of the sub-national transport body would be 'Transport for the South East ("TfSE")' and the area would be the effective boundaries of our 'constituent members'.

Members

- 4.2 The membership of the STB is listed below:

Bracknell Forest Borough Council
Brighton and Hove City Council
East Sussex County Council
Hampshire County Council
Isle of Wight Council
Kent County Council
Medway Council
Portsmouth City Council
Reading Borough Council
Royal Borough of Windsor and Maidenhead Council
Slough Borough Council
Southampton City Council
Surrey County Council
West Berkshire Council
West Sussex County Council
Wokingham Borough Council

Partnership Board

- 4.3 The current Shadow Partnership Board is the only place where all 'constituent members' are represented at an elected member level¹. Therefore this Board will need to have a more formal role, including in ratifying key decisions. This would effectively become the new 'Partnership Board' and meet at least twice per annum. The Partnership Board could agree through Standing Orders if it prefers to meet more regularly.
- 4.4 Each constituent authority will appoint one of their councillors / members or their elected mayor as a member of TfSE on the Partnership Board. Each constituent authority will also appoint another one of their councillors / members or their elected mayor as a substitute member (this includes directly elected mayors as under the Local Government Act 2000). The person appointed would be that authority's elected mayor or leader, provided that, if responsibility for transport has been formally delegated to another member of the authority, that member may be appointed as the member of the Partnership Board, if so desired.

¹ The six constituent members of the Berkshire Local Transport Body (BLTB) will have one representative between them on the Partnership Board.

- 4.5 The Partnership Board may delegate the discharge of agreed functions to its officers or a committee of its members in accordance with a scheme of delegation or on an ad hoc basis. Further detail of officer groups and a list of delegations will be developed through a full constitution.

Co-opted members

- 4.6 TfSE proposes that governance arrangements for a statutory STB should maintain the strong input from our business leadership, including LEPs, **district and borough authorities and protected landscapes**. The regulations should provide for the appointment of persons who are not elected members of the constituent authorities but provide highly relevant expertise to be co-opted members of the Partnership Board.
- 4.7 A number of potential co-opted members are also set out in the draft legal proposal. Co-opted members would not automatically have voting rights but the Partnership Board can resolve to grant voting rights to them on such issues as the Board considers appropriate, for example on matters that directly relate to co-opted members' areas of interest.

Chair and vice-chair

- 4.8 The Partnership Board will agree to a chair and vice-chair of the Partnership Board. The Partnership Board may also appoint a single or multiple vice-chairs from the constituent members. Where the chair or vice-chair is the representative member from a constituent authority they will have a vote.

Proceedings

- 4.9 It is expected that the Partnership Board will continue to work by consensus but to have an agreed approach to voting where consensus cannot be reached and for certain specific decisions.
- 4.10 A number of voting options were considered to find a preferred option that represents a straightforward mechanism, reflects the characteristics of the partnership and does not provide any single authority with an effective veto. We also considered how the voting metrics provide a balance between county and other authorities, urban and rural areas and is resilient to any future changes in local government structures.
- 4.11 The steering group considered these options and preferred the population weighted option based on the population of the constituent authority with the smallest population (the Isle of Wight with 140,000 residents).
- 4.12 This option requires that the starting point for decisions will be consensus; if that cannot be achieved then decisions will require a simple majority of those constituent authorities who are present and voting. The decisions below will however require both a super-majority, consisting of three quarters of the weighted vote in favour of the decision, and a simple majority of the constituent authorities appointed present and attending at the meeting:
- (i) The approval and revision of TfSE's transport strategy;
 - (ii) The approval of the TfSE annual budget;
 - (iii) Changes to the TfSE constitution.

The population weighted vote would provide a total of 54 weighted votes, with no single veto. A table showing the distribution of votes across the constituent authorities is set out in Appendix 1. This option reflects the particular circumstances of TfSE, being based on the population of the smallest individually represented constituent member who will have one vote, and only a marginally smaller proportionate vote. It is considered that this option is equitable to all constituent authority members, ensures that the aim of decision making consensus remains and that smaller authorities have a meaningful voice, whilst recognising the size of the larger authorities in relation to certain critical issues.

