

Notice of Meeting



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Executive

Thursday 12 February 2026 at 6.00 pm

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

Note: This meeting can be streamed live here: <https://www.westberks.gov.uk/executivelive>

Date of despatch of Agenda: Wednesday 4 February 2026

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Sadie Owen (Principal Democratic Services Officer) on 01635 519052, e-mail: sadie.owen1@westberks.gov.uk

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



Agenda - Executive to be held on Thursday 12 February 2026 (continued)

To:	Councillors Jeff Brooks (Chairman), Patrick Clark, Heather Codling (Vice-Chairman), Iain Cottingham, Nigel Foot, Denise Gaines, Stuart Gourley, Tom McCann, Justin Pemberton and Vicky Poole
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Agenda

Part I

	Pages
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	5 - 6
2. Minutes To approve as a correct record the Minutes of the meetings of the Executive held on 18 December 2025 and 29 January 2026.	7 - 16
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 .	17 - 18
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.	19 - 20
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.	21 - 22

Items as timetabled in the Forward Plan

	Pages
6. Medium- Term Financial Strategy: Financial Years 2026-2030 (C4678) Purpose: to determine financial planning assumptions for future years and align these with the Council Strategy to ensure that strategic objectives are delivered.	23 - 46
7. Treasury Management: Investment and Borrowing Strategy (C4679) Purpose: to consolidate the investment and borrowing strategy for the year ahead by detailing how and where the Council will invest and borrow in the forthcoming year, within a particular framework. The strategy is monitored throughout the year, with a mid-year report going to the Governance Committee as well as an annual report being presented to Members.	47 - 74



8. **Capital Strategy and Supporting Programme: Financial Years 2026/27 - 2029/30 (C4681)** 75 - 106
Purpose: to outline the Capital Strategy period and the 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.
-
9. **Financial Year 2026/27: Revenue Budget (C4680)** 107 - 330
Purpose: the budget acts as an indicator that the Council has set aside sufficient financial resources to achieve its objectives and to ensure that Council Tax bills can be issued to residents across the district prior to the start of the new financial year. This report details the budget proposals for financial year 2026/27 and supporting Council Tax proposals and resolutions.
-
10. **2025/26 Q3 Financial Performance Report (EX4676)** 331 - 342
Purpose: to report the financial performance of the Council's Revenue and Capital budgets following the Q3 2025/26 outturn. The report details variances between the 2025/26 Budget (set in February 2025) and the current forecast for the financial year end position. This allows the Executive to consider the authority's current financial position
-
11. **Contract for Award Under Delegated Authority from Executive (EX4751)** 343 - 348
Purpose: to provide details of forthcoming supply, service and works contract awards that will have a contract value in excess of £2.5m and as such will require approval from Executive during the next quarter.
-
12. **2025/26 Performance Report Q2 (EX4710)** 349 - 402
Purpose: to provide assurance that the priority areas in the Council Strategy 2023-2027 were being managed effectively as at the end of September 2025, and where performance had fallen below the expected level, present information on the remedial action taken and the impact of that action.
-
13. **Expansion, remodelling and development of the SEND (McKee) Resource Unit (Phase 1) at Westwood Farm Schools Federation (EX4766)** 403 - 426
Purpose: to seek approval for the expansion and remodelling of the McKee Resource Unit at Westwood Farm Schools Federation, increasing its capacity from 12 to 18 places and extending provision to Key Stage 2.
-
14. **Members' Questions** 427 - 428
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.
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Agenda - Executive to be held on Thursday 12 February 2026 (continued)

Sarah Clarke.

Sarah Clarke
Executive Director: -Resources

If you require this information in a different format or translation, please contact Sadie Owen on telephone (01635) 519052.



West Berkshire
C O U N C I L

Executive – 12 February 2026

Item 1 – Apologies for absence

Verbal Item

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Agenda Item 2.

DRAFT

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

EXECUTIVE

MINUTES OF THE MEETING HELD ON

THURSDAY 18 DECEMBER 2025

Councillors Present: Jeff Brooks (Chairman), Heather Codling (Vice-Chairman), Iain Cottingham, Nigel Foot, Denise Gaines, Stuart Gourley, Tom McCann and Justin Pemberton

Also Present: Councillors Ross Mackinnon, Dominic Boeck, Richard Somner, Jo Stewart, Howard Woollaston, David Marsh, Adrian Abbs, Clive Taylor and Phil Barnett

Officers Present: Melanie Booth (Group Executive), Sarah Clarke (Executive Director – Resources), Paul Coe (Executive Director – Adult Social Care), Shannon Coleman-Slaughter (Service Lead – Financial, Reporting and Property), AnnMarie Dodds (Executive Director – Children’s Services), Joseph Holmes (Chief Executive), Clare Lawrence (Executive Director – Place), Sadie Owen (Principal Democratic Services Officer), Thomas Radbourne (Democratic Services Officer), Nicola Thomas (Service Lead – Legal and Democratic)

Apologies for inability to attend the meeting: Councillors Patrick Clark, Vicky Poole, and Carlyne Culver

PART I

1. Minutes

It was noted that Councillor Howard Woollaston had been in attendance at the meeting on 12 November 2025.

The Minutes of the meetings held on 6 and 12 November 2025 were approved as a true and correct record and signed by the Leader.

2. Declarations of Interest

There were no declarations of interest received.

3. Public Questions

Councillor Jeff Brooks explained that in the future public questions and answers would be published centrally and accessible on the Council's website. It was noted that records would cover a two-year period and that members of the public may be referred to the online database for a response should a question be sufficiently similar to one previously asked.

Councillor Brooks further emphasised that to avoid rejection, members of the public should present concise, relevant questions should not statements of opinion.

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

4. Petitions

There were no petitions presented to the Executive.

5. Devolution - Expression of Interest: Thames Valley Mayoral Strategic Authority Expression of Interest (EX4747)

Councillor Justin Pemberton introduced and proposed a report (Agenda Item 8) which sought approval to submit an Expression of Interest (EOI) to Government in response to the Government's devolution policy following Full Council support at its meeting on 27 November 2025.

Councillor Adrian Abbs queried whether more money should be assigned to the scheme, or whether there should be a delay, given that the government had recently announced a delay to 2028 for the elections of four other Mayoral Strategic Authority's.

Councillor Dominic Boeck acknowledged that the proposal was broadly supported but queried the measurable benefits for children and particularly the most vulnerable children within the district, and requested that if such benefit could not be demonstrated that the Executive bring the proposal back to full Council after formal Scrutiny and before the matter proceeded further.

Councillor Clive Taylor supported that the proposal should be reviewed by a Scrutiny Committee.

Councillor Jeff Brooks responded that a comprehensive submission would be prepared towards the latter part of 2026 and would be reviewed by Scrutiny Committee and Council at that time.

Councillor Justin Pemberton confirmed his willingness for the matter to come through Scrutiny Committee and emphasised that the current stage was an expression of interest, with further process and member engagement to follow as details became clearer. He also highlighted the opportunity for more joined-up working in education and skills and the need to support the process with appropriate funding.

Councillor Jeff Brooks seconded the recommendations within the report.

RESOLVED that:

- That Executive is informed of the benefits from the proposed devolution of powers and functions, and agrees to continue building on the collaborative approach across the region to date
- That the Executive agrees that that an informal Devolution Board will oversee discussions with Government, ensuring robust governance and stakeholder engagement by elected members throughout this process.
- That the Executive approves the Expression of Interest (EOI) to submit to Government, noting that the EOI is designed to proactively position the Thames Valley for early consideration in the next wave of the Devolution Programme.
- That Executive supports that a further report will be brought to Council and Executive prior to any final decision on the creation of a Strategic Authority

6. Finance Improvement Plan (EX4746)

Councillor Iain Cottingham introduced and proposed a report (Agenda Item 7) which requested approval of the Financial Improvement Plan and associated Financial Improvement Group which had been developed to provide an overarching approach, with supporting themes, to address the Council's financial position and reliance upon Exceptional Financial Support (EFS).

Councillor Cottingham highlighted the inclusion of an organisational chart (page 50 of the agenda pack) which detailed the reporting lines and the proposed Financial Improvement Group's interaction with the Financial Review Panel, Spend Panel, and other governance

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boards. He stated that the council would leverage external expertise, including two independent non-executive members, to provide insight and improve processes.

Councillor Ross Mackinnon referred to the independent Chartered Institute of Public Finance and Accountancy (CIPFA) report and queried why it had been commissioned and whether the administration accepted its conclusions.

Joseph Holmes, the Chief Executive responded that the external review was commissioned to provide an unbiased assessment, as required when seeking extraordinary financial support, and that CIPFA was the leader in such reviews for local authorities.

Councillor Mackinnon queried whether the administration accepted specific conclusions from the CIPFA report, including statements about the council's perilous financial position; a perception within the Council that the application for EFS obviated the need to address the structural gap; that existing savings plans were short term; and the relationship between Members and officers were blurred. Councillors Jeff Brooks and Cottingham responded that whilst they respected the report, they did not agree with any of those conclusions and explained that some of the report's findings were based on information available at the time, which had since changed.

Councillor Mackinnon referred to and queried the Draft Delivery Plan's timescales which referenced Quarter Three the following year. Councillor Cottingham stated that the plan's completion dates were initial proposals subject to review by the Financial Improvement Group.

Councillor Mackinnon commented that as so many of the CIPFA findings had either been rejected or obfuscated, that the Executive's response was a 'disgrace' and he suggested the Executive should resign.

Councillor Brooks rebutted the comment and suggested that the previous administration's overspends and depletion of reserves, were responsible for the current problems.

Councillor Adrian Abbs queried about the risk of the Council needing to hold a referendum to increase council tax above the statutory maximum. Councillor Cottingham confirmed that the administration would not pursue a referendum and highlighted the negative impact of the government's recent funding formula on the Council's finances.

Councillor David Marsh agreed with concerns raised about the impact of the funding formula and the pressures on council services, but queried the role of transformation in the improvement plan, the reporting arrangements for the new group, and whether the constitution would be updated to reflect creation of the Financial Improvement Group. Councillor Cottingham responded that transformation was embedded across the organisation and that regular reporting of the Financial Improvement Group to the Executive and Scrutiny would be undertaken.

Councillor Jeff Brooks seconded the recommendations within the report, noting that councils throughout the country were facing unprecedented levels of demand and financial pressure, and that the Council's funding outcome had compounded the situation.

RESOLVED that:

- To inform the members that the Council is responding to the CIPFA resilience review.
- For the Executive to approve the Financial Improvement Plan and associated Financial Improvement Group.

7. Building Control Assurance and Update Report (EX4739)

Councillor Tom McCann introduced a report (Agenda Item 8), which provided an update on the provision of the shared Building Control Service and recent developments in the sector.

RESOLVED that: Executive is informed of the matters set out in the report.

8. Youth Council for West Berkshire (EX4750)

Councillor Heather Codling introduced and proposed a report (Agenda Item 9) which set out proposals for the establishment of a Youth Council for West Berkshire in order to give young people a voice in local decision making.

Councillor Codling highlighted that the Youth Council would require dedicated officer support, with two staff members attending each meeting and managing activities such as elections, team building, annual conferences. It was noted that with an estimated 21 meetings per year, this equate to one full-time officer, and consequently recruitment was planned. Councillor Codling suggested that the creation of the Youth Council would yield the long-term benefits for democratic engagement in the district.

Councillor Stuart Gourley expressed strong support for the proposal, noting the importance of engaging younger residents and bringing diverse perspectives to the Council.

Councillor David Marsh confirmed support for the proposal and raised several questions. He queried why the item was brought to the Executive rather than Full Council and requested a commitment that it would be brought to Full Council for wider member input. He also queried whether the Spend Panel was likely to agree to the appointment of a new officer and whether the Youth Council would continue if a new unitary authority was established.

Councillor Codling responded that approval for the appointment had been approved and that the Youth Council could continue under a new authority structure, subject to advice at the time. Councillor Jeff Brooks clarified that the item was an executive function and that there was a desire to proceed without delay but suggested a debate could be organised at Full Council once the Youth Council was established.

Councillor Adrian Abbs raised concerns regarding the financial implications for the full cost of running the Youth Council. Councillor Brooks responded that the estimated cost was approximately £30,000–£40,000 and emphasised the importance of the initiative despite financial pressures.

Councillor Clive Taylor recalled the existence of a previous Youth Council and queried why it had ceased, whether lessons had been learned, and whether young people would chair meetings. Councillor Codling clarified that the previous Youth Council ended due to short-term post-COVID funding, and that the new Youth Council would be run by young people with officer support and training.

Councillor Dominic Boeck queried why the report had not been brought to the Children and Young People Scrutiny Committee, given its relevance. Councillor Brooks responded that the decision was made to bring to Executive for expediency.

Councillor Tom McCann asked about the support that would be provided to Youth Council members to help them understand the Council's functions and statutory duties. Councillor Codling confirmed that training would be provided and that young people would be encouraged to bring forward ideas, and would learn about statutory and legal constraints as part of the process.

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Councillor Brooks seconded the recommendations within the report, and emphasised the need to involve young people in politics and community life

RESOLVED that: Executive

- Agree to establish a Youth Council.
- Approves the draft terms of reference and code of conduct as set out in Appendices C and D, which will be presented to the Youth Council following its creation for review and adoption (subject to any amendments).

9. **Sports Hub – Response to Resources and Place Scrutiny Committee Task and Finish Group Report (EX4757)**

Councillor Nigel Foot introduced and proposed a report (Agenda Item 10) which provided a response to the Task and Finish Group report and recommendations presented to the Resources and Place Scrutiny Committee on 16 September 2025 which sought to determine whether there was a strategically and financially sound business case for the Monks Lane Sports Hub, whether the project was well managed, and whether reliable and consistent advice was given to members about the project to assist them in their decision-making roles.

Councillor Foot thanking members of the Task and Finish Group, chaired by Councillor Culver and highlighted that the majority of recommendations had been agreed or accepted by the Council. Councillor Foot also referenced recommendation four regarding the recording of hours spent on capital projects by business-as-usual staff, explaining that this was partially agreed and that the Council was considering how to record officers' time in a fit-for-purpose manner.

Councillor Adrian Abbs noted that whilst there was extensive information about recommendations, there was less clarity on whether the original objectives had been met, such as determining whether the Sports Hub project was value for money. Councillor Jeff Brooks explained that it was not the Executive's report.

Councillor David Marsh, as a member of the Task and Finish Group, welcomed the Executive's acceptance of many recommendations. He queried the use of the phrase 'in place' in the responses, commenting that the recommendations would not have been made if they were already in place. Councillor Brooks confirmed that actions were now in place.

Councillor Marsh referred specifically to recommendation seven, regarding partnership with local groups, and queried whether the Council would consider working with community football groups, for example by offering a long-term lease on Faraday Road and leveraging external funding. Councillor Foot responded that the Council was happy to work in partnership with local groups, provided there was a robust business case.

Councillor Marsh referred to recommendation twenty-two, regarding contradictory advice given during the Monks Lane project and whether the Council believed the issue had been resolved. Councillor Brooks responded that the chronology of meetings and decisions had been considered by the courts, and that the focus should now be on project management learnings rather than revisiting past events.

Councillor Jeff Brooks seconded the recommendations within the report.

RESOLVED that: Executive considers the proposed responses to the recommendations of the Resources and Place Scrutiny Committee as set out at 5.4 and agrees the responses and to undertake the following actions:

- Strengthening the Projects service to centralise project delivery including a review of the Council's project management methodology to ensure that key projects are

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governed by and monitored through appropriate, robust processes from inception to closure.

- Undertake a review of project management documentation including business case templates, prioritisation tools and project health checks.
- Embed the output of this review through training for all who have roles within project delivery (i.e. PMs, sponsors)
- Introduce quarterly status reporting for all Tier 1 projects in an appendix to the finance quarterly monitoring reports to the Executive
- Review how time recording can be implemented and the level/type of projects that this would apply to.
- Share the recommendations of this Sports Hub Task and Finish Group and the LRIE Task and Finish Group of 2020 with the Chairman of the Project Management Task and Finish Group and log the Sports Hub Task and Finish Group the report in the central Corporate Programme Office repository.

10. Members' Questions

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

(The meeting commenced at 6.00 pm and closed at 8.20 pm)

CHAIRMAN

Date of Signature

DRAFT

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

EXECUTIVE

MINUTES OF THE MEETING HELD ON THURSDAY 29 JANUARY 2026

Councillors Present: Jeff Brooks (Chairman), Patrick Clark, Heather Codling (Vice-Chairman), Iain Cottingham, Nigel Foot, Denise Gaines, Stuart Gourley, Tom McCann, Justin Pemberton and Vicky Poole

Also Present: Councillors Ross Mackinnon, Dominic Boeck, Richard Somner, Howard Woollaston, Clive Hooker, David Marsh, Carolyne Culver, Adrian Abbs, Clive Taylor, Billy Drummond, Janine Lewis and Tony Vickers

Officers Present: Melanie Booth (Group Executive), Sarah Clarke (Executive Director – Resources), Paul Coe (Executive Director – Adult Social Care), Shannon Coleman-Slaughter (Service Lead – Financial, Reporting and Property), AnnMarie Dodds (Executive Director – Children’s Services), Joseph Holmes (Chief Executive), Clare Lawrence (Executive Director – Place), Sadie Owen (Principal Democratic Services Officer), Thomas Radbourne (Democratic Services Officer), Nicola Thomas (Service Lead – Legal and Democratic)

PART I

1. Declarations of Interest

There were no declarations of interest received.