4.13 The population basis for the weighted vote will be based on ONS statistics from 2016 and reviewed every ten years.

4.14 As outlined in paragraph 4.7, co-opted members would not automatically have voting rights but the Partnership Board can resolve to grant voting rights to them on such issues as the Board considers appropriate, for example on matters that directly relate to co-opted members' areas of interest. The current shadow arrangements to allocate votes to co-opted Board members are working well, recognising the important contribution that these members bring on environmental, economic and social issues. It would be strongly recommended that the Statutory Body would continue with these arrangements.

4.15 The Partnership Board is expected to meet twice per year. Where full attendance cannot be achieved, the Partnership Board will be quorate where 50% of constituent members are present.

Scrutiny committee

4.16 TfSE will appoint a scrutiny committee to review decisions made or actions taken in connection with the implementation of the proposed powers and responsibilities. The committee could also make reports or recommendations to TfSE with respect to the discharge of its functions or on matters relating to transport to, from or within TfSE's area.

4.17 Each constituent authority will be entitled to appoint a member to the committee and a substitute nominee. Such appointees cannot be otherwise members of TfSE including the Partnership Board.

Standing orders

4.18 TfSE will need to be able to make, vary and revoke standing orders for the regulation of proceedings and business, including that of the scrutiny committee. This will ensure that the governance structures can remain appropriate to the effective running of the organisation.

4.19 In regards to changing boundaries and therefore adding or removing members, TfSE would have to make a new proposal to Government under Section 102Q of the Local Transport Act 2008 and require formal consents from each constituent authority.

Miscellaneous

- 4.20 It may be necessary that certain additional local authority enactments are applied to TfSE as if TfSE were a local authority, including matters relating to staffing arrangements, pensions, ethical standards and provision of services etc. These are set out in the draft legal proposal.
- 4.21 TfSE also proposes to seek the functional power of competence as set out in section 102M of the Local Transport Act 2008.
- 4.22 TfSE will consider options for appointing to the roles of a Head of Paid Service, a Monitoring Officer and a Chief Finance Officer whilst considering possible interim arrangements.

Funding

- 4.23 TfSE has raised local contributions from the constituent authorities and has secured grant funding from the Department for Transport to support the development of the Transport Strategy.
- 4.24 TfSE will work with partners and the Department for Transport to consider a sustainable approach to establishing the formal STB and effectively and expeditiously as possible, bearing in mind the considerable support among regional stakeholders for TfSE's attainment of statutory status.

Governance: Transport Forum and Senior Officer Group

- 4.23 The Partnership Board will appoint a Transport Forum. This will be an advisory body to the Senior Officer Group and Partnership Board, comprising a wider group of representatives from user groups, operators, District and Borough Councils as well as Government and National Agency representatives.
- 4.24 The Transport Forum will meet quarterly and be chaired by an independent person appointed by the Partnership Board. The Transport Forum may also appoint a vice-chair for the Transport Forum, who will chair the Transport Forum when the chair is not present.
- 4.25 The Transport Forum's terms of reference will be agreed by the Partnership Board. It is envisaged that the Transport Forum will provide technical expertise, intelligence and information to the Senior Officer Group and the Partnership Board.
- 4.26 The Partnership Board and Transport Forum will be complemented by a Senior Officer Group representing members at officer level providing expertise and co-ordination to the TfSE programme. The Senior Officer Group will meet monthly.

5. Functions

TfSE's proposal is to become a statutory sub-national transport body as set out in section part 5A of the Local Transport Act 2008.

General functions

- 5.1 Transport for the South East proposes to have the 'general functions' as set out in Section 102H (1) including:
- a. to prepare a transport strategy for the area;
 - b. to provide advice to the Secretary of State about the exercise of transport functions in relation to the area (whether exercisable by the Secretary of State or others);
 - c. to co-ordinate the carrying out of transport functions in relation to the area that are exercisable by different constituent authorities, with a view to improving the effectiveness and efficiency in the carrying out of those functions;
 - d. if the STB considers that a transport function in relation to the area would more effectively and efficiently be carried out by the STB, to make proposals to the Secretary of State for the transfer of that function to the STB; and
 - e. to make other proposals to the Secretary of State about the role and functions of the STB. (2016, 102H (1))5.
- 5.2 The general functions are regarded as the core functions of a sub-national transport body and will build on the initial work of TfSE in its shadow form. To make further proposals to the Secretary of State regarding constitution or functions, Transport for the South East will need formal consents from each 'constituent member'.
- 5.3 Transport for the South East recognises that under current proposals the Secretary of State will remain the final decision-maker on national transport strategies, but critically that the Secretary of State must have regard to a sub-national transport body's statutory transport strategy. This sets an important expectation of the strong relationship Transport for the South East aims to demonstrate with Government on major programmes like the Major Road Network and Railway Upgrade Plan.

Local transport functions

- 5.4 Initial work has identified a number of additional powers that Transport for the South East may require that will support the delivery of the transport strategy. The table below provides an assessment of these functions.
- 5.5 **The powers which are additional to the general functions relating to STBs will be requested in a way that means they will operate concurrently and with the consent of the constituent authorities.**
- 5.6 To support the principle of consent, TfSE will adopt three further principles:
- That future operations of TfSE should, where possible, seek to draw down powers from central government, rather than seek concurrent powers with the local transport authorities;

- That decisions on the implementation of the powers are made at the most immediate (or local) level, i.e. by constituent authorities in the particular area affected; and
- Consent from the relevant constituent authorities will be obtained in advance of any Partnership Board decision on a particular scheme or project.

5.7 This approach will help to ensure that TfSE complements and supports the work of the constituent authorities and enables TfSE to promote and expedite the delivery of regionally significant cross-boundary schemes

Table 1: Proposed powers and responsibilities

POWER	RATIONALE
General functions	
<p>Section 102 H of the Local Transport Act 2008</p> <p>Prepare a transport strategy, advise the Secretary of State, co-ordinate the carrying out of transport functions, make proposals for the transfer of functions, make other proposals about the role and functions of the STB.</p>	<p>This legislation provides the general powers required for TfSE to operate as a statutory sub-national transport body, meeting the requirements of the enabling legislation to facilitate the development and implementation of a transport strategy to deliver regional economic growth.</p> <p>Government at both national and local level recognises that the solutions required to deliver regional economic growth are best identified and planned for on a regional scale by those who best understand the people and businesses who live and work there.</p>
Rail	
<p>Right to be consulted about new rail franchises</p> <p><i>Section 13 of the Railways Act 2005 – Railway Functions of Passenger Transport Executives</i></p>	<p>We are seeking the extension of the right of a Passenger Transport Executive to be consulted before the Secretary of State issues an invitation to tender for a franchise agreement.</p> <p>The right of consultation is significant to TfSE as it confirms our role as a strategic partner, enabling us to influence future rail franchises to ensure the potential need for changes to the scope of current services and potential new markets identified by TfSE are considered.</p> <p>TfSE is uniquely placed to provide a regional perspective and consensus on the priorities for rail in its area. This would benefit central government as a result of the vastly reduced need for consultation with individual authorities.</p> <p>We recognise that changes to the current franchising model are likely following the Williams Review; regardless of these changes, TfSE is clear that it should have a role in shaping future rail service provision.</p>
<p>Set High Level Output Specification (HLOS) for Rail</p> <p><i>Schedule 4A, paragraph 1D, of the Railways Act 1993</i></p>	<p>TfSE requires a strong, formal role in rail investment decision making over and above that which is available to individual constituent authorities. We act as the collective voice of our constituent authorities, providing an evidence-based regional perspective and consensus on the priorities for investment in our rail network.</p> <p>This power would enable TfSE to act jointly with the Secretary of State to set and vary the HLOS in our area, ensuring TfSE's aspirations for transformational investment in rail infrastructure are reflected in the HLOS and enabling an integrated approach across road and rail investment for the first time.</p>