2. Potential Redundancies - Establishment Changes

Councillor Iain Cottingham introduced and proposed a report (Agenda Item 3), which sought approval for a number of potential redundancy payments following consultation upon a number of internal restructures. The primary focus was explained to be streamlining operations to ensure that the Council remained financially sustainable amidst ongoing financial pressures.

Councillor Cottingham reported that the proposal involved the elimination of 37.45 full-time equivalent posts, which had been vacant for some time and would not be recruited against. This was expected to deliver a saving of £1.64 million. The redundancies were projected to result in annual salary cost savings of approximately £400,000.

Councillor Cottingham highlighted that there had been an update to section 3 of the report with the maximum pension contributions rising to £1.7 million.

Councillor Stuart Gourley urged that the proposal be treated in an empathetic manner and that staff be treated with respect.

In response to a query from Councillor Ross Mackinnon, it was confirmed that none of the roles at risk were part of the recent drive to convert agency to full time staff.

Councillor Mackinnon suggested that the Executive lead by example and reduce in number from ten to nine. Councillor Jeff Brooks responded that the Executive membership was under constant review.

Councillor Dominic Boeck addressed Councillor Heather Codling and queried whether it was anticipated that there would be a deterioration in the services delivered to children and young people. Councillor Codling did not anticipate any deterioration and commented that whilst posts would be removed the re-organisation would put the service in a better position ultimately.

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Councillor Adrian Abbs queried why the Executive was making people redundant when there would be a natural 30% turnover of staff each year. Councillor Cottingham explained that the proposal aimed to address financial pressures and to ensure the organisation was fit for purpose. It was noted that the changes would involve the creation of new roles to meet statutory requirements and address emerging challenges, particularly in areas such as property management and statutory services.

Councillor Mackinnon queried how the loss of roles within Children's Services would not lead to a deterioration in service. Councillor Codling responded that the re-organisation was required in order to meet the statutory reforms being introduced by government, and that whilst some redundancies might be unavoidable, efforts would be made to minimise the impact on individuals by offering alternative positions within the organisation.

Councillor Boeck commented that well performing areas of Children's Services were likely to be diminished by the proposals and requested assurance that the exemplary services would not be degraded. Councillor Codling responded that she had been assured by officers that there would be no degradation to the service.

Councillor David Marsh requested assurances that there would be no compulsory redundancies. Councillor Cottingham clarified that specific roles and posts had been identified for redundancy and that they would be compulsory.

In response to a request from Councillor Clive Taylor, Councillor Cottingham provided assurances that there would be further formal consultations with Unison should the recommendation be approved.

Councillor Brooks seconded the recommendation within the report, and provided further assurance that there would be no deterioration in services.

Recommendation: (Vote to be taken in Part II).

3. **Exclusion of Press and Public**

RESOLVED that members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972, specified in brackets in the heading of each item. [Section 10 of Part 10 of the Constitution refers.](#)

4. **Potential Redundancies - Establishment Changes Appendix**

(Paragraph 1 – information relating to any individual)

(Paragraph 2 – information which is likely to reveal the identity of an individual)

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

The Executive considered an exempt report (Agenda Item 5), which sought approval for a number of potential redundancy payments following consultation upon a number of internal restructures.

RESOLVED that: Executive agreed authorisation of the redundancy payments fully detailed in the Part II Appendix.

Other options considered: consideration was given to not proceeding with the proposals. This option was ruled out as there was a clear business need to ensure that Departments were appropriately structured to meet statutory duties and to respond effectively to support the Council priorities. The existing structures do not support this so doing nothing is not an option.

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The proposed changes could be delayed. This is not recommended as it would have an adverse impact on the operation of the teams in question and would also negatively impact the Council's ability to deliver savings

(The meeting commenced at 6.00 pm and closed at 6.30 pm)

CHAIRMAN

Date of Signature

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Item 3 – Declarations of Interest

Verbal Item

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Executive – 12 February 2026

Item 4 – Public Questions

To follow

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Executive – 12 February 2026

Item 5 – Petitions

Verbal Item

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Medium-Term Financial Strategy: Financial Years 2026-2030

Committee considering report:	Council
Date of Committee:	26 February 2026
Portfolio Member:	Councillor Iain Cottingham
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	C4678

1 Purpose of the Report

1.1 The purpose of the Medium-Term Financial Strategy (MTFS) is to determine financial planning assumptions for future years and align these with the Council Strategy to ensure that strategic objectives are delivered. The MTFS highlights the overarching key issues facing the Council’s finances and references the scenarios and wider uncertainties concerning the Council’s future revenue streams in light of national and local economic factors.

2 Recommendations

- 2.1 Unlike the Capital Strategy and Investment and Borrowing Strategy, the Council is not required to establish a Medium-Term Financial Strategy (MTFS). However, it is a matter of best practice to undertake longer-term financial planning in support of the annual budget setting process.
- 2.2 It is recommended that Council approve the Medium Term Financial Strategy (MTFS). The MTFS is detailed in this report and appendices.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	All financial implications are detailed in the report.
Human Resource:	Not applicable.
Legal:	Not applicable.

Medium-Term Financial Strategy: Financial Years 2026-2030

Risk Management:	Adopting a Medium-Term Financial Strategy supports the effective management of the use of the Council's financial resources in a volatile and challenging environment.
Property:	Not applicable.
Policy:	The MTFs' purpose is to assign financial resources to deliver the Council Strategy.

	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 Impact:		X		
Digital Services Impact:		X		

Council Strategy Priorities:	X			See policy comment above – the MTFS should enhance the delivery of the Council Strategy through aligning resources to it.
Core Business:		X		
Data Impact:		X		

Consultation and Engagement:	Corporate Board Financial Planning and Savings Board
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4 Executive Summary

4.1 The MTFS, Treasury Management Strategy, Capital Strategy and supporting Revenue Budget, set out the financial landscape of the Council over the period 2026/27 to 2029/30. When reviewing the MTFS, three key factors need to be considered: Fair Funding Reform 2.0, forecast expenditure and Exceptional Financial Support (EFS).

4.2 **Fair Funding 2.0:** For financial year 2025/26 the Council approved a net revenue budget of £184 million which was supported by a provisional EFS request of £3 million. Under the Fair Funding Review 2.0, the three year funding settlement released in December 2025, will see the Council received the following funding allocations:

Core Spending Power (CSP) per Government Settlement (December 2025)	2025/26	2026/27	2027/28	2028/29
	£millions	£millions	£millions	£millions
Net Revenue Budget Requirement	183.4			
Core Spending Power inclusive of Council Tax, Retained Business Rates and Revenue Support Grant(s)	179.8	184.0	187.2	190.9

4.3 When considering the funding allocations, it should be noted that the 2026/27 funding allocation is almost equal to the net revenue budget of financial year 2025/26, which in itself was set utilising provisional EFS. Therefore, any growth in the Council’s future expenditure budget for 2026/27 is essentially unfunded without the identification of a matching quantum of savings. This challenge is set against an in year (2025/26), forecast overspend position of £8.5 million (£11.5 million when considering £3 million of EFS utilisation). Over the MTFS, expenditure, is forecast to be considerably higher than funding allocated:

Core Spending Power (CSP) per Government Settlement (December 2025)	2025/26	2026/27	2027/28	2028/29
	£millions	£millions	£millions	£millions
Net Revenue Budget Requirement	183.4	210.9	221.0	228.8
Core Spending Power inclusive of Council Tax, Retained Business Rates and Revenue Support Grant(s)	179.8	184.0	187.2	190.9

Forecast Expenditure 2025/26 (Quarter Three)	192.0
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4.4 **EFS:** The Council had a General Fund balance of £4.1million on 1st April 2024 to support the 2024/25 net revenue budget of £164.4million. In December 2024, the Council sought £13 million of EFS to support the reserve position (outturn 2024/25 was an

Medium-Term Financial Strategy: Financial Years 2026-2030

overspend of £6.8 million). This enabled the Council to achieve the s151 recommended minimum General Fund balance to support the net 2025/26 revenue budget. However, a challenging 2025/26 in year financial position, has presented a significant pressure against the Council's minimal General Fund, resulting in a revised 2025/26 £20 million EFS request as detailed below:

General Fund Balances	£millions
Opening Balance 1.4.2025	10.6
2025/26 in year utilisation of reserves (per approved revenue budget)	-2.3
2025/26 in year utilisation: Forecast overspend as at quarter three with contingency for accounting adjustments	-12.5
Forecast closing balance 31.3.2026	-4.2
Application of EFS	20.0
Revised forecast closing balance 31.3.2026	15.8
s151 Recommended General Fund to support the 2026/27 net revenue budget	10.5
Funding for creation of risk reserves to cushion unforeseen demand pressures	5.3

4.5 A key financial consideration for the Council is building resilience into the reserve position. The revised EFS request for 2025/26 allows the Council to start to build the reserve position to support the Council in future financial years. Alongside building resilience in the reserves, the Council requires EFS to balance the annual budget gap between forecast expenditure and allocated funding (Core Spending Power).

4.6 **Expenditure Growth:** Over the life of the MTFs, the Council has forecast considerable expenditure growth of +£53.3 million (compared to the 2025/26 net revenue budget, or 29%), net of savings strategies. This growth (excluding savings targets), in expenditure primarily relates to social care commissioning budgets +£39.4 million and growth in the base budget +£41.2 million, driven by annual pay inflation, pension deficit contributions, and contractual inflation on supplies & services contracts. These figures are largely worst case scenarios, based on a significantly adjusted 2026/27 base budget and will be subject to annual review and adjustment. The 2026/27 proposed net revenue budget, has a +£27.5 million, (+14.98%), increase compared to the 2025/26 net revenue budget, and a +£19million, +9.88% increase compared to the 2025/26 forecast outturn position. A significant proportion of the increase is attributable to both adults and children's social care commissioning costs. A key consideration when setting the 2026/27 is the robustness of estimates underpinning the revenue budget build, these are detailed within the s25 Statement of the s151 Officer in appendix J of the Revenue Budget paper.

4.7 The table below provides background on the growth in the net revenue budget, including the level of savings identified as part of the budget setting process:

Net Expenditure Growth Trends (£millions)	2022/23	2023/24	2024/25	2025/26	2026/27
Base Budget	138.5	151.3	163.6	167.1	184.2
Base Budget Growth	10.6	16.5	17.5	24.5	31.2
Savings Applied including one off savings reversed back into the subsequent years base budget	-5.3	-9.1	-16.5	-8.2	-4.5
Net Revenue Budget Approved/Proposed	143.8	158.8	164.6	183.4	210.9
Published / forecast outturn - overspends	4.7	3.10	6.80	8.50	
Growth - gross annual growth plus overspend, less savings	10.0	10.5	7.8	24.8	26.8

4.8 The Council is cognisant of the financial constraints in which it is operating. The significant revenue pressures projected within the MTFs (detailed in Appendix C), do require robust mitigation strategies, focused on transformation, asset disposals (to

generate capital receipts to minimise capital financing costs), and investment in the prevention agenda to avoid further significant social care commissioning pressures. The Council has approved the creation of a Finance Improvement Group, inclusive of external specialist representation to monitor and support the development of savings and transformation strategies. The MTFS, has been created with £15 million of required annual savings in respect of financial years 2027/28 through 2029/30.

- 4.9 Following the conclusion of savings identification exercises, the Council is unable to set a balanced budget for financial year 2026/27 without seeking additional financial support from Central Government. A request for such financial support was submitted on 12th December 2025. Without approval of this support, or alternatively a robust plan of efficiencies (of such scale, well beyond those of prior financial years), provided for review to the Executive, the s151 officer will be required to issue a Section 114 report/notice. This pattern is repeated annually throughout the MTFS.

5 Supporting Information

- 5.1 The organisational position for many Local Authorities is one of overwhelming financial pressure, set against a backdrop of significant financial reform for the sector. In recent years, there has been an unprecedented increase in the number of councils either issuing a Section 114 notice or raising concerns that this is probable in the short to medium term. In the 2025/26 financial year, thirty councils (nineteen councils in financial year 2024/25), are in receipt of Exceptional Financial Support. This number is expected to rise further in financial year 2026/27. West Berkshire Council is currently in receipt of Exceptional Financial Support and anticipates over the medium-term to require additional financial support from Central Government. It should be noted that three of the six Berkshire unitary councils are also in receipt of Exceptional Financial Support. Exceptional Financial Support is effectively a capitalisation request which allows an authority to suspend capital accounting rules and capitalise revenue expenditure. Any financial support is not provided to the authority as a loan or other form of borrowing, but is granted as an accounting adjustment at outturn based upon prevailing operational needs, which has subsequent Minimum Revenue Provision impacts. Relevant accounting adjustments are subsequently reflected in the associated Draft Statement of Accounts and the subsequent financial years capital financing requirement.

Funding

- 5.2 In December 2025, the government issued a multi-year financial settlement covering Core Spending Power (CSP) for the period 2026/27 to 2028/29. In essence, Figure 1 below provides a high level impact analysis, showing a reduction of (£14.1) million in long term government funding, offset by assumed Council Tax receipts growth of +£33.7 million, providing net overall growth of +£19.5 million, set against a baseline of 2024/25 funding.

Figure 1: Core Spending Power Impacts

Funding Settlement inclusive of Council Tax increases annually at 4.99%

Govt Core Spending Power Extract	2024/25	2025/26	2026/27	2027/28	2028/29
	£millions	£millions	£millions	£millions	£millions
Settlement Funding Assessment	171.4	179.8	184	187.2	190.9
Year on year change		4.90%	2.34%	1.74%	1.98%

Funding Settlement excluding Council Tax increases

Govt Core Spending Power Extract	2024/25	2025/26	2026/27	2027/28	2028/29
	£millions	£millions	£millions	£millions	£millions
Settlement Funding Assessment	47.2	48.2	44.1	38.7	33.1
Year on year change		2.12%	-8.51%	-12.24%	-14.47%

Inclusive of Better Care Fund, Homelessness Prevention and Families First ringfenced funding

5.3 The cumulative impact on funding, using 2024/25 as base, results in a compounded loss of funding of approximately (£27 million) across Retain Business Rates and central grant funding (Revenue Support Grant, RSG). **The Council’s analysis of the settlement is detailed in Appendix A of this report.**

5.4 Within the context of financial planning, the Council’s tax base has been reviewed. For financial year 2026/27, a reduction in the council tax base, driven by a reduction in the collection rate (i.e. dwellings after adjustment for reliefs, exemptions and premiums), has been processed. The collection rate has been reduced from a historic 99.5% to 98.6%, the financial quantum of the impact is detailed in figure 2 below, **with further analysis included in appendix B.**

Figure 2: Core Spending Impacts adjusted for Council Tax base amendment

Changes in Funding Streams - Annually	2024/25	2025/26	2026/27	2027/28	2028/29	cumulative
	£ms	£ms	£ms	£ms	£ms	
Assumed Council Tax growth at 4.99% annually	124.2	131.6	139.9	148.6	157.9	
Assumed Council Tax growth at 4.99% annually		7.4	8.3	8.7	9.3	33.7
Assumed Council Tax growth at 4.99% annually POST reset	124.2	131.6	136.5	144.5	153.0	
Assumed Council Tax growth at 4.99% annually POST reset		7.4	4.9	8.0	8.5	28.8
Retained Business Rates: Growth/ (Reduction)		-0.4	-15.8	0.3	0.3	
Revenue Support Grant: Growth/ (Reduction)		0.8	11.0	-5.8	-5.7	
Ringfenced non RSG: Growth/(Reduction)		0.6	0.7	0.1	-0.2	
Net movement in funding including Council Tax Growth/(Reduction) Pre Tax Base Reset		8.4	4.2	3.3	3.7	19.6
Net movement in funding including Council Tax Growth/(Reduction) POST Tax Base Reset		8.4	0.8	2.6	2.9	14.7
Net movement in funding excluding Council tax Growth/ (Reduction)		1.0	-4.1	-5.4	-5.6	-14.1

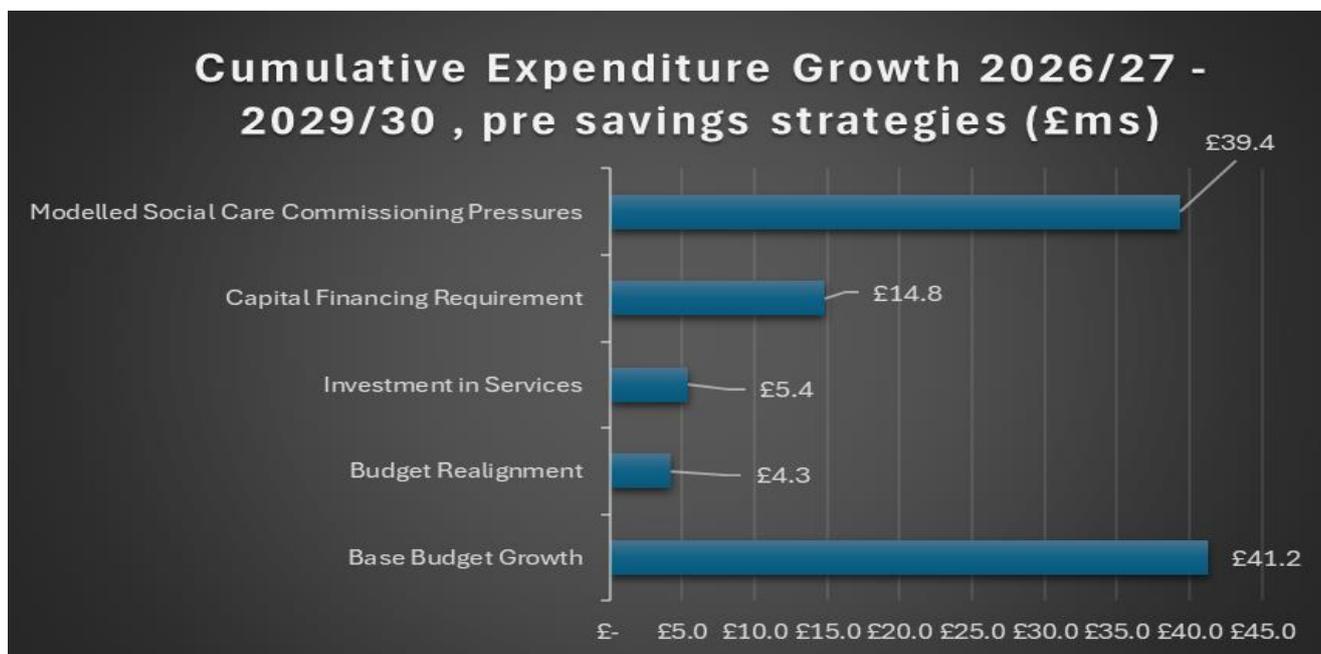
5.5 The settlement from Central Government effectively increases the Council dependency on Council Tax receipts to fund local services. By financial year 2028/29 of the government’s settlement, local taxpayers will be funding 83.7% of local service delivery, compared to a historic average of 70%.