Highways	
<p>Set Road Investment Strategy (RIS) for the Strategic Road Network (SRN)</p> <p><i>Section 3 and Schedule 2 of the Infrastructure Act 2015</i></p>	<p>TfSE requires a strong, formal role in roads investment decision making over and above that which is available to individual constituent authorities. We act as the collective voice of our constituent authorities, providing an evidence-based regional perspective and consensus on the priorities for roads investment.</p> <p>This power would enable TfSE to act jointly with the Secretary of State to set and vary the RIS in our area, ensuring TfSE's aspirations for transformational investment in road infrastructure are reflected in the RIS and enabling an integrated approach across road and rail investment for the first time.</p>
<p>Enter into agreements to undertake certain works on Strategic Road Network, Major Road Network or local roads</p> <p><i>Section 6(5) of the Highways Act 1980, (trunk roads) & Section 8 of the Highways Act 1980 (local roads)</i></p>	<p>We are seeking the power that local highway authorities currently have to enter into an agreement with other highway authorities to construct, reconstruct, alter, improve or maintain roads.</p> <p>These powers, operated concurrently with the local authorities, will enable TfSE to promote and expedite the delivery of regionally significant cross-boundary schemes that otherwise might not be progressed. They would overcome the need for complex 'back-to-back' legal and funding agreements between neighbouring authorities and enable us to reduce scheme development time and overall costs.</p>
<p>Acquire land to enable construction, improvement, or mitigate adverse effects of highway construction</p> <p><i>Sections 239,240,246 and 250 of the Highways Act 1980</i></p>	<p>This power, exercisable concurrently and only with the consent of the relevant highway authority, would allow preparations for the construction of a highways scheme to be expedited where highway authorities are not in a position to acquire land.</p> <p>Land acquisition by TfSE could facilitate quicker, more efficient scheme delivery, bringing forward the economic and broader social and environmental benefits. In the event that it is not possible to prevent environmental impact on the site of the scheme or project, consideration will be given to appropriate compensation/mitigation measures.</p>
<p>Construct highways, footpaths, bridleways</p> <p><i>Sections 24,25 & 26 of the Highways Act 1980</i></p>	<p>The concurrent powers required to effectively promote, coordinate and fund road schemes are vital to TfSE. Without them, we would not be able to enter into any contractual arrangement in relation to procuring the construction, improvement or maintenance of a highway or the construction or improvement of a trunk road.</p> <p>Granting of these powers would enable TfSE directly to expedite the delivery of regionally significant road schemes that cross constituent authority boundaries</p>

	that otherwise might not be progressed.
Make capital grants for public transport facilities	
<p>Make capital grants for the provision of public transport facilities</p> <p><i>Section 56(2) of the Transport Act 1968</i></p>	<p>This concurrent power would enable TfSE to support the funding and delivery of joint projects with constituent local authorities, improving deliverability and efficiency.</p> <p>Constituent authorities would benefit from the granting of this concurrent power as they may, in future, be recipients of funding from TfSE to partly or wholly fund a transport enhancement within their local authority area.</p>
Bus service provision	
<p>The power to secure the provision of such public passenger transport services as they consider it appropriate to secure to meet any public transport requirements within their area which would not in their view be met apart from any action taken by them for that purpose.</p> <p><i>Paragraph 4 of Section 63 Transport Act 1985</i></p>	<p>Local transport authorities and integrated transport authorities have the power to secure the provision of such public passenger transport services as it considers appropriate and which would not otherwise be provided.</p> <p>Travel-to-work areas do not respect local authority boundaries. TfSE is seeking to have this power concurrently with the local transport authorities in our area, enabling us to fill in identified gaps in bus service provision within our geography or secure the provision of regionally important bus services covering one or more constituent authority areas which would not otherwise be provided.</p>
<p>Quality Bus Partnerships</p> <p><i>The Bus services Act 2017 Sections 113C – 113O & Sections 138A – 138S</i></p>	<p>TfSE is seeking powers, currently available to local transport authorities and integrated transport authorities, to enter into Advanced Quality Partnerships and Enhanced Partnership Plans and Schemes to improve the quality of bus services and facilities within an identified area. These powers would be concurrent with the local transport authority in the area.</p> <p>This would allow us to expedite the introduction of partnership schemes covering more than one local transport authority area which otherwise might not be introduced.</p>
Smart ticketing	
<p>Introduce integrated ticketing schemes</p> <p><i>Sections 134C- 134G & Sections 135-138 Transport Act 2000</i></p>	<p>We are seeking powers concurrently with local transport authorities to enable TfSE to procure relevant services, goods, equipment and/or infrastructure; enter into contracts to deliver smart ticketing and receive or give payments.</p> <p>This would enable us to expedite the introduction of a cost effective smart and integrated ticketing system on a regional scale which would dramatically enhance the</p>

	<p>journey experience and increase access to transport to support jobs and education.</p>
<p>Air quality</p>	
<p>Establish Clean Air Zones</p> <p><i>Sections 163-177A of the Transport Act 2000 – Road User Charging</i></p>	<p>Local transport authorities and integrated transport authorities have the power under the Transport Act 2000 to implement road charging schemes.</p> <p>TfSE is seeking this general charging power as a mechanism for the introduction of Clean Air Zones, enabling reduced implementation and operating costs across constituent authority boundaries. This will be subject to the consent of the local transport authority.</p> <p>Transport is a major contributor to CO2 emissions and poor air quality; these are increasingly critical issues which our transport strategy will seek to address.</p>
<p>Other powers</p>	
<p>Promote or oppose Bills in Parliament</p> <p><i>Section 239 Local Government Act 1972</i></p>	<p>Local authorities have the power to promote or oppose Bills in Parliament; granting the power concurrently to TfSE reflects the devolution agenda of which STBs are a key part.</p> <p>Under the Transport and Works Act 1992, a body that has power to promote or oppose bills also has the power to apply for an order to construct or operate certain types of infrastructure including railways and tramways.</p> <p>Granting of this power would enable TfSE to promote, coordinate and fund regionally significant infrastructure schemes, accelerating delivery of cross-boundary schemes which might otherwise not be progressed.</p>
<p>Incidental amendments</p> <p><i>Local Government Act 1972, Localism Act 2011, Local Government Pension Scheme Regulations 2013</i></p>	<p>A statutory STB requires certain incidental amendments to enable it to operate as a type of local authority, with duties in respect of staffing, pensions, monitoring and the provision of information about TfSE.</p> <p>The incidental amendments sought are listed below in Appendix 2.</p>

Powers and responsibilities not being sought

- 5.8 Transport for the South East does not propose seeking the following functions/powers:

POWER	RATIONALE
Set priorities for local authorities for roads that are not part of the Major Road Network (MRN)	TfSE will only be responsible for identifying priorities on the MRN
Being responsible for any highway maintenance responsibilities	There is no intention of TfSE becoming involved in routine maintenance of MRN or local roads
Carry passengers by rail	There are no aspirations for TfSE to become a train operating company
Take on any consultation function instead of an existing local authority	Local authorities are best placed to seek the views of their residents and businesses
Give directions to a constituent authority about the exercise of transport functions by the authority in their area (General Power s102P of Part 5A of the Transport Act 2008)	Constituent authorities understand how best to deliver their transport functions to meet the needs of their residents and businesses

- 5.9 The Williams Rail Review, to which TfSE have submitted a response, could recommend significant changes to the structure of the rail industry, including the role of STBs in both operations and infrastructure enhancement. As a result, we will keep the following functions under review pending Williams' recommendations and subsequent White Paper.

POWER	RATIONALE
Act as co-signatories to rail franchises	There are no current aspirations for TfSE to become involved in this area.
Be responsible for rail franchising	

6. Summary of support and engagement

- 6.1 Transport for the South East consulted on the draft proposal between 7 May 2019 and 31 July 2019. The consultation resulted in 96 responses from a wide range of stakeholders, including a number of local interest groups and members of the public.
- 6.2 An overwhelming number of respondents offered support for the creation of a statutory sub-national transport body in the south east. There were many, varied reasons for this support including:
- Opportunity for TfSE to speak with 'one-voice' to identify regional priorities and influence the investment decisions of central government and national agencies;
 - Greater focus on integrated transport solutions, developing multi-modal solutions that improve the end user experience;
 - Offering a greater level of democratic accountability; and
 - The ability to accelerate delivery of long-term, strategic infrastructure schemes.
- 6.3 A number of amendments have been made to the final draft proposal to reflect the comments raised by respondents to the consultation:
- Greater emphasis on environmental protection, climate change and social inclusion (sections 2 and 3);
 - Principle of subsidiarity and consent (para 5.6);
 - Governance (para 4.14); and
 - Bus and rail powers (section 5).
- 6.4 TfSE will seek consent from its constituent authorities and the final draft Proposal will be endorsed by the Shadow Partnership Board prior to submission to Government.
- 6.5 The final submission to Government will include a summary of engagement activities, including a list of the organisations engaged in the process and an appendix with a number of letters of support from key organisations and businesses.