Expenditure Pressures

5.6 Consistent with the wider national context, the Council is facing significant cost pressures including:- the higher costs of delivering adult social care; where there have been significant inflationary pressures and increased complexity (and therefore unit

cost) in providing care, increased costs in children’s social care; with a care market that has experienced substantial price inflation; an increased deficit within the Higher Needs Block (HNB) in the Dedicated Schools Grant (DSG) and higher associated financing costs adversely impacting revenue. During the term of the MTFs, the net revenue budget is anticipated to increase, applying a worst-case scenario:

Figure 3: Cumulative, projected Net Revenue Budget Growth 2026/27 – 2029/30 (pre savings)



5.7 In historic financial years, the Council has implemented ambitious savings plans against the backdrop of escalating social care pressures. For financial year 2026/27, a number of historic savings, some of which upon review have been deemed to be unachievable due to either market place factors (the outsourcing of care homes and resources centres, increases in planning income), or eroded due to escalating inflationary pressures (staff efficiencies, eroded through national living wage rises, employer NI contribution changes), have been rebased or removed from the base budget. Additional reference to projected expenditure pressures is included in Appendix C of this report and the Revenue Budget Setting report for Financial Year 2026/27.

5.8 A significant area of projected pressure is the revenue capital financing requirement. The revenue capital financing requirement is traditionally the level of revenue budget allocated to funding the financing costs of delivering historic and projected capital programmes. However, capital financing is now also driven by the escalating HNB deficit, and the long-term financing of Exceptional Financial Support (via Minimum Revenue Provision (MRP)). A useful guide to the impact of financing the EFS on the overall revenue budget is the budgeted ratio of financing costs (cost of historic and planned capital programmes, MRP impacts of EFS and interest costs of financing the HNB deficit) to net revenue stream (available funding from Central Government, Retained Business Rates and council tax, unadjusted for any Collection Fund deficits).

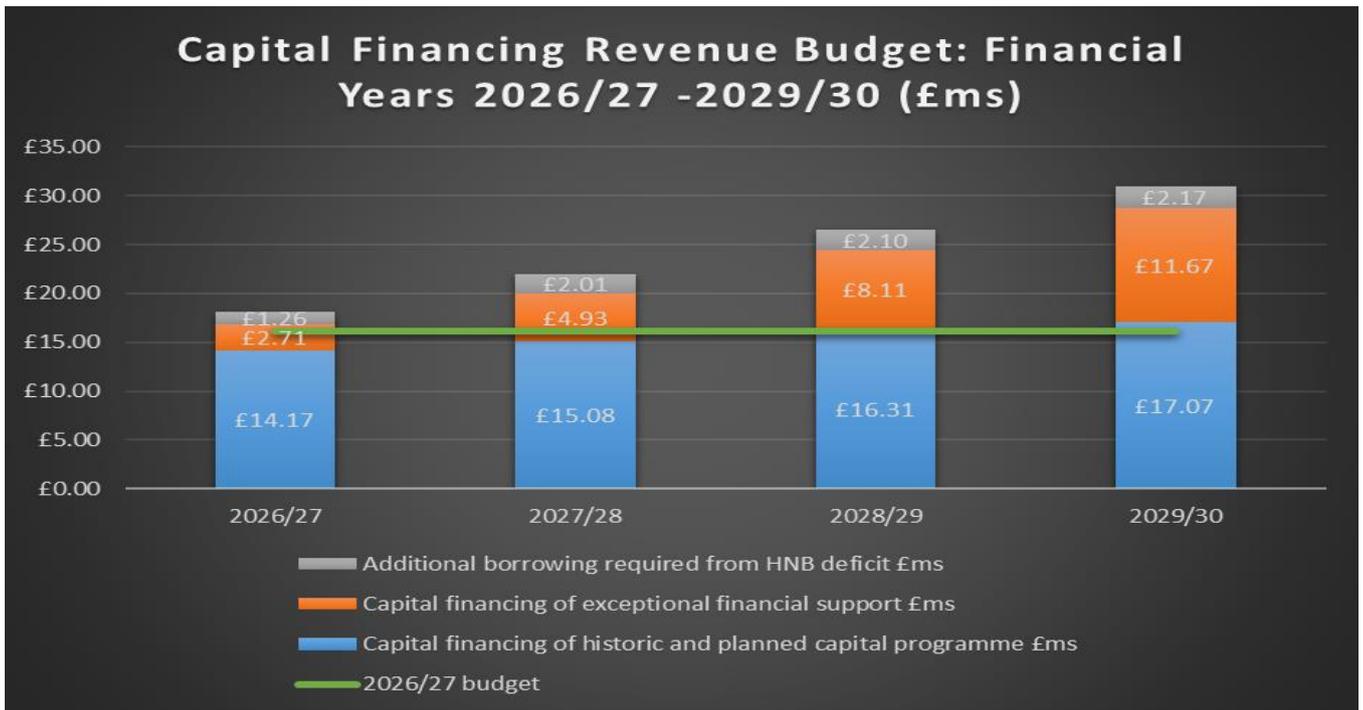
Figure 4: Ratio of capital financing costs against the net revenue stream

Medium-Term Financial Strategy: Financial Years 2026-2030

Ratio of Financing Costs to Net Revenue Stream	2025/26	2026/27	2027/28	2028/29	2029/30
	Estimate	Forecast	Forecast	Forecast	Forecast
	£millions	£millions	£millions	£millions	£millions
Capital Financing Budgeted Costs	15.6	18.15	22.02	26.52	30.92
Net Revenue Stream	183.76	181.19	182.35	185.43	194.42
Ratio	8.5%	10.0%	12.1%	14.3%	15.9%
Adopted maximum ratio	10.0%	10.0%	10.0%	10.0%	10.0%

5.9 Based on the projected worst case scenario of the MTFs, by 2029/30 the capital financing budget will have grown by +£14.8 million as follows:

Figure 5: Breakdown of forecast capital financing costs over the life of the MTFs



5.10 The capital Financing Requirement (CFR) which is the Authority’s underlying need to borrow is being primarily driven by Exceptional Financial Support (EFS) from financial year 2026/27. The summary figure below shows the split of the change in CFR annually between financing the capital programme and financing EFS:

Figure 6: EFS as a percentage of annual CFR movement¹:

EFS as a percentage of CFR movement	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Movement in CFR	26.8	34.3	33.9	40.7	46.7
EFS Allocation	13.0	20.0	30.0	40.0	47.0
EFS as a percentage of CFR movement	48.5%	58.3%	88.5%	98.3%	100.6%

5.11 The proposed future capital programme has been significantly reduced due to the constraints on funding, generated by revenue pressures and a projected increasing requirement for seek EFS. Based on current projections in the MTFs, and the EFS requirement to support the reserves and net revenue budget in 2026/27, the Liability Benchmark will exceed the CFR in financial year 2027/28. This effectively means the internal investable resources (reserves, cash balances), have been fully depleted from an internal financing perspective and the Authority is fully exposed to interest rate risk, detailed in table below:

Figure 7: Comparison of CFR, Loans CFR and the Liability Benchmark

Comparison of CFRs and Liability Benchmark	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Closing CFR	319.7	354.0	387.9	428.6	475.3
Loans CFR	310.3	345.6	380.5	422.3	470.3
Liability Benchmark	259.9	309.3	369.1	435.4	490.0

5.12 Further detail on capital financing is included in the Treasury Management: Investment & Borrowing Strategy.

Funding Statement 2026/27 -2029/30

¹ Note: Treasury indicators are traditionally produced with a three year forward view, compared to the MTFs which is produced with a four year forward view. Although not specified in the above, the EFS forecast (as per the funding statement in appendix D), is.

EFS Requirement	2026/27	2027/28	2028/29	2029/30
Balance the revenue budget (see figure 8)	30.00	40.00	45.00	45.00
Maintain General Fund (see figure 9)	0.00	0.00	2.00	3.00
Total EFS	30.00	40.00	47.00	48.00

Medium-Term Financial Strategy: Financial Years 2026-2030

5.13 The Council is in receipt of financial support from Central Government (2024/25 £13 million, and 2025/26 provisionally agreed £3 million, with revised request for £20 million submitted). The settlement issued under Fair Funding Reform 2.0, the adjustment to the council tax base, alongside significant projected inflationary pressures across the expenditure base, have resulted in a funding gap over the medium-term, as detailed in Figure 8 below:

Figure 8: Revenue Budget: Summary Funding Statement 2026/27 - 2029/30

Funding Statement	2025/26	2026/27	2027/28	2028/29	2029/30
	£ms	£ms	£ms	£ms	£ms
<i>Government Assumed Council Tax (Core Spending Power)</i>		139.87	148.61	157.89	
<i>Council Tax Increase</i>	2.99%	2.99%	2.99%	2.99%	2.99%
<i>Adult Social Care Precept</i>	2.00%	2.00%	2.00%	2.00%	2.00%
Council Tax	109.59	110.99	115.26	119.70	124.31
Adult Social Care Precept	22.05	25.29	29.04	33.10	37.48
Collection Fund Deficit on Council Tax	-0.99	-2.81	-2.50	-2.50	-2.50
Net Council Tax Funding Stream	130.65	133.48	141.80	150.30	159.29
Retained Business Rates	30.57	13.27	13.58	13.85	14.05
Collection Fund Deficit on Business Rates	-4.60	-0.48	-0.40	-0.40	-0.40
Net Retained Business Rates	25.97	12.79	13.18	13.45	13.65
Net Un Ringfenced Revenue Support Grant	21.55	31.64	24.47	18.78	18.58
Total Funds Available	178.17	177.90	179.45	182.53	191.52
Net Revenue Budget Requirement	183.44	210.93	221.03	228.84	236.70
Funding Gap	5.27	33.02	41.58	46.32	45.18
Funding gap supported by use of reserves	2.27	3.02	1.58	1.32	0.18
Funding gap supported by Exceptional Financial Support	3.00	30.00	40.00	45.00	45.00

5.14 It should be noted that the above funding gap is after application of a £15 million annual savings target applied to financial years 2027/28, 2028/29 and 2029/30. In 2026/27 £4.5 million of savings (detailed in the revenue budget paper), have been identified and applied. The detailed Funding Statement is included in Appendix D of this report, supported by Appendix E which details the projected reserve position in respect of financial years 2026/27 – 2029/30. The s151 recommendation General Fund equivalent to 5% of the net revenue budget remains a benchmark of good practice. When considering maintaining the s151 General Fund level over the course of the MTFs, the EFS ask is as follows:

Figure 9: Projected EFS

Exceptional Financial Support (£millions)	2025/26	2026/27	2027/28	2028/29	2029/30
Exceptional Financial Support to Balance Revenue Budget	3.00	30.00	40.00	45.00	45.00
Exceptional Financial Support to support reserves	17.00	0.00	0.00	2.00	3.00
Cumulative Exceptional Financial Support to balance budget and maintain General Fund	20.00	30.00	40.00	47.00	48.00

5.15 The council's treasury indicators detailed in the Treasury Management: Investment & Borrowing Strategy are based on the Council requiring EFS to balance the budget and maintain the s151 recommended General Fund level. This MTFs sets out the current projected worst case financial scenario over the medium term. With the establishment of the Financial Improvement Group (FIG) and supporting Financial Improvement Plan

(FIP), the Council will be focused on reducing future expenditure pressures, reducing the EFS requirement in the medium term and associated financing implications.

6 Other options considered

The Council could consider not adopting a MTFs and focus on the financial position for the financial year ahead, but this strategy is not recommended as it would prevent longer-term financial planning and potentially have a negative impact upon the delivery of the Council Strategy.

7 Appendices

- 7.1 Appendix A - Core Spending Power Review, Financial Years 2026/27 - 2028/29
 - 7.2 Appendix B - Council Tax Base Reset Financial Year 2026/27
 - 7.3 Appendix C - Medium-Term Financial Plan (MTFP) Financial Years 2026/27 - 2029/30: Expenditure Assumptions
 - 7.4 Appendix D - MTFP Financial Years 2026/27 - 2029/30
 - 7.5 Appendix E - Reserve Position supporting the MTFP Financial Years 2026/27 – 2029/30
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Subject to Call-In:

Yes: No: X

- | | |
|---|--------------------------|
| The item is due to be referred to Council for final approval | X |
| Delays in implementation could have serious financial implications for the Council | <input type="checkbox"/> |
| Delays in implementation could compromise the Council's position: | <input type="checkbox"/> |
| Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months | <input type="checkbox"/> |
| Item is Urgent Key Decision | <input type="checkbox"/> |
| Report is to note only | <input type="checkbox"/> |

Officer details:

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E-mail: shannon.colemanslaughter@westberks.gov.uk

Appendix A

Fair Funding Reform: Core Spending Power

A key driver of the Council's Medium-Term Financial Plan (MTFP) is Core Spending Power (CSP). CSP for a Local Authority is the government's estimate of the total funding available to the Council to spend on the delivery of key services, combining Central Government grants, retained Business Rates, and projected Council Tax receipts. CSP excludes key ringfenced grants such as the Dedicated Schools Grant. CSP has been subject to a significant overhaul as part of Fair Funding Reform 2.0, set to take effect in April 2026.

Central Government Grants

Core grant funding from Central Government is determined through the Settlement Funding Assessment (the settlement). The settlement was issued nationally on 17 December 2025 in relation to financial years 2026/27, 2027/28 and 2028/29. This was the current UK government's first multi-year settlement. The new multi-year settlement has seen several previously separate grants consolidated into the overarching Revenue Support Grant (RSG), which has a distribution formula heavily weighted towards deprivation (i.e. geographic areas with high deprivation markers). Alongside the RSG two, consolidated, ringfenced funding streams have been created: - Homelessness, Rough Sleeping and Domestic Abuse, and secondly, Families First Partnership, which is focused on the delivery of children's services.

West Berkshire is not deemed to be an area with high levels of deprivation; the Council is deemed to be in the bottom quartile nationally in relation to deprivation (i.e. scores 143 of 153 for deprivation). Deprivation is defined through a few centrally determined indicators set and reviewed by Central Government (IoD25 comprising seven standalone indexes which are combined and weighted to form the Index of Multiple Deprivation).

Retained Business Rates

Local Authorities can retain a percentage of Business Rates collected locally. Within the Business Rates reset in Fair Funding Reform 2.0, the new allocations are designed to reflect need, i.e. moving away from the traditional model of approximately 50% local retention of rates collected, to a new assessment of need with revised baselines. This move is referred to as the hard Business Rates reset, i.e. the full impact of the baseline reset is felt within the first year of the settlement (financial year 2026/27). The ability of a Local Authority to retain Business Rates is now driven through the Relative Needs Formula (RNF) and direct measures of local Business Rates income. The RNF is heavily weighted towards indicators focused on deprivation.

Council Tax

CSP under Fair Funding Reform 2.0, is heavily focused towards an Authority's ability to generate income locally through its Council Tax base. The settlement (extracted in Figure 1 below), is predicated on the assumption that Council Tax can be raised annually by the 2.99% below referendum threshold, alongside the 2.0% adult social care precept for upper tier authorities, of which West Berkshire is one.