Appendix 1: Distribution of votes

TfSE constituent authorities	Population ²	Number of votes ³
Brighton and Hove City Council	287,173	2
East Sussex County Council	549,557	4
Hampshire County Council	1,365,103	10
Isle of Wight Council	140,264	1
Kent County Council	1,540,438	11
Medway Council	276,957	2
Portsmouth City Council	213,335	2
Southampton City Council	250,377	2
Surrey County Council	1,180,956	8
West Sussex County Council	846,888	6
<i>Bracknell Forest Council</i>	<i>119,730</i>	
<i>Reading Borough Council</i>	<i>162,701</i>	
<i>Royal Borough of Windsor & Maidenhead</i>	<i>149,689</i>	
<i>Slough Borough Council</i>	<i>147,736</i>	
<i>West Berkshire Council</i>	<i>158,576</i>	
<i>Wokingham Borough Council</i>	<i>163,087</i>	
Berkshire Local Transport Body (total)	901,519	6
Total	7,552,567	54

² Population as per ONS 2016 estimates

³ Number of votes = population/140,000 (the population of constituent authority with the smallest population, this being the Isle of Wight)

Appendix 2: List of incidental powers sought

This appendix sets out the incidental amendments that will be needed to existing legislation. They include areas relating to the operation of TfSE as a type of local authority with duties in respect of staffing, pensions, transparency, monitoring and the provision of information about TfSE.

(1) Section 1 of the Local Authorities (Goods and Services) Act 1970 has effect as if TfSE were a local authority for the purposes of that section.

(2) The following provisions of the Local Government Act 1972 have effect as if TfSE were a local authority for the purposes of those provisions—

- (a) section 101 Arrangements for discharge of functions by local authorities
- (b) section 111 (subsidiary power of local authorities);
- (c) section 113 (secondment of staff)
- (d) section 116 (member of TfSE not to be appointed as officer);
- (e) section 117 (disclosure by officers of interests in contracts);
- (f) section 135 (standing orders for contracts);
- (g) section 142(2) (provision of information);
- (h) section 222 (power to investigate and defend legal proceedings);
- (i) section 239 (power to promote or oppose a local or personal Bill).

(4) Sections 120, 121 and 123 of that Act (acquisition and disposal of land) have effect as if—

- (a) TfSE were a principal council;
- (b) section 120(1)(b) were omitted;
- (c) section 121(2)(a) were omitted.

(5) Section 29 of the Localism Act 2011 (registers of interests) has effect as if—

- (a) TfSE were a relevant authority, and
- (b) references to “the monitoring officer” were references to an officer appointed by TfSE for the purposes of that section.

(6) In the Local Government Pension Scheme Regulations 2013—

- (a) in Schedule 2 (scheme employers), in Part 2 (employers able to designate employees to be in scheme), after paragraph 14 insert—
“15. Transport for the South East.”;
- (b) in Schedule 3 (administering authorities), in the table in Part 2 (appropriate administering authorities for categories of scheme members), at the end insert—

“An employee of Transport for the South East	East Sussex County Council”
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(7) The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 have effect as if TfSE is a local authority within the meaning of s 101 Local Government Act 1972.

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Draft proposal to government

Consultation questionnaire

Contents:

- **Background**
 - **Responding to the consultation**
 - **Next steps**
 - **Consultation questions**
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Background

Transport for the South East was formed in 2017 as a partnership of 16 local transport authorities and five local enterprise partnerships to speak with one voice on the South East's strategic transport needs.

Our aim is to become a statutory sub-national transport body (STB), giving the South East a formal and unified voice with which to influence government decision making on transport issues.

We are now consulting on our draft proposal to government, which sets out the statutory powers and responsibilities we are seeking to help us deliver economic growth, improve quality of life and protect and enhance the environment.

The draft proposal has been developed in conjunction with our member authorities and agreed by our organisation's principal decision making forum, the Transport for the South East shadow partnership board.

Responding to the consultation

Before answering the questions below, please read the draft proposal document which can be found at:

<https://transportforthesoutheast.gov.uk/about/becoming-a-statutory-body>

Some questions require only a 'yes/no' answer which can be selected from a drop-down menu, while others provide the opportunity to give a more detailed response.

Once you have answered the questions and completed the 'Your information' section, please send this completed form by email to tfse@eastsussex.gov.uk or by post to:

Transport for the South East
County Hall
St Anne's Crescent
Lewes
BN7 1UE

Please note that we are only able to process responses which include completed personal information. Your contact details will not be added to our database unless you actively opt in.