Figure 1: Extract of Core Spending Power (the settlement)

Extract from Core Spending Power Table	2024/25 £millions	2025/26 £millions	2026/27 £millions	2027/28 £millions	2028/29 £millions	Total Funding Growth £millions	
Fair Funding Allocation:	0.0	0.0	41.3	35.7	30.3		
<i>Business Rates</i>	0.0	0.0	13.3	13.6	13.9		
<i>Revenue Support Grant (s)</i>	0.0	0.0	27.0	22.2	16.5		
<i>Better Care Fund</i>	0.0	0.0	1.0	0.0	0.0		
Legacy Funding Assessment:	44.8	45.1	0.0	0.0	0.0		
<i>Business Rates</i>	29.5	29.1	0.0	0.0	0.0		
<i>Grant (s)</i>	14.5	15.0	0.0	0.0	0.0		
<i>Better Care Fund</i>	0.8	1.0	0.0	0.0	0.0		
Council Tax Requirement	124.2	131.6	139.9	148.6	157.9	33.7	
Homelessness/Children's Grants	1.5	2.1	2.8	2.9	2.7		
Grants rolled into Revenue Support Grant	0.9	1.0	0.0	0.0	0.0		
Core Spending Power	171.4	179.8	184.0	187.2	190.9		
Funding Growth Year on Year		8.4	4.2	3.2	3.7	19.5	
Exc Council Tax: Cumulative impact using 2024/25 as annual base:			0.3	-3.5	-9.1	-14.5	-26.8

The 17 December 2025 Settlement

From a settlement perspective, in respect of the totality of funding allocated between financial year 2024/25 (on which the settlement is based), through to financial year 2028/29, the Council will provisionally receive £19.5 million of additional CSP. However, this increase is heavily weighted towards Council Tax rises. The overall CSP (which is base lined against 2024/25 funding) is analysed in the table below:

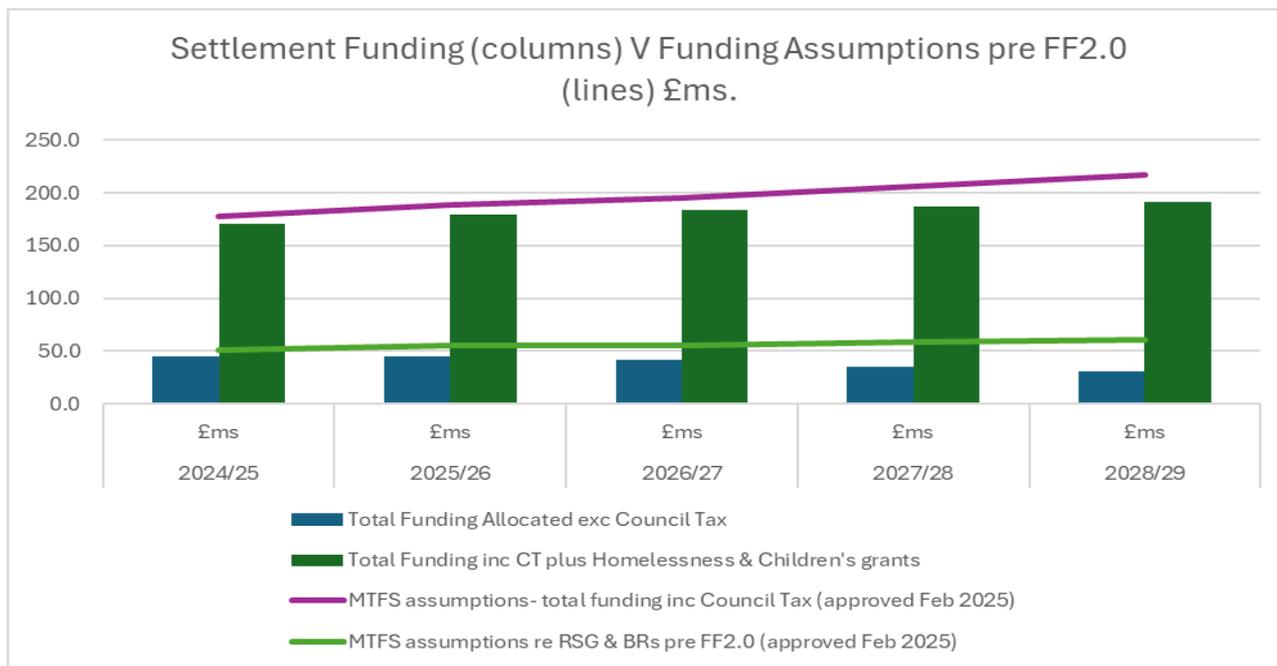
Figure 2: Net Changes in Settlement Funding Streams

Changes in Funding Streams - Annually	2024/25 £ms	2025/26 £ms	2026/27 £ms	2027/28 £ms	2028/29 £ms	cumulative £ms
Assumed Council Tax growth at 4.99% annually		7.4	8.3	8.7	9.3	33.7
Retained Business Rates Growth/ (Reduction)		-0.4	-15.8	0.3	0.3	
Revenue Support Grant Growth/ (Reduction)		0.8	11.0	-5.8	-5.7	
Ringfenced non RSG		0.6	0.7	0.1	-0.2	
Net movement in funding including Council Tax Growth/(Reduction)		8.4	4.2	3.3	3.7	19.6
Net movement in funding excluding Council tax Growth/ (Reduction)		1.0	-4.1	-5.4	-5.6	-14.1

Over the life of the settlement, government funding (inclusive of retained Business Rates), reduces by £14.1 million compared to the 2024/25 baseline. This reduction in funding and retained Business Rates is offset through £33.7 million of assumed Council Tax growth at an annual increase of 4.99% (against the 2024/25 baseline).

Through assumed Council Tax growth, the Council's CSP allocation is increased by over £19 million. Essentially, for CSP growth over the life of the settlement, the Council is increasingly dependent on Council Tax rises. Council Tax growth, instead of being additional income alongside Central Government funding, is essentially replacing government funding and reset Business Rates growth, resulting in lower overall levels of available funding (CSP) against thresholds projected prior to the introduction of the Fair Funding reforms. Figure 4 has been presented for illustrative purposes.

Figure 3: Comparison of post-Fair Funding Revenue Stream compared to February 2025 approved MTFS



The settlement reflects an increase in CSP of over £19 million compared to the 2024/25 baseline. However, this increase is only achievable by committing the Council to increasing Council Tax by the maximum annual increase of 4.99%. Without the application of Council Tax increases, CSP would (based on the settlement), be reduced over the term of the settlement, effectively removing an element of local discretion regarding Council Tax setting.

Furthermore, the main driver of CSP is the Council’s ability to generate income locally from its Council Tax base. As part of the preparation of the Medium-Term Financial Strategy (MTFS) 2026/27 – 2029/30, the Council’s tax base and the assumptions underpinning forecast growth have been reviewed. The settlement in contrast has utilised data from previously submitted statutory returns, resulting in a discrepancy between assumed Council Tax receipts achievable. The reset of the Council’s tax base and financial impacts is detailed in Appendix C.

Appendix B

Council Tax Base Reset

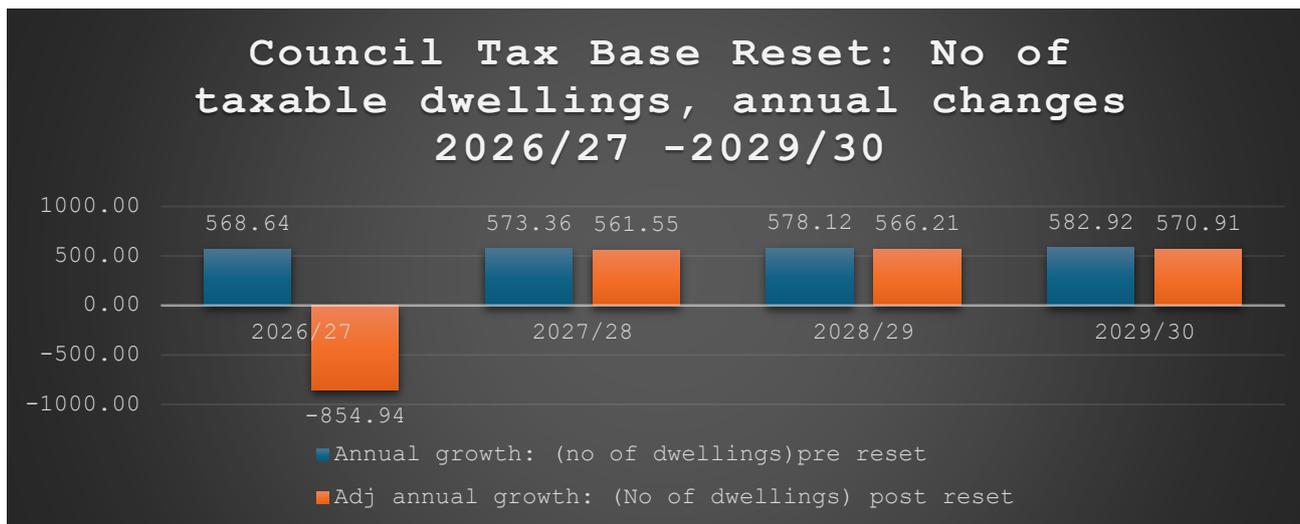
The Council Tax base is the number of Band D equivalent properties in a Local Authority area, calculated by adjusting the actual number of dwellings for discounts, exemptions, and premiums, before converting all properties (Bands A-H), into a single Band D figure. The tax base is a key metric in determining local revenue streams.

The Council’s tax base has been under review as part of budget setting. Growth in the tax base has been identified as being considerably below previous forecasts. The current level of actual dwelling across the district when adjusted for collection purposes creates the need for a significant reduction in forecast for financial year 2026/27, reducing future growth of the tax base in subsequent financial years in the MTFS. The Council’s collection rate, historically set at +99%, has been adjusted to 98.60%. The number of taxable dwelling has been reduced by 854.

The reduction in growth compared to projections is largely attributable to the wider economic environment, with the building of anticipated developments slowing in a prolonged period of high interest rates. The cost-of-living crisis has also resulted in the number of households seeking support and reliefs to grow during the reporting period.

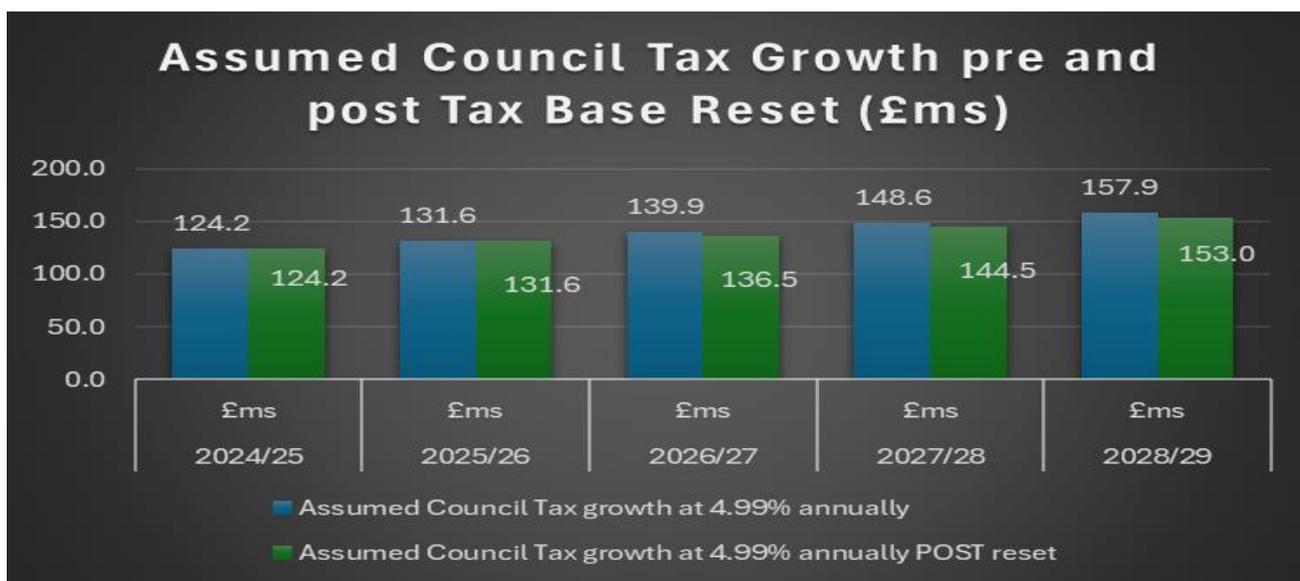
The required adjustment to the tax base and impacts on the revenue stream are detailed below:

Tax Base	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council Tax Increase %	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%
ASC Precept Increase %	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Tax Base	67867.50	68511.33	69079.97	69653.34	70231.46	70814.38
Collection Rate	99.75%	99.50%	99.00%	99.00%	99.00%	99.00%
MTFS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council Tax Increase %	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%
ASC Precept Increase %	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Tax Base	67867.50	68511.33	67656.39	68217.94	68784.15	69355.06
Collection Rate	99.75%	99.50%	98.60%	98.60%	98.60%	98.60%
Reduction in revenue stream			2,871,779.51	3,040,106.48	3,218,299.80	3,406,937.77
Cumulative reduction in revenue stream						12,537,123.56



The tax base is a key component of the Council’s Core Spending Power. The adjustment in the base effectively reduces the assumed increase in Core Spending Power in relation to the recent settlement from £19.6 million to £14.7 million:

Changes in Funding Streams - Annually	2024/25	2025/26	2026/27	2027/28	2028/29	cumulative
	£ms	£ms	£ms	£ms	£ms	£ms
Assumed Council Tax growth at 4.99% annually	124.2	131.6	139.9	148.6	157.9	
Assumed Council Tax growth at 4.99% annually		7.4	8.3	8.7	9.3	33.7
Assumed Council Tax growth at 4.99% annually POST reset	124.2	131.6	136.5	144.5	153.0	
Assumed Council Tax growth at 4.99% annually POST reset		7.4	4.9	8.0	8.5	28.8
Retained Business Rates: Growth / (Reduction)		-0.4	-15.8	0.3	0.3	
Revenue Support Grant: Growth / (Reduction)		0.8	11.0	-5.8	-5.7	
Ringfenced non RSG: Growth/(Reduction)		0.6	0.7	0.1	-0.2	
Net movement in funding including Council Tax Growth/(Reduction) Pre Tax Base Reset		8.4	4.2	3.3	3.7	19.6
Net movement in funding including Council Tax Growth/(Reduction) POST Tax Base Reset		8.4	0.8	2.6	2.9	14.7
Net movement in funding excluding Council tax Growth / (Reduction)		1.0	-4.1	-5.4	-5.6	-14.1



Appendix C

Medium-Term Financial Strategy (MTFS) Financial Years 2026/27- 2029/30: Expenditure Assumptions

Expenditure Statement	2026/27	2027/28	2028/29	2029/30
	£ms	£ms	£ms	£ms
Base Budget:	184.17	210.93	221.03	228.84
Base Budget Growth	9.53	10.03	10.33	10.63
Budget Realignment	4.25	0.00	0.00	0.00
Investment in Services	0.42	4.52	0.22	0.22
Capital Financing Requirement	2.04	3.87	4.50	4.40
Modelled Social Care Commissioning Pressures	14.99	8.21	8.17	8.00
Social Care Commissioning Savings Identified	-3.32	-1.53	-0.40	-0.40
Non Commissioning Savings identified	-1.16	-1.10	-1.12	-1.14
Savings to be identified	0.00	-13.90	-13.88	-13.86
Net Revenue Budget Requirement	210.93	221.03	228.84	236.70

Budget Commentary:

Item	Commentary
Base Budget: Pay inflation	<p>Annual pay award assumption - 3.5%</p> <p>Additional incremental pay increases, added employer pension costs.</p> <p>Secondary pension contributions as prescribed by the Royal Berkshire Pension Fund.</p>
Base Budget: Contract inflation and non-pay inflation	<p>Actual contractual price increases pertaining to contracts for supplies and services.</p> <p>Key contract: Waste Private Finance Initiative (PFI) arrangement.</p> <p>Inflationary uplifts on energy, other utilities, and rates.</p>
Budget Realignment	<p>Whereby the budget is adjusted for a loss of income (e.g. disposal of an income generating property, change in charging legislation), or removal of historic efficiency targets, or removal of unmet savings whereby market factors have prevented realisation of the saving (e.g. disposal of care homes).</p> <p>Specific details of budget realignment are included in the Revenue Budget Setting Report: Financial Year 2026/27.</p>

Medium-Term Financial Strategy: Financial Years 2026-2030

Modelled budget growth	<p>Increases to demand-led social care services through estimated increases in client numbers and/or complexity</p> <p>Significant increases for adult social care, children's social care and 'transition' costs of young people moving into adult social care. The National Insurance and national living wage increases faced by social care providers will be a budgetary pressure.</p>
Investment in Council Strategy priorities	Funding investment to deliver the Council Strategy
Increase in capital financing costs	<p>The revenue funding for additional borrowing and MRP costs that support the delivery of the Capital Strategy and EFS.</p> <p>Values derived through the Council's liability benchmark and commissioned external treasury advice on predicted future interest rates</p>
Savings and income proposals identified	Items that reduce in cost via the themes identified.
Savings and income gap in future years	This is the sum that the organisation is required to find in future years to balance expenditure against forecast funds available.

Social Care Commissioning (Adults and Children):

Significant growth in investment into the commissioning budgets is a driver of the net revenue budget requirement. The unit costs associated with provision have seen significant inflationary increases. Unit cost rises are driven by the increases in the complexity of care needs alongside market forces (including national living wage increases), driving up costs. In financial year 2025/26, the total annual cost of care packages for the top twenty-five packages amounted to £13.1 million, compared to £4.9 million in 2019/20. £33.7 million net investment is projected to be required as an injection to the net revenue budget to support commissioned social care services during the life of the MTFs.

Capital Financing

The Council's revenue capital financing requirement, i.e. revenue budget to finance capital expenditure, is projected to increase by £14.8 million over the term of the MTFs. The financing requirement is being driven by the funding of historic capital programme projects, planned capital programme needs and the financing of the projected revenue funding gap (to be addressed via EFS requirements):

Appendix D

Medium-Term Financial Strategy (MTFS) Financial Years 2026/27 - 2029/30

Funding Statement	2025/26	2026/27	2027/28	2028/29	2029/30
	£ms	£ms	£ms	£ms	£ms
<i>Government Assumed Council Tax (Core Spending Power)</i>		139.87	148.61	157.89	
<i>Council Tax Increase</i>	2.99%	2.99%	2.99%	2.99%	2.99%
<i>Adult Social Care Precept</i>	2.00%	2.00%	2.00%	2.00%	2.00%
Council Tax	109.59	110.99	115.26	119.70	124.31
Adult Social Care Precept	22.05	25.29	29.04	33.10	37.48
Collection Fund Deficit on Council Tax	-0.99	-2.81	-2.50	-2.50	-2.50
Net Council Tax Funding Stream	130.65	133.48	141.80	150.30	159.29
Retained Business Rates	30.57	13.27	13.58	13.85	14.05
Collection Fund Deficit on Business Rates	-4.60	-0.48	-0.40	-0.40	-0.40
Net Retained Business Rates	25.97	12.79	13.18	13.45	13.65
Revenue Support Grant	16.24	27.04	22.17	16.48	16.28
Homelessness & Domestic Abuse Grant Funding Streams	0.32	1.43	1.47	1.51	1.71
Families First Grant Funding Stream	0.33	1.42	1.42	1.21	1.07
Homelessness & Domestic Abuse Grant Funding Streams (Ringfenced Expenditure)		-1.43	-1.47	-1.51	-1.71
Families First Grant Funding Stream (Ringfenced Expenditure)		-1.42	-1.42	-1.21	-1.07
Extended Producer Responsibility Grant	4.66	4.60	2.30	2.30	2.30
Net Un Ringfenced Revenue Support Grant	21.55	31.64	24.47	18.78	18.58
Total Funds Available	178.17	177.90	179.45	182.53	191.52
Base Budget:	167.15	184.17	210.93	221.03	228.84
Base Budget Growth	8.23	9.53	10.03	10.33	10.63
Budget Realignment	0.90	4.25	0.00	0.00	0.00
Investment in Services	3.97	0.42	4.52	0.22	0.22
Capital Financing Requirement	3.30	2.04	3.87	4.50	4.40
Modelled Social Care Commissioning Pressures	8.07	14.99	8.21	8.17	8.00
Social Care Commissioning Savings Identified	-1.80	-3.32	-1.53	-0.40	-0.40
Non Commissioning Savings Identified	-6.38	-1.16	-1.10	-1.12	-1.14
Savings to be identified		0.00	-13.90	-13.88	-13.86
Net Revenue Budget Requirement	183.44	210.93	221.03	228.84	236.70
Funding Gap	5.27	33.02	41.58	46.32	45.18
Funding gap supported by use of reserves	2.27	3.02	1.58	1.32	0.18
Funding gap supported by Exceptional Financial Support	3.00	30.00	40.00	45.00	45.00
Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Opening Balances as at 1.4.xx annually	10.60	15.83	12.81	11.23	9.91
In year anticipated utilisation - planned in budget setting	-2.27				
Provision for any in year overspends and outturn adjustments	-12.50	-33.02	-41.58	-46.32	-45.18
Allocation of requested Exceptional Financial Support to balance budget	20.00	30.00	40.00	45.00	45.00
Allocation of requested Exceptional Financial Support to maintain General Fund				1.54	2.10
Projected Closing General Fund Balance	15.83	12.81	11.23	11.45	11.83
151 Recommend General Fund minimum level	9.20	10.55	11.05	11.44	11.83
Cumulative Exceptional Financial Support to balance budget and maintain General Fund	20.00	30.00	40.00	47.00	48.00

Assumptions:

Central Government funding inclusive of grants and retained Business Rates is detailed in Appendix A.

Medium-Term Financial Strategy: Financial Years 2026-2030

The net revenue stream derived from the Council Tax base with an assumed annual increase of 4.99% (2.99% pre referendum limit plus 2.0% adult social care precept) is detailed in Appendix A.

The Collection Fund deficit reflected for 2026/27 is based on submitted statutory returns. An assumption is made that it remains probable that deficits will be incurred year on year throughout the MTFS, requiring provision to be made against the net revenue streams for both Council Tax and retained Business Rates. The Collection Fund deficit is reflective of the wider economic environment. The position in the MTFS is the worst case scenario, it is anticipated that, as part of each annual review process the deficit will taper down, over the life of the MTFS. For prudence, the Collection Fund deficit has been maintained at £2.5 million annually. The Councils collection rate has been adjusted down to 98.6% (details in appendix B), for prudence, the Collection Fund deficit has been maintained at £2.5 million annually in years 2027/28 -2029/30.

Funds available is the total funding to support the net revenue budget. The MTFS is forecasting a significant shortfall between funds available and the net revenue budget requirement. The 2026/27 revenue budget has been finalised with £4.48 million of agreed savings. The MTFS for future years has been set with a £15 million savings requirement.

The base budget growth is reflective of the 2026/27 rebased budget position. The base budget will be reviewed annually as part of the budget setting process to assess if the level of growth reverts back to that seen in prior financial years.

The gap between available funds and projected net revenue expenditure over the life of the MTFS is £166.1 million which is proposed to be funded through a utilisation of reserves (£7.1 million) and EFS of £160 million encompassing the four financial years to 2029/30.

Appendix E

Medium-Term Financial Strategy (MTFS) Financial Years 2026/27 - 2029/30: Statement of Reserves

The Council's Statement of Accounts is produced at each financial year-end and details 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 housed to support the accounting processes for certain non-current assets and liabilities such as retirement benefits. Unusable reserves cannot be used to provide Council services. Usable reserves are those reserves that a Council may use to fund 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 that 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 that the Council is operating in.

Councils generally hold usable reserves for several reasons:

- To use later to support investment projects
- To temporarily hold unused portions of grants that can be legally used in future
- To insure 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 Rates appeals, increased demand, and the impact of social care reform

The Council's usable reserves are as follows:

- General Fund reserve: held for non-specific items and risks
- Earmarked Reserves: amounts held for specific schemes and purposes e.g. self-insurance

Forecast Reserves Position

General Fund reserve: The purpose of the General Fund reserve is to provide an available balance to be used in emergencies and to protect taxpayers from any steep rises in future Council Tax if the Council overspends against its budget. The Section 151 Officer's recommended reserve level is a minimum of 5% of the Council's planned net revenue expenditure in respect of each financial year. The forecast General Fund position over the life of the MTFs is as follows:

Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Opening Balances as at 1.4.xx annually	10.60	15.83	12.81	11.23	9.91
In year anticipated utilisation - planned in budget setting	-2.27				
Provision for any in year overspends and outturn adjustments	-12.50	-33.02	-41.58	-46.32	-45.18
Allocation of requested Exceptional Financial Support to balance budget	20.00	30.00	40.00	45.00	45.00
Allocation of requested Exceptional Financial Support to maintain General Fund				1.54	2.10
Projected Closing General Fund Balance	15.83	12.81	11.23	11.45	11.83
151 Recommend General Fund minimum level	9.20	10.55	11.05	11.44	11.83
Cumulative Exceptional Financial Support to balance budget and maintain General Fund	20.00	30.00	40.00	47.00	48.00

The MTFs assumes that savings targets will be achieved annually and that EFS will continue to be required to balance the funding gap and maintain the minimum recommended General Fund balance.

Other Key Earmarked Revenue Reserves:

Schools' reserves: This is an amalgamation of unspent and overspent balances relating to the revenue budgets of individual schools. There is a trend of diminishing surplus balances and increasing deficits emerging between financial years. There is a risk that if the level of deficits outweighs the level of surplus balances, the excess deficits will become chargeable to the Council's General Fund. Under accounting regulations, reserves are not permitted to become negative, apart from those reserves covered by statutory overrides. The MTFs does not currently make provision for excess school deficit balances becoming chargeable against the General Fund. Enhanced school data collection and budget monitoring is currently under implementation with a view to quantifying a more precise assessment of the level of risk to the General Fund. (Draft reserve balances as at 31st March.2025 £7.7 million).

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. (Draft reserve balance as at 31.3.2025 £0.9million).

Public Health Reserve: This is a reserve specifically for unspent Public Health monies which are ringfenced and cannot be applied to General Fund expenditure. (Draft reserve balance as at 31.3.2025 £1.12million).

Medium-Term Financial Strategy: Financial Years 2026-2030

Note: All reserve balances remain draft until the external audit opinion on the accounts is issued. At the time of writing this report the 2024/25 accounts were under audit by the Council's appointed external auditor KPMG.

Treasury Management: Investment and Borrowing Strategy

Committee considering report:	Council
Date of Committee:	26 February 2026
Portfolio Member:	Councillor Iain Cottingham
Report Author:	Christopher Dagnall/Shail Vitish
Forward Plan Ref:	C4679

1. Purpose of the Report

- 1.1. The report seeks to consolidate the investment and borrowing strategy for the year ahead by detailing how and where the Council will invest and borrow in the forthcoming year, within a particular framework. This strategy is monitored throughout the year, with a mid-year report going to the Governance Committee as well as an annual report being presented to Members.
- 1.2. The report also has a statutory footing under the Local Government Act 2003. The Council must have an approved (by Full Council) Investments and Borrowings Strategy (or similar) for the forthcoming financial year. The Council is also required to comply with other regulatory requirements as highlighted in this report, for example to be a professional investor the Council must have £10 million of liquid investment funds on average during the financial year; the Council must also detail its compliance with the relevant Treasury Management indicators (as highlighted in this report).

2. Recommendation

- 2.1. It is recommended that Council approve and adopt the proposed Investments and Borrowings Strategy for 2026/27.

3. Implications and Impact Assessment

Implication	Commentary
Financial:	Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has and intends to borrow and invest 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 Council's prudent financial management.			
Human Resource:	Not applicable.			
Legal:	Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance (CIPFA) and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy prior to the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code. The annual strategy is supported by a mid-term treasury report and outturn report which are reviewed by the Governance Committee. In-year quarterly review of the Council's liability benchmark is included within the consolidated quarterly financial performance report reviewed by Executive.			
Risk Management:	The Council is 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 Council's prudent financial management.			
Property:	The Property Investment Strategy approved by Council in February 2024 indicated a gradual disinvestment of the commercial property portfolio over a period of time. Any proposed disposal would be subject to Executive approval.			
Policy:	The Investment and Borrowing Strategy is closely related to the Capital Strategy, as it governs the criteria for borrowing to fund capital spending.			
	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 Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:		X		
Core Business:		X		
Data Impact:		X		
Consultation and Engagement:	Shannon Coleman Slaughter (Director of Finance, Property & Procurement - S151 Officer) Corporate Board			

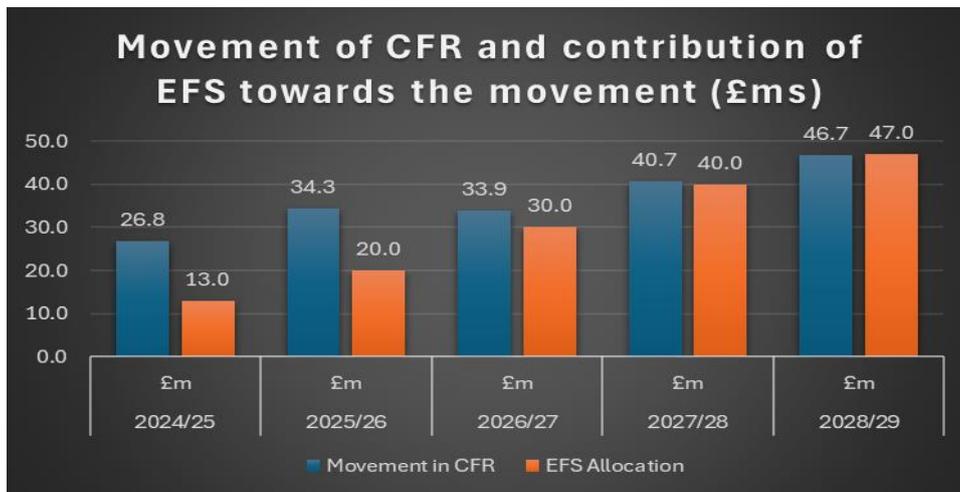
4. Executive Summary

4.1. The Investment and Borrowing Strategy is the Council's treasury management strategy and fulfils the Council's legal obligation to have an annual treasury management strategy. CIPFA published the revised Codes on 20th December 2021 and stated that revisions will be included in the reporting framework starting from the 2023/2024 financial year onwards. The Council, therefore, must have regard to these Codes of

Treasury Management Strategy

Practice when it prepares its Treasury Management Strategy Statement and Annual Investment Strategy, both strategies are combined within the Investment and Borrowing Strategy.

- 4.2. The contribution that the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue commitments or for larger capital projects. The Council’s treasury operations will identify a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and associated balances, it is of paramount importance that adequate security of the sums invested is ensured, as any losses of such sums will in effect result in decreases within the General Fund balance.
- 4.3. This strategy sets out the Investment & Borrowing Strategies for financial year 2026/27 and the supporting Prudential Indicators demonstrate the forecast impacts over the medium term . Key impacts to be considered when approving the Medium Term Financial Strategy (MTFS), Capital Strategy and Revenue Budget are as follows:
- 4.4. The Capital Financing Requirement (CFR) which is the Authority’s underlying need to borrow is being primarily driven by Exceptional Financial Support (EFS) from financial year 2026/27. The summary figure below shows the split of the change in CFR annually between financing the capital programme and financing EFS:



- 4.5. The capital programme has been significantly reduced in future years due to the constraints on funding, generated by revenue pressures and an increasing requirement for seek EFS. The graph above, demonstrates the increasing utilisation of capital financing and the Council’s CFR driven by EFS, as opposed to expenditure on capital in future financial years. Based on current projections in the MTFS, and the EFS requirement to support the reserves and net revenue budget in 2026/27, the Liability Benchmark will exceed the CFR in financial year 2027/28. This effectively means the internal investable resources (reserves, cash balances), have been fully depleted from an internal financing perspective and the Authority is fully exposed to interest rate risk, detailed in table below:

Comparison of CFRs and Liability Benchmark	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Closing CFR	319.7	354.0	387.9	428.6	475.3
Loans CFR	310.3	345.6	380.5	422.3	470.3
Liability Benchmark	259.9	309.3	369.1	435.4	490.0

- 4.6. The Council adopts the ratio of financing costs as a percentage of net revenue stream as part of the Treasury Management Strategy (treasury indicators detailed in appendix A). The historically adopted fiscal rule is that capital financing should not exceed 10% of net revenue stream, this indicator is compiled within 2026/27, see indicator below:

Ratio of Financing Costs to Net Revenue Stream	2025/26	2026/27	2027/28	2028/29	2029/30
	Estimate	Forecast	Forecast	Forecast	Forecast
	£millions	£millions	£millions	£millions	£millions
Capital Financing Budgeted Costs	15.6	18.15	22.02	26.52	30.92
Net Revenue Stream	183.76	181.19	182.35	185.43	194.42
Ratio	8.5%	10.0%	12.1%	14.3%	15.9%
Adopted maximum ratio	10.0%	10.0%	10.0%	10.0%	10.0%

- 4.7. The adopted ratio above, although compliant in 2026/27, is exceeded in 2027/28.
- 4.8. In conclusion, the Council, based on the proposed capital programme and net revenue budget, will remain compliant with treasury indicators in 2026/27. The financing ratio, alongside the liability benchmark demonstrates a level of financial distress, with treasury indicators highlighting financing requirements in financial years, subsequent to 2026/27, being heavily influenced by EFS requests as opposed to purely financing historic and proposed capital programmes.

5. Supporting Information

- 5.1. CIPFA defines treasury management as:

“The management of the local authority’s borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

- 5.2. **The revised Treasury Management Code requires all investments and investment income to be attributed to one of the following three purposes: -**

- Treasury Management** - arising from the organisation’s cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.
- Service delivery** - investments held primarily and directly for the delivery of public services including housing, regeneration, and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is “either related to the financial viability of the project in question or otherwise incidental to the primary purpose”.

- c) **Commercial return** - investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

5.3. The revised Treasury Management Code requires the following key activities: -

- a) **Adopt a liability benchmark treasury indicator** to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of 10 years, with material differences between the liability benchmark and actual loans to be explained.
- b) **Long-term treasury investments** (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case.
- c) **Pooled funds** are to be included in the indicator for principal sums maturing in years beyond the initial budget year.
- d) **Reporting to members is to be done quarterly.** The Council currently produces a formal outturn and mid-term treasury reports which are delegated by Full Council to the Governance Committee for review. Additional in year/quarterly reporting is incorporated into the consolidated quarterly financial performance report which is presented to Executive.

5.4. The main requirements of the Prudential Code relating to service and commercial investments are: -

- a) The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed within budgets or reserves without unmanageable detriment to local services.
- b) An authority must not borrow to invest for the primary purpose of commercial return.
- c) It is not prudent for local authorities to make any investment or spending decisions that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose.
- d) An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt. A supporting prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream.

5.5. An authority's Capital Strategy or Annual Investment Strategy should include: -

- a) The authority's approach to investments for service or commercial purposes (together referred to as non-treasury investments), including defining the authority's objectives, risk appetite and risk management in respect of these investments, and processes ensuring effective due diligence.

- b) An assessment of affordability, prudence and proportionality in respect of the authority's overall financial capacity (i.e., whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services).
- c) Details of financial and other risks of undertaking investments for service or commercial purposes and how these are managed.
- d) Limits on total investments for service purposes and for commercial purposes respectively (consistent with any limits required by other statutory guidance on investments).

6. Treasury Management Strategy For 2026/27

6.1. The strategy for 2026/27 covers two main areas:

a) **Training and Internal Governance**

b) **Capital issues:** -

- The capital expenditure plans and the associated prudential indicators
- The MRP policy

c) **Treasury management issues:** -

- The current treasury position
- Treasury indicators which limit the treasury risk and activities of the Authority and prospects for interest rates
- The borrowing strategy
- Policy on borrowing in advance of need
- Debt rescheduling
- The investment strategy
- Creditworthiness policy; and
- The policy on use of external service providers

6.2. The elements above cover the requirements of the Local Government Act 2003, Ministry of Housing, Communities and Local Government (MHCLG) Investment Guidance, MHCLG MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

Training and Internal Governance

6.3. The Code states that there is an expectation that "all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making." The treasury management activity of the organisation is overseen by the Treasury Management Group which consists of the treasury team, Section 151 officer and portfolio holder for finance, all of whom are qualified and experienced accountants.

6.4. The Authority uses external treasury management advisors. The Authority recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of

external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

- 6.5. The Authority has numerous investment properties and operates a commercial property portfolio. External advisors are used by the Authority to support any decisions regarding retaining or disposing of commercial property investments.

The Capital Prudential Indicators 2026/27 to 2028/29

Capital Expenditure and Financing

- 6.6. This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The capital plans below are the total expenditure forecasts inclusive of externally financed expenditure (e.g. utilisation of government grants, Community Infrastructure Levy and section 106).

Capital expenditure	Actual	Estimate	Strategy	Strategy	Strategy
	2024/25	2025/26	2026/27	2027/28	2028/29
Service	£m	£m	£m	£m	£m
Adult Social Care	1.36	3.10	0.90	0.90	0.90
Children's Social Care	0.05	0.00	0.00	0.00	0.00
Education & SEND	4.79	8.90	11.00	11.70	15.20
Development and Housing	7.09	3.90	2.90	1.70	1.70
Community Services	3.43	3.50	2.50	2.00	0.60
Environment	19.68	26.80	24.40	18.50	17.10
Finance, Property & Procurement	1.09	2.00	3.00	2.60	2.30
Strategy, ICT & Governance	3.56	2.60	1.50	1.50	1.30
Total	41.05	50.80	46.20	38.90	39.10

- 6.7. **Other long-term liabilities** - the above financing need excludes other long-term liabilities, such as PFI and leasing arrangements that already include borrowing instruments.
- 6.8. The table below summarises how the above capital expenditure plans are being financed by capital or revenue resources. Any shortfall of resources results in a net financing need that will be met with borrowing:

Financing of Capital Expenditure	Actual	Estimate	Strategy	Strategy	Strategy
	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Total Capital Expenditure	41.10	50.80	46.20	38.90	39.10
Funded by:					
Capital receipts	0.00	0.00	0.00	0.00	0.00
Capital grants	17.80	22.70	27.40	26.10	21.80
Section 106	1.80	1.30	2.30	0.30	3.10
Community Infrastructure Levy	2.80	4.20	6.10	3.90	4.70
Capital Reserves	1.00	3.00			
Net financing need for the year	17.70	19.60	10.40	8.60	9.50

- 6.9. Currently the MTFs and Capital Strategy make no provision for the allocation of capital receipts to fund capital expenditure. An assets review with a view to finalising an asset

disposal plan is under implementation as part of the Council's Financial Improvement Plan (FIP), adopted by Executive in November 2025. It is anticipated that any capital receipts arising from asset disposals will be viewed and applied through a cost benefit analysis between applying to capital as opposed to debt funding capital expenditure, or applying to fund transformation activity.

The Authority's Borrowing Need (the Capital Financing Requirement)

6.10. The second prudential indicator is the Authority's CFR. The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Authority's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. The CFR does not increase indefinitely, as the annual Minimum Revenue Provision (MRP) reduces the CFR. The annual MRP is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life and so charges the economic consumption of capital assets as they are used.

6.11. The CFR includes any other long-term liabilities (e.g. PFI schemes, leases). Whilst these increase the CFR, and therefore the Authority's borrowing requirement, these types of schemes include a borrowing facility by the PFI, lease provider and so the Authority is not required to separately borrow for these schemes.

Capital Financing Requirement	Actual	Estimate	Strategy	Strategy	Strategy
	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Opening CFR	292.9	319.7	354.0	387.9	428.6
Movement in CFR	26.8	34.3	33.9	40.7	46.7
Closing CFR	319.7	354.0	387.9	428.6	475.3
Movement in CFR represented by:					
Net financing need for the year	17.7	19.6	10.4	8.6	9.5
Exceptional Financial Support	13.0	20.0	30.0	40.0	47.0
Assets acquired under IFRS16 Lease	0.6	0.0	0.0	0.0	0.0
Less MRP	4.5	5.3	6.5	7.9	9.8
Movement in CFR	26.8	34.3	33.9	40.7	46.7

6.12. It should be noted that the Authority's CFR is not purely being driven by the planned capital programme, but also through capitalisation of revenue overspends (EFS). The above table shows that by the end of the MTFS, 100% of the movement in CFR will be driven by EFS.

EFS as a percentage of CFR movement	2024/25	2025/26	2026/27	2027/28	2028/29	Cumulative
	£m	£m	£m	£m	£m	£m
Movement in CFR	26.8	34.3	33.9	40.7	46.7	182.4
EFS Allocation	13.0	20.0	30.0	40.0	47.0	150.0
EFS as a percentage of CFR movement	48.5%	58.3%	88.5%	98.3%	100.6%	82.2%

Liability Benchmark

6.13. An alternative method of reviewing financing is the Liability Benchmark. The Authority is required to estimate and measure the Liability Benchmark (LB) for the forthcoming

Treasury Management Strategy

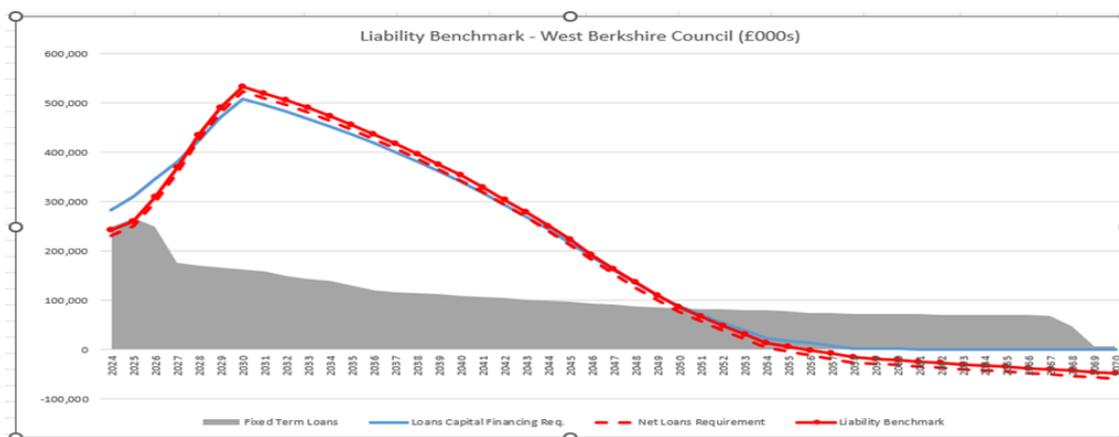
financial year and the following two financial years, as a minimum. There are **four components** to the LB: -

- a) **Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years.
- b) **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP. Loans CFR is defined as the projected loan debt based on approved borrowing, planned borrowing and MRP.
- c) **Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
- d) **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

Liability Benchmark	Actual	Estimate	Strategy	Strategy	Strategy
	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Existing loan debt outstanding	267.24	249.73	175.51	171.23	166.94
Loans CFR	310.27	345.55	380.49	422.28	470.29
Less: Balance Sheet resources	-60.33	-46.23	-21.37	3.09	9.67
Net Loans Requirement	249.94	299.32	359.12	425.37	479.96
Plus: Short-term liquidity allowance	10.00	10.00	10.00	10.00	10.00
Liability Benchmark	259.94	309.32	369.12	435.37	489.96

6.14. The graph below shows the liability benchmark over the full debt maturity profile for the Authority. Any years where actual fixed term loans are lower than the liability benchmark indicate a future borrowing requirement. Any years where actual fixed term loans exceed the liability benchmark represent an overborrowed position, which will result in excess cash requiring investment. Excess cash holdings generate a return for the Authority, however, as the Authority is deemed a long term borrower (categorisation under the Prudential Code – i.e. Authority is required to borrow to fund capital and day to day expenditure), there is a cost of carry associated with a returns on excess holdings.

The Liability Benchmark Graph



6.15. The Prudential Code stipulates that over the medium term, net external borrowing should not exceed the CFR, ensuring that the Authority is not over borrowed. The Loans CFR does not exceed the CFR over the medium term (see table below) however, the Liability Benchmark exceeds the loans CFR and the main CFR in 2027/28.

Comparison of CFRs and Liability Benchmark	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Closing CFR	319.7	354.0	387.9	428.6	475.3
Loans CFR	310.3	345.6	380.5	422.3	470.3
Liability Benchmark	259.9	309.3	369.1	435.4	490.0

6.16. In the context of the Prudential Code, it is rare for the Liability Benchmark to exceed the Loans CFR as the Loans CFR represents the theoretical maximum level of borrowing permitted. When this occurs, it indicates negative investable resources (i.e. CFR minus investable resources like reserves and cash balances). The Liability benchmark includes a £10million liquidity buffer, this combined with low reserves will drive the benchmark above the main CFR. If the benchmark is higher than external loans (loans CFR), it signals an immediate need to take on long term borrowing to fund capital and liquidity, as essentially the Authority has depleted all internal resources and is fully exposed to interest rate and refinancing risks for the full CFR.

Core Funds and Expected Investment Balances (Investable Resources)

6.17. The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances:

*Note: Working capital balances may vary during the financial year

Year End Resources	Actual	Estimate	Strategy	Strategy	Strategy
	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
General Fund	10.60	15.83	12.17	8.02	0.52
Earmarked Reserves - Schools	7.77	7.77	7.77	7.77	7.77
Earmarked Reserves - Other	3.37	3.37	3.37	3.37	3.37
Capital Receipts Reserve	4.45	1.75	1.75	1.79	1.84
Capital Grants Unapplied Account	15.53	15.53	15.53	15.92	16.32
Total useable reserves	41.72	44.25	40.59	36.87	29.81
Working capital*	18.62	1.98	-19.22	-39.96	-39.48
(Under)/over borrowing	-43.03	-95.82	-204.98	-255.06	-314.23
Expected investments	17.31	-49.59	-183.61	-258.14	-323.90

*Working capital balances shown are estimated year-end; these may be higher mid-year

6.18. The above table demonstrates that the Authority's investable resources are being depleted over the life of the MTFs, with usable reserves (even after application of EFS), are reducing, driving an increasing borrowing need. Working capital from a balance Sheet perspective refers to current assets minus current liabilities, positive working capital indicates growth, negative working capital indicates liquidity issues. From 2025/26 the Authority moves to a negative working capital position, this is primarily driven by increasing current liabilities relating to borrowing, and revenue pressures alongside the increasing High Needs Block deficit.

7. Minimum Revenue Provision (MRP) Policy Statement

7.1. This document summarises the Authority's proposed approach to the calculation of MRP.

7.2. Where the Authority finances capital expenditure by debt, it must set aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as MRP. The Local Government Act 2003 requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) in determining a prudent annual provision of MRP.

7.3. The broad intention of the MHCLG Guidance is to ensure that capital expenditure is financed during a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant. However, as the Council is in receipt of exceptional financial support, (whereby capital accounting rules are suspended with central government approval to allow for revenue overspends to be capitalised), MRP is also applied to exceptional financial support itself. The parameters whereby MRP is charged to the revenue accounts is as follows:

7.4. For capital expenditure incurred prior to 1st April 2008, the Council will apply the asset life method for MRP using an annuity calculation. The charge will be determined using a fixed annuity rate of 4.91%, equal to the relevant 1st April PWLB annuity certainty rate in the applicable financial year for the residual thirty-five -year asset life established at that point.

- 7.5. For capital expenditure incurred after 1st April 2008 to 31st March 2023, MRP will be determined using a single annuity calculation for all outstanding historic unfinanced capital expenditure as at 31st March in the relevant financial year. This calculation combines each historic year on a weighted average life basis.
- 7.6. From 1st April 2024 for all unsupported borrowing the MRP policy will be the asset life method (annuity). Regulation 27(3) allows a local authority to charge MRP in the financial year following the one in which capital expenditure finance by debt was incurred.
- 7.7. Capital expenditure financed by borrowing in 2025/26 will not be subject to an MRP charge until 2026/27, or in the financial year following the one which the asset first becomes available for use. Where the Council incurs unfinanced capital expenditure on assets which remain under construction by 31st March of the financial year in question, the Council may opt to apply £nil MRP to such items until the financial year following the year in which the assets are brought into use.
- 7.8. The Authority will apply the asset life method (annuity) for any expenditure capitalised under a Capitalisation Direction, for example, when Exceptional Financial Support has been awarded. When a Capitalisation Direction is issued, the period during which MRP is required is dictated by MHCLG.
- 7.9. The MHCLG Guidance permits any charges made above the statutory MRP, i.e. voluntary revenue provision or overpayments, to be reclaimed in later financial years if deemed necessary or prudent. For these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. The value of overpayments in financial year 2025/2026 is £nil.

Leases/PFI

- 7.10. The Authority recognised a £26 million Private Finance Initiative (PFI) waste management facility in 2011/12. The assets remain with the Council after the PFI contract has ended so they will have a longer useful life than the twenty-one years on the contract. The asset life has been estimated as forty years. The Authority will apply the asset life method (annuity) for the PFI contract.
- 7.11. The Authority has recognised the assets as part of the IFRS sixteen Leases financial accounting standard changes to remove the distinction between finance and operating leases. Lease liabilities have been recognised from the commencement date of the lease and expressed as the present value of any lease payments not paid to date. These payments are discounted using the interest rate implicit in the lease or the council's incremental borrowing rate. Lease payments are split between an amount to pay off the lease liability (a principal repayment to reduce the outstanding debt in the Council's Balance Sheet) and finance charges (interest on the lease liability charged as a revenue expense). Following the implementation of IFRS 16, the Capital Financing Requirement has increased by £548k.

Investment Property

- 7.12. The Authority has historically purchased investment properties which have increased the CFR. This expenditure occurred prior to 31st March 2023 and as such the MRP on

this expenditure has been included within the single annuity calculation for all unfinanced capital expenditure prior to 31st March 2023.

Capital Loans

7.13. For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal sums, the Authority will reflect no MRP element but will instead apply the capital receipts arising from principal repayments to reduce the overall Capital Financing Requirement (CFR). In financial years where there are no such principal repayments, MRP will be charged in accordance with the overriding policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. While this is not one of the options described in the MHCLG Guidance, it is thought to be a prudent approach overall since it ensures that the capital expenditure incurred on the loan is fully funded during the life of the assets

Capital receipts

7.14. Where the Authority receives a capital receipt upon disposal of an asset previously acquired via borrowing, the receipt arising in-year may be applied to offset the charge to revenue (either in full or in part), which would otherwise apply in relation to the element of the Authority's aggregate CFR element pertaining to the disposal. There is no provision for application of capital receipts to financing requirements included within the Authority's proposed financial indicators. The Authority has been using capital receipts to fund transformational expenditure under the flexible use of capital receipts guidance (Appendix D of the Capital Strategy). The focus has been on increasing revenue efficiency to minimise the revenue funding gap, reducing reliance on EFS. This approach enabled the avoidance of seeking EFS prior to financial year 2024/2, which in turn avoided longer term financing costs associated with EFS.

8. Borrowing

8.1. The capital expenditure plans set out in the capital prudential indicators 2026/27 - 2028/29 provide details of the service activity of the Authority. The treasury management function ensures that the Authority's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Authority's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

Current Portfolio Position

8.2. The overall treasury management portfolio as at 31st March 2025 and for the position as at 31st December 2025 is shown below for both borrowings and investments: -

TREASURY PORTFOLIO	Actual	Actual	Actual	Actual
	31.03.25	31.03.25	31.12.25	31.12.25
	£m	%	£m	%
Treasury investments				
Banks	2.4	16%	1.6	16%

Local authorities	0.0	0%	0.0	0%
DMADF (HM Treasury)	0.0	0%	0.0	0%
Money Market Funds	12.3	84%	8.2	84%
Total treasury investments	14.8	100%	9.9	100%
Treasury external borrowing				
Local authorities	20.0	7%	18.0	7%
Community Bond	0.2	0%	0.0	0%
PWLB	247.0	92%	236.3	93%
Total external borrowing	267.2	100%	254.3	100%
Net treasury investments/ (borrowing)	-252.5		-244.4	

8.3. The Authority's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing:

External Debt	Actual	Estimate	Strategy	Strategy	Strategy
	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Debt at 1 April	249.0	267.2	249.7	175.5	171.2
Expected change in debt	18.3	-17.5	-74.2	-4.3	-4.3
Debt at 31 March	267.2	249.7	175.5	171.2	166.9
Other long-term liabilities	9.4	8.5	7.4	6.3	5.2
Actual gross debt at 31 March	276.7	258.2	182.9	177.6	172.1
Capital Financing Requirement	319.7	354.0	387.9	428.6	475.3
Under / (over) borrowing	43.0	95.8	205.0	251.0	303.2

8.4. The above table demonstrates in 2026/27, significant short term debt will be refinanced, alongside the increasing debt requirement (reduction of £74 million and a borrowing need of £205million). The Council has been maintaining a low average weighted cost of capital (3.94% in 2025/26), through utilisation of short term borrowing, avoiding accessing high cost longer term PWLB financing. However, as detailed in the Liability Benchmark, the borrowing requirement is set to exceed the CFR in 2027/28, effectively meaning depletion of internal investable resources, fully exposing the Council to interest rate risk.

Treasury Indicators: Limits to Borrowing Activity

8.5. **The Operational Boundary** - This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources. It is essentially the day to day financing limit and is deemed prudent but not a worst case cash flow scenario. The operational boundary takes into consideration the loans CFR and other liabilities (e.g. leases under IFRS16).

8.6. **The Authorised Limit for external debt** - This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the

Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term. This is the statutory limit determined under Section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all Local Authority plans, or those of a specific authority, although this power has not yet been exercised. Typically, a minimal increase over and above the operational boundary is applied, for prudence purposes this has been set at £5million to allow for short term emergency funding capacity.

8.7. The following table and graph show projections of CFR; borrowing; and the prudential indicators for the operational boundary and authorised limit:

Capital Financing Requirement including PFI and leases	Actual	Estimated	Estimated	Estimated	Estimated
	24/25	25/26	26/27	27/28	28/29
	£m	£m	£m	£m	£m
Total CFR	319.7	354.0	387.9	428.6	475.3
External Borrowing	267.2	249.7	175.5	171.2	166.9
Other long term liabilities	9.4	8.5	7.4	6.3	5.2
Total Debt	276.7	258.2	182.9	177.6	172.1
Under / (over) borrowed position based on CFR	43.0	95.8	205.0	251.0	303.2
Operational Boundary	383.9	383.9	395.5	437.3	485.3
Authorised Limit	402.9	388.9	400.5	442.3	490.3
Operational Boundary lower than CFR	No	No	No	No	No
Authorised Limit lower than CFR	No	No	No	No	No

8.8. The CFR is lower than the boundary and limits forecast over the duration of the MTFs. It should be noted that the Authorised Limit is forecast to increase by £87.4 million compared to the 2024/5 base level. This is driven by an increasing CFR and borrowing requirements. The annual movement (increase) in the CFR from 2025/26 is primarily being driven by the EFS requirement.

Borrowing Strategy

8.9. The Authority is currently maintaining an under-borrowed position, with an increasing borrowing need per the MTFs as detailed in the Liability Benchmark. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels, albeit only once prevailing inflation concerns are addressed by restrictive near-term monetary policy. That is, Bank Rate remains relatively elevated in 2026 even if further rate cuts arise.

8.10. The Authority will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. The Council is deemed a long term borrower, and hence any decision to borrow in advance will create a cost of carry against any potential investment returns. Any potential borrowing in advance will be within the forward approved Capital Financing Requirement (CFR) estimates and will be considered carefully to ensure that value for money can be demonstrated, and that the Authority can ensure the security of such funds.

8.11. As a standard rule, the Authority does not borrow in advance, but the following best practice is in place:

Treasury Management Strategy

- It will be limited to no more than 5% of the expected increase in borrowing need (CFR) over the three-year planning period; and
- The Authority would not look to borrow more than 12 months in advance of need.

Types of Borrowing

8.12. Traditionally the Authority undertakes the majority of longer term borrowing from the Public Works and Loan Board (PWLB). However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local Authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, and sometimes out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

9. Annual Investment Strategy

Investment Policy – Management of Risk

9.1. The MHCLG and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are referenced in Appendix F Non-Treasury Investments.

9.2. The Authority’s investment policy has regard to the following: -

- MHCLG’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

9.3. The Authority’s investment priorities will be security first, portfolio liquidity second and then yield (return). The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with due consideration to the Authority’s risk appetite.

9.4. The above guidance from MHCLG and CIPFA places a high priority on the management of risk. The Authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

- a) Minimum acceptable **credit criteria** are applied to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.

- b) **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- c) All investments will be denominated in **sterling**.
- d) As a result of the change in accounting standards under IFRS 9 Financial Instruments, this Authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of pooled investments by announcing a statutory override to delay implementation of IFRS 9 for the five years ending 31 March 2023. Subsequently, a further extension to the over-ride to 31 March 2029 was agreed by Government but only for those pooled investments made before 1st April 2024.

Creditworthiness Policy

- 9.5. The primary principle governing the Authority's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Authority will ensure that: -
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is disclosed in the specified and non-specified investment sections below; and
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Authority's prudential indicators covering the maximum principal sums invested.
- 9.6. The Council may invest its surplus funds with any of the counterparty types subject to the adopted limits. Time and monetary limits applying to investments. The time and monetary limits for institutions within the Authority's counterparty list are as follows (these relate to both specified and non-specified investments): -

Organisation	Credit Ratings	Individual Counterparty Limit (£000)	Sector Limit (£000)	Time Limit
The UK Government (Debt Management Office)		Unlimited	Not applicable	50 Years
UK Local Authorities (including Police, Fire and similar bodies)		8,000	Unlimited	25 Years
UK Building Societies	Long term FITCH credit rating of A- or higher	8,000	14,000	13 months
UK Banks and other financial institutions	Long term FITCH credit rating of A- or higher	8,000	Unlimited	13 months
Money Market Funds (Sterling denominated)	AAA or equivalent	8,000	Unlimited	Not applicable
Other Non-local authority UK public sector body	-	8,000	Unlimited	25 Years
Registered Providers, Charities	-	2,500	5,000	12 months
Council owned companies	-	5,000	5,000	2 Years
Council owned joint ventures	-	5,000	5,000	2 Years
Strategic pooled funds (including cash plus funds)	-	8,000	35,000	Not applicable
Real estate investment trusts	-	8,000	17,500	Not applicable

Investment Strategy

9.7. **In-house funds.** Investments will be made with reference to the core balance and cashflow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that rates can be expected to fall throughout 2026, but only if the CPI measure of inflation maintains a downwards trend towards the Bank of England's 2% target. Rates may be cut quicker than expected if the economy stagnates.

9.8. Accordingly, while most cash balances are required to manage the ups and downs of cashflow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

9.9. **Investment returns expectations.** The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to fall to a low of 3.25% in 2027.

9.10. For its cashflow generated balances, the Authority will seek to utilise its business reserve instant access and notice accounts, Money Market Funds and short-dated deposits, (overnight to 365 days), to benefit from the compounding of interest.

9.11. **Investment treasury indicator and limit** - total principal funds invested for greater than 365 days. These limits are set regarding the Authority's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end. The Authority operates a policy of not investing longer than 365 days to ensure liquidity and incur unnecessary cost of carry as balances are sourced via borrowing.

10. Other Options Considered

10.1. It is a requirement of the Authority to adopt a treasury management strategy that covers its investing and borrowing activities. The Prudential Code sets out a number of prudential indicators and reporting requirements that the Authority is required to comply with.

11. Appendices

Appendix A – Capital Prudential and Treasury Indicators.

Appendix B – Economic background.

Appendix D – Treasury Indicators.

Subject to Call-In:

Yes: No: X

The item is due to be referred to Council for final approval	X
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>
Delays in implementation could compromise the Council's position	<input type="checkbox"/>
Considered or reviewed by one of the Council's Scrutiny Committees or associated Task Groups within the preceding six months	<input type="checkbox"/>
Item is Urgent Key Decision	<input type="checkbox"/>
Report is to note only	<input type="checkbox"/>

Officer details:

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Appendix A

THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2026/27 – 2028/29

The Authority's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overviews and confirm capital expenditure plans.

Capital Expenditure

Capital expenditure		Actual	Estimate	Strategy	Strategy	Strategy
		2024/25	2025/26	2026/27	2027/28	2028/29
Directorate	Service	£m	£m	£m	£m	£m
People	Adult Social Care	1.4	3.1	0.9	0.9	0.9
People	Children's Social Care	0.1	0.0	0.0	0.0	0.0
People	Education & SEND	4.8	8.9	11.0	11.7	15.2
Place	Development and Housing	7.1	3.9	2.9	1.7	1.7
Place	Community Services	3.4	3.5	2.5	2.0	0.6
Place	Environment	19.7	26.8	24.4	18.5	17.1
Resources	Finance, Property & Procurement	1.1	2.0	3.0	2.6	2.3
Resources	Strategy, ICT & Governance	3.6	2.6	1.5	1.5	1.3
Total		41.1	50.8	46.2	38.9	39.1

Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Authority's overall finances. The Authority is asked to approve the following indicators: -

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs), against the net revenue stream.

Ratio of Financing Costs to Net Revenue Stream	2025/26	2026/27	2027/28	2028/29	2029/30
	Estimate	Forecast	Forecast	Forecast	Forecast
	£millions	£millions	£millions	£millions	£millions
Capital Financing Budgeted Costs	15.6	18.15	22.02	26.52	30.92
Net Revenue Stream	183.76	181.19	182.35	185.43	194.42
Ratio	8.5%	10.0%	12.1%	14.3%	15.9%
Adopted maximum ratio	10.0%	10.0%	10.0%	10.0%	10.0%

Maturity Structure of Borrowing

Maturity structure of borrowing. These gross limits are set to reduce the Authority's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	2026/27	2026/27
	Lower limit	Upper limit
Under 12 months	0%	30%
12 months and within 24 months	0%	30%
24 months and within 5 years	0%	30%
5 years and within 10 years	0%	30%
10 years and within 15 years	0%	30%
15 years and within 20 years	0%	30%
20 years and within 25 years	0%	30%
25 years and within 30 years	0%	30%
30 years and within 35 years	0%	30%
35 years and within 40 years	0%	30%
40 years and within 45 years	0%	30%
45 years and within 50 years	0%	30%

Appendix B

Economic Background (13th November 2025)

The disclosures below have been provided by Mitsubishi UFJ Financial Group (MUFG). MUFG is the external consultant engaged by the Council for treasury management advice.

MUFG Corporate Markets Interest Rate View 11.08.25													
	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28
BANK RATE	4.00	4.00	3.75	3.75	3.50	3.50	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.30	3.40	3.40	3.40
12 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.40	3.50	3.60	3.60
5 yr PWLB	4.80	4.70	4.50	4.40	4.30	4.30	4.30	4.20	4.20	4.20	4.20	4.10	4.10
10 yr PWLB	5.30	5.20	5.00	4.90	4.80	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60
25 yr PWLB	6.10	5.90	5.70	5.70	5.50	5.50	5.50	5.40	5.40	5.30	5.30	5.30	5.20
50 yr PWLB	5.80	5.60	5.40	5.40	5.30	5.30	5.30	5.20	5.20	5.10	5.10	5.00	5.00

- The first half of 2025/26 saw:
 - A 0.3% pick up in Gross Domestic Product (GDP) for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth, but picked up to 0.1% m/m in August before falling back by 0.1% m/m in September.
 - The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.6% in September.
 - Consumer Prices Index (CPI) inflation has ebbed and flowed but finished September at 3.8%, whilst core inflation eased to 3.5%.
 - The Bank of England cut interest rates from 4.50% to 4.25% in May, and then to 4% in August.
 - The 10-year gilt yield fluctuated between 4.4% and 4.8%, ending the half year at 4.70% (before falling back to 4.43% in early November).
- From a GDP perspective, the financial year got off to a bumpy start with the 0.3% m/m fall in real GDP in April as front-running of US tariffs in Q1 (when GDP grew 0.7% on the quarter) weighed on activity. Despite the underlying reasons for the drop, it was still the first fall since October 2024 and the largest fall since October 2023. However, the economy surprised to the upside in May and June so that quarterly growth ended up 0.3% q/q. Nonetheless, the 0.0% m/m change in real GDP in July, followed by a 0.1% m/m increase in August and a 0.1% decrease in September will have caused some concern. GDP growth for 2025 and 2026 is currently forecast by the Bank of England to be in the region of 1.4% before picking up in 2027.
- Sticking with future economic sentiment, the composite Purchasing Manager Index (PMI) for the UK increased to 52.2 in October. The manufacturing PMI output balance improved to just below 50 but it is the services sector (52.2) that continues to drive the economy forward. Nonetheless, the PMIs suggest tepid growth is the best that can be expected in the second half of 2025 and the start of 2026. Indeed, on 13th November we heard that GDP for July to September was 0.1% q/q.
- Turning to retail sales volumes, and the 1.5% year-on-year rise in September, accelerating from a 0.7% increase in August, marked the highest gain since April. On a monthly basis, retail sales volumes rose 0.5%, defying forecasts of a 0.2% fall,

following an upwardly revised 0.6% gain in August. Household spending remains surprisingly resilient, but the headwinds are gathering.

- With the November Budget edging nearer, the public finances position looks weak. The £20.2 billion borrowed in September was slightly above the £20.1 billion forecast by the OBR. For the year to date, the £99.8 billion borrowed is the second highest for the April to September period since records began in 1993, surpassed only by borrowing during the COVID-19 pandemic. The main drivers of the increased borrowing were higher debt interest costs, rising government running costs, and increased inflation-linked benefit payments, which outweighed the rise in tax and National Insurance contributions.
- The weakening in the jobs market looked clear in the spring. May's 109,000 m/m fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. More recently, however, the monthly change was revised higher in seven of the previous nine months by a total of 22,000. So instead of falling by 165,000 in total since October, payroll employment is now thought to have declined by a smaller 153,000. Even so, payroll employment has still fallen in nine of the ten months since the Chancellor announced the rises in National Insurance Contributions (NICs) for employers and the minimum wage in the October 2024 Budget. The number of job vacancies in the three months to October 2025 stood at 723,000 (the peak was 1.3 million in spring 2022). All this suggests the labour market continues to loosen, albeit at a slow pace.
- A looser labour market is driving softer wage pressures. The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% in April to 4.6% in September. The rate for the private sector slipped from 4.3% to 4.2%.
- CPI inflation remained at 3.8% in September, whilst core inflation fell to 3.5%. Services inflation stayed at 4.7%. A further loosening in the labour market and weaker wage growth may be a requisite to UK inflation coming in below 2.0% by 2027.
- An ever-present issue throughout recent months has been the pressure being exerted on medium and longer dated gilt yields. The yield on the 10-year gilt moved sideways in the second quarter of 2025, rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the "Liberation Day" tariff announcement, and then easing back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended June at 4.50%.
- More recently, the yield on the 10-year gilt rose from 4.46% to 4.60% in early July as rolled-back spending cuts and uncertainty over Chancellor Reeves' future raised fiscal concerns. Although the spike proved short lived, it highlighted the UK's fragile fiscal position. In an era of high debt, high interest rates and low GDP growth, the markets are now more sensitive to fiscal risks than before the pandemic. During August, long-dated gilts underwent a particularly pronounced sell-off, climbing 22 basis points and reaching a 27-year high of 5.6% by the end of the month. While yields have since eased back, the market sell-off was driven by investor concerns over growing supply-demand imbalances, stemming from unease over the lack of fiscal consolidation and

reduced demand from traditional long-dated bond purchasers like pension funds. For 10-year gilts, by late September, sticky inflation, resilient activity data and a hawkish Bank of England kept yields elevated over 4.70% although by early November yields had fallen back again to a little over 4.40%.

- The FTSE 100 fell sharply following the “Liberation Day” tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1st April to 7,702 on 7th April. However, the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 ended June at 8,761, around 2% higher than its value at the end of March and more than 7% above its level at the start of 2025. Since then, the FTSE 100 has enjoyed a further 4% rise in July, its strongest monthly gain since January and outperforming the S&P 500. Strong corporate earnings and progress in trade talks (US-EU, UK-India) lifted share prices and the index hit a record 9,321 in mid-August, driven by hopes of peace in Ukraine and dovish signals from Fed Chair Powell. September proved more volatile and the FTSE 100 closed September at 9,350, 7% higher than at the end of Q1 and 14% higher since the start of 2025. Future performance will likely be impacted by the extent to which investors’ global risk appetite remains intact, Fed rate cuts, resilience in the US economy, and AI optimism. A weaker pound will also boost the index as it inflates overseas earnings. In early November, the FTSE100 climbed to a record high just above 9,900.

MPC meetings: 8 May, 19 June, 7 August, 18 September, 6 November 2025

- There were five Monetary Policy Committee (MPC) meetings in the first half of the financial year. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June’s vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for “signs of weak demand”, “supply-side constraints” and higher “inflation expectations”, mainly from rising food prices. By repeating the well-used phrase “gradual and careful”, the MPC continued to suggest that rates would be reduced further.
- In August, a further rate cut was implemented. However, a 5-4 split vote for a rate cut to 4% laid bare the different views within the Monetary Policy Committee, with the accompanying commentary noting the decision was “finely balanced” and reiterating that future rate cuts would be undertaken “gradually and carefully”. Ultimately, Governor Bailey was the casting vote for a rate cut but with the CPI measure of inflation expected to reach at least 4% later this year, the MPC was wary of making any further rate cuts until inflation begins its slow downwards trajectory back towards 2%.
- With wages still rising by just below 5%, it was no surprise that the September meeting saw the MPC vote 7-2 for keeping rates at 4% (Dhingra and Taylor voted for a further 25bps reduction). Moreover, the Bank also took the opportunity to announce that they would only shrink its balance sheet by £70 billion over the next twelve months, rather than £100 billion. The repetition of the phrase that “a gradual and careful” approach to rate cuts is appropriate suggested the Bank still thought interest rates will fall further.
- At the 6th November meeting, Governor Bailey was once again the deciding vote, keeping Bank Rate at 4% but hinting strongly that a further rate cut is imminent. With GDP for Q3 disappointing, and the September CPI number staying at 3.8%, the market is split over whether the next rate cut will be in December or February.

Appendix C

Non-Treasury Management Investments

The definition of investments in the CIPFA TM Code pertains to all financial assets of the Council as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in the investment guidance issued by the Ministry of Housing, Communities and Local Government (MHLG), in which the definition of investments is further broadened to also include all such assets held partially for financial return. At 31st March 2025, the Council held £39.9 million of such investments in directly owned property.

Commercial Property Portfolio (Debt Financed Investments)

The commercial property portfolio is valued as follows as at 31st March 2025 and has reduced in value by approximately £1 million.

Names and address of property	Property type	Valuation at 31 March 2024	Valuation at 31 March 2025	Movement (Loss)/Gain
		£'000	£'000	£'000
Dudley Port Petrol Filling Station, Tipton	Petrol Filling Station	4,155	3,891	(264)
79 Bath Road, Chippenham	Retail Warehouse	9,250	8,779	(471)
Lloyds Bank, 104 Terminus Road, Eastbourne	Retail	1,585	1,614	29
Aldi/Iceland, Cleveland Gate Retail Park, Gainsborough	Retail Warehouse	5,495	5,875	380
303 High Street and 2 Waterside South, Lincoln	Retail	2,550	2,654	104
3&4 The Sector, Newbury Business Park	Office	11,100	10,770	(330)
Ruddington Fields Business Park, Mere Way, Nottin	Office	6,700	6,297	(403)
TOTAL		40,835	39,878	(957)

The estimated rate of return on these investments for 2024/25 is summarised in the tables below. The rate of return is based on the latest 2024/25 asset valuations. Net income for 2024/25 is based upon the revenue outturn as at 31st March 2025:

Directly owned Property: Commercial property	£'000
Valuations as at 31 March 2024	40,835
Valuations as at 31 March 2025	39,878
Loss on change in Market value during 2024/25	(957)
24/25 Net income	2,880
24/25 rate of return excluding MRP and Interest	4.71%
MRP costs 24/25	(899)
Interest Costs 24/25	(1,525)
Outturn, net of MRP and interest	(501)
24/25 rate of return, after MRP and interest	-1.23%

The rate of return on investment is the level of net income, plus loss in market value over the original opening valuation of the financial year. The adjusted rate of return considers financing costs attributable to the purchase of the portfolio. The rate of return has moved to a negative post application of financing costs, as income generating properties have been disposed off reducing income yields, the capital financing costs remain unchanged as resulting capital receipts have not been paid down against outstanding balances. Receipts have been used to fund transformational expenditure designed to minimise revenue pressures.

Non Debt Financed Investment Property

The Council also holds a further £11.8 million of investment property where the purchase has not been directly funded through borrowing. In most cases, the properties have been inherited from Berkshire County Council or Newbury District Council upon the formation of West Berkshire Council in 1998. Asset valuations are as follows:

Names and address of property	Property type	Valuation at 31 March 2024 £'000	Valuation at 31 March 2025 £'000	Movement(Loss)/Gain £'000
Rainbow Nursery, Priory Road, Hungerford	Children's Nursery	40	94	54
Clappers Farm/Beech Hill Farm, Grazely	Tenanted Smallholding	1,800	1,157	(643)
Bloomfield Hatch Farm, Grazely	Tenanted Smallholding	1,050	485	(565)
Shaw Social Club, Almond Avenue, Shaw	Community Centre	70	219	149
Swings n Smiles, Lower Way, Thatcham	Children's Day Centre	375	259	(116)
Units 1 to 7, Kennet Enterprise Centre, Hungerford	Industrial	520	542	22
London Road Industrial Estate, Newbury	Industrial	9,000	9,103	103
TOTAL		12,880	11,883	(997)

Directly owned Property: Investment Properties	£'000
Valuation as at 31 March 2024	12,880
Valuation as at 31 March 2025	11,883
Loss on change in Market value during 2024/25	(997)
24/25 Net income	477
24/25 rate of return excluding MRP and Interest	-4.04%

Note: There is no borrowing on this investment and therefore no MRP and Interest.

The rate of return shown in the tables above do not reflect any changes in the value of these properties. Due to the nature of direct investment in property, there is additional risk (upside and downside) that the value of the investment may change. In respect of commercial property, this risk is carried alongside the risk of voids and the possibility that no rental income being recovered adversely impacts achievable rates of return.

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The Capital Strategy and Supporting Programme: Financial Years 2026/27 - 2029/30

Committee considering report:	Council
Date of Committee:	26 February 2026
Portfolio Member:	Councillor Iain Cottingham
Report Author:	Shail Vitish/Shannon Coleman-Slaughter
Forward Plan Ref:	C4681

1 Purpose of the Report

- 1.1 To outline the Capital Strategy period and the 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.
- 1.2 Decisions made on capital and treasury management have financial consequences for the Council for many years into the future. Decisions are therefore subject to both a national regulatory framework and local policy assessment.

2 Recommendations

- 2.1 It is recommended that Council approve the Capital Strategy appended to this report and its sub appendices:
 - (a) Appendix A – Capital Strategy
 - (b) Appendices B & C – Capital Programme for financial years 2026/27-2029/30
 - (c) Appendix D – Flexible Use of Capital Receipts Policy

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The Council-funded (i.e. debt funded) capital programme over the life of the MTFs (2026/27 -2029/30) has been significantly reduced compared to prior financial years. The reduction has

	<p>been driven by a significant increase in the Council's Capital Financing Requirement (CFR), through an increasing need to seek Exceptional Financial Support (EFS). During the life of the Medium Term Financial Strategy (MTFS), there is a current projected need for EFS of over £165million compared to planned Council-funded capital expenditure of £49million. The affordability of delivering a capital programme is being eroded through EFS requirements and the application of Balance Sheet resources to fund capital commitments that are being depleted by increases in the High Needs Block (HNB) deficit.</p> <p>The capital programme needs to be considered within the context of the wider financial position of the Council. The current financial environment of increasing revenue pressures and reductions in funding as detailed in the MTFS, will result in the longer-term viability of the Council delivering a funded capital programme being reduced, with a shift towards a programme focused on the utilisation of external grants and contributions.</p>
<p>Human Resource:</p>	<p>Part of the Council's establishment is funded directly by the capital programme each year. Salaries are funded from capital where it can be demonstrated that staff directly support and assist the delivery of the capital programme.</p>
<p>Legal:</p>	<p>The Capital Strategy contains Prudential Indicators that are mandatory under the CIPFA Prudential Code for Capital Finance in Local Authorities. When the final programme has been approved by Council, the budget managers will have the authority to agree contracts for the schemes included in the approved programme in accordance with the Council's Contract Rules of Procedure.</p>
<p>Risk Management:</p>	<p>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 changes. Significant/unanticipated rises in borrowing costs over and above those assumed within budget setting will impact upon the affordability of the overall programme.</p>
<p>Property:</p>	<p>The proposed capital programme will provide funding for the maintenance of, and improvements to, several existing Council buildings.</p>
<p>Policy:</p>	<p>The Capital Strategy is closely aligned to the delivery of the Council Strategy through enabling key projects to be financed</p>

	<p>and delivered. The Council has reviewed two key documents - the Flexible Use of Capital Receipts policy and the Minimum Revenue Provision Policy (covered in Treasury Management Strategy). Both policies have been compiled with a view to minimising charges against the Council's General Fund and maximising the use of revenue provision, including existing capital financing budgets.</p>
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	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		None directly from the Strategy. Any impacts from individual proposals within the programme will be assessed and publicly consulted upon where necessary.
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			There are a few schemes included to enhance the environmental impact of the Council, for example carbon management, walking and cycling infrastructure, and solar energy generation.
Health Impact:	X			Proposals included to encourage more walking and cycling as well as use of the district's environment.
ICT Impact:	X			Opportunities included in the programme for IT projects to enhance efficiency.
Digital Services Impact:	X			Opportunities included in the programme for improved digital access to services.
Council Strategy Priorities:	X			The planned programme is aligned to supporting the Council Strategy.

Core Business:				The planned programme provides funding for projects focused on improving business as usual functions.
Data Impact:		X		
Consultation and Engagement:	Financial Planning and Savings Board (Member board). Assets and Capital Group (Officer board).			

4 Executive Summary

- 4.1 The Council is statutorily required to produce a Capital Strategy with a supporting capital programme, and a treasury management strategy. The Council is required to formally adopt both the Capital Strategy and the Treasury Management Strategy. This report and supporting appendices focus on the Capital Strategy.
- 4.2 The Capital Strategy proffers a high-level overview of how capital expenditure and capital financing 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. Decisions made regarding capital and capital financing will have financial consequences for the Council many years into the future. These decisions are therefore subject to both a national regulatory framework and to local policy concerns, as summarised in this report.
- 4.3 The Council’s ability to deliver a capital programme has been constrained by two key factors: Firstly, by a high-interest rate environment, Public Works and Loan Board (PWLB) rates on average being around 5.5% compared to a historic 2-3% average. Although capital is not charged directly to the revenue budget, the financing of capital (i.e. capital financing costs) is chargeable to revenue. Secondly, by the overarching constraints on the Council’s finances. The Council is in receipt of EFS, which is essentially the capitalisation of revenue account overspends. The EFS is subject to capital financing in the form of Minimum Revenue Provision (MRP), which is itself a charge to the revenue account. Over the medium-term, against a backdrop of the fair Funding Reforms 2.0 effecting future funding, an adjusted council tax base and escalating revenue pressures predominately driven by social care pressures, the availability of revenue funding to support future capital expenditure has been constrained. The Council, as documented in the Medium-Term Financial Strategy, has a projected EFS requirement. The financing of this EFS requirement impacts on the availability of revenue to support financing of the capital programme, as the revenue capital financing requirement becomes consumed by the EFS financing requirement and the funding of the HNB deficit associated with an overspending Dedicated Schools Grant (DSG). In response to this pressure, the administration has proactively reviewed the capital programme and refocused scope onto only key projects that most benefit residents, ensuring that assets are maintained across the district. Further details on the financial impacts of the programme are included in Section 7 of this report.

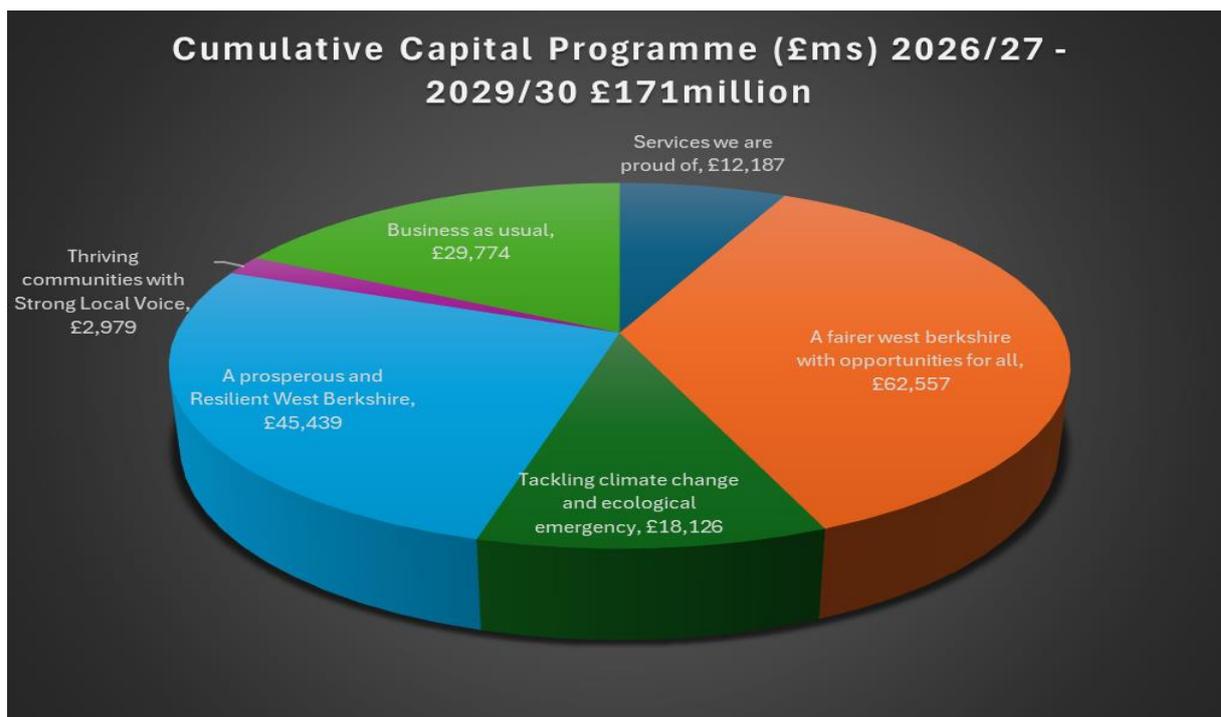
5 Supporting Information

Medium-Term Financial Strategy (MTFS)

- 5.1 The MTFS highlights the financial planning, high level proposals, and sensitivity analysis that underpins the financial resources that deliver the Council Strategy. The MTFS also includes narrative on financing the Capital Strategy and how the scale and profile of the strategy will have an impact upon the overall financial position of the Council. The proposed MTFS details a significant funding gap for financial year 2026/27. An element of the gap is being driven by the revenue capital financing requirement (debt servicing), incurred supporting delivery of the Council's Capital Strategy and the associated programme of works.

Treasury Management Strategy

- 5.2 Financial planning supporting the delivery of the Capital Strategy is detailed in the Council's Treasury Management Strategy. The Council predominately borrows to support the delivery of capital projects and for short-term cashflow requirements. Capital expenditure is not directly chargeable to the Council's revenue budget; however, the Council is required within the revenue budget to make provision for the repayment of financing undertaken in support of capital expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), whilst usable reserves and working capital are the resources underpinning investment.
- 5.3 The traditional driver for the CFR is the Capital Strategy and supporting capital programme. 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 during the term of the MTFS. The Council is required to publish a Liability Benchmark in conjunction with the CFR. The Liability Benchmark is effectively the net borrowing requirement of a Local Authority plus a liquidity allowance. In simple terms, it is calculated by deducting the level of investable resources available within the Balance Sheet from the amount of outstanding external debt and then adding back a minimum level of investments required to manage daily cashflow needs. The Council's Liability Benchmark is published within the separate Treasury Management Strategy.
- 5.4 The Capital Strategy proposes planned capital investment in district-wide improvement programmes and an allocation of resources to reflect enhancements to the Council's existing business systems to deliver long-term improvements to services. The Capital Strategy and supporting capital programme is aligned to the Council's approved Council Strategy. Each individual capital project is aligned with a Council priority as detailed below:



5.5 Funding of the Capital Strategy and the linked capital programme is via a combination of external sources (government grants and other contributions) and the Council’s own financial resources (revenue, reserves, and capital receipts) or debt (borrowing, leasing and Private Finance Initiatives). The Prudential Code (2021) requires the Council to review capital and investment plans whilst taking into consideration overall organisational strategy and resources to ensure that operational decisions are made with sufficient regard to the long-term financing implications and wider risks to the Council. To demonstrate compliance, the Code outlines indicators which are reviewed within this report and in the Treasury Management Strategy.

5.6 **Full details of the Capital Strategy and supporting programme are detailed within the Capital Programme in Appendix A.**

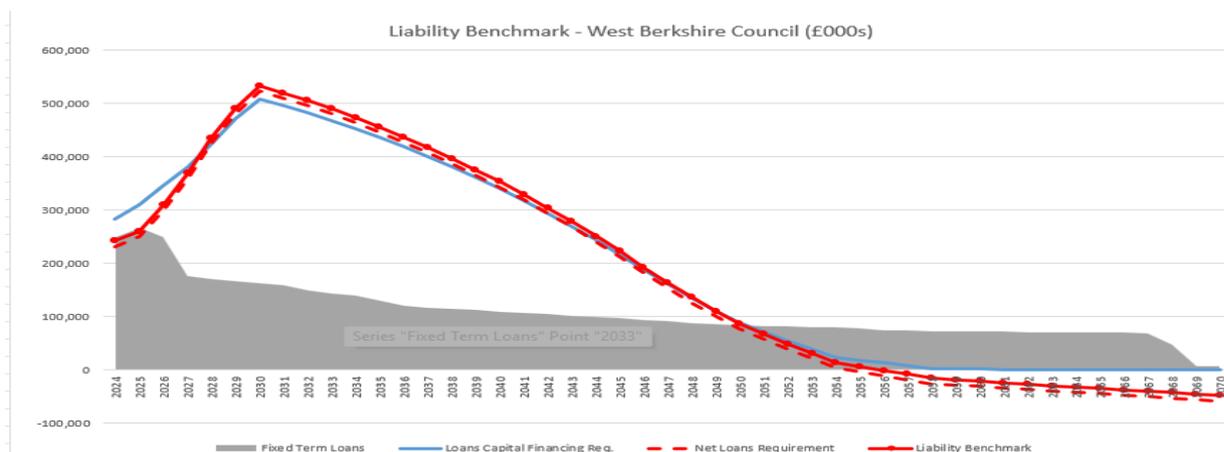
6 Other options considered

6.1 No other options considered. The Council is required to approve a Capital Strategy and linked capital programme whilst also taking into consideration the longer-term financial implications of the programme and its affordability.

7 Conclusion

7.1 A key consideration is the long-term affordability of the capital programme. The Council’s CFR is driven by delivery of the capital programme and capitalised revenue expenditure (through exceptional financial support). The MTFS is forecasting an increasing need to access exceptional financial support. Alongside the dramatically increasing CFR (primarily driven by projected exceptional financial support in future years of over £165 million compared to planned debt funding capital expenditure of £49 million over the MTFS), there is an increasing HNB deficit which is consuming the internal resources of the Balance Sheet. The depletion of Balance Sheet resources is externalising the Council’s CFR, i.e. increasing external borrowing needs to support

capital and capitalised revenue expenditure (exceptional financial support). The HNB deficit (related to the DS G), which is currently subject to a statutory override, (i.e. the deficit is held within the Council’s Balance Sheet in unusable