The deadline for responses is Wednesday, 31 July 2019.

Next steps

After the consultation period has ended, we will consider all the responses received and amend our proposal document accordingly.

The intention is that this amended version will be put before Transport for the South East's Shadow Partnership Board in September 2019, with the proposal being formally submitted to government by the end of the year.

Government will consider the proposal and will make a decision on whether TfSE should be granted statutory status. If the proposal is agreed, a statutory instrument will be laid before Parliament for the final decision.

Consultation questions

Transport for the South East is looking to establish a statutory sub-national transport body (STB) for the South East of England. This would give the South East a formal and unified voice with which to influence government decision making on transport issues. The prime functions for an STB would be to publish a regional transport strategy and provide advice to the Secretary of State for Transport on investment opportunities across the area.

- 1. Do you, in principle, support the establishment of a sub-national transport body for the South East, including the ability to publish a transport strategy and advise central government on transport matters in the region?**

Yes

- 2. What do you regard as the benefits Transport for the South East will provide as a statutory sub-national transport body?**

- Developing a strategy that addresses the needs of the region. The strategy will be able to highlight the infrastructure and other measures that are required for the SE to continue to have a strong economy and to address the reduction in carbon emissions in a coordinated way.
- Boosting the voice of the SE for key investment in the projects and programmes set out in its strategy.
- Enabling good joint working over a large area – we have seen this work in Berkshire through the Berkshire Local Transport Body and the work of the Thames Valley Berkshire LEP and hope that TfSE will have the same success across the SE.
- Influencing Government on policy issues that are important to the SE

Transport for the South East's draft proposal includes a list of constituent members and a number of co-opted members. [Primary legislation](#) sets out what bodies can be considered as 'constituent authorities'.

- 3. Do you, in principle, think your relevant local transport authority should be a member of the Transport for the South East sub-national transport body? If not, why?**

Yes

Through working together with other Berkshire Unitary Authorities we have been linked in with the work of the Shadow Partnership and have felt fully informed by TfSE regarding their work and progress towards statutory status. We are pleased with the proposed arrangements for us to be a member of TfSE by working together with our neighbours through the Berkshire Local Transport Body.

Beyond general functions of an STB, Transport for the South East is planning to make a proposal to the Department for Transport (DfT) for other transport functions which would be exercised concurrently and with the consent of the Secretary of State or local transport authorities, e.g. in relation to constructing new highways. Any proposal to DfT would need formal consent from each 'constituent member' and any regulations would also need formal consent from all 'constituent members'.

4. Are you content with the proposed functions in the draft STB proposal?

Yes

5. What other functions do you think an STB should have/not have and why?

We consider that TfSE has pitched their proposal in the right way. TfSE is only asking for powers that will assist Local Transport Authorities in the efficient delivery of infrastructure and programmes across the area. Having powers to enable coordination of significant projects and enable efficiencies to be made can only be seen as positive. We agree with the set of functions that TfSE is proposing and consider it a strength of the proposals that TfSE will only carry out its functions with the consent of the relevant local transport authorities.

6. Would you be content with an STB having such functions if any use of those functions required the consent of the relevant local transport authority?

Yes

Transport for the South East aims to maintain continuity from the governance structure that has served members effectively during shadow operation. Some key decisions may require a vote, such as the transport strategy, annual budget and amendments to the constitution. A number of voting options have been explored, with a preferred option based on the population of the smallest individual constituent member. The preference will be to reach a consensus on all decisions, but where this cannot be achieved a weighted vote will be used. All 'constituent members' will need to consent to the final proposal to DfT.

7. Are you content with the preferred voting mechanism, to be used when consensus cannot be reached?

Yes

8. Any other comments

West Berkshire is supportive of Transport for the South East.

This consultation response and proposals to formally confirm support have been through the Council's Member Transport Advisory Group and also Senior Officer's Corporate Board. This consultation response is also endorsed by the Executive Member for Transport.

Proposals to confirm formal support are due to be considered at the Council's Executive meeting on 5th September 2019

Your information

Name:	Jenny Graham
Organisation:	West Berkshire Council
Job title:	Transport Policy Team Leader
Email:	Jenny.Graham@westberks.gov.uk
Would you like to receive news and other updates from Transport for the South East?	Yes

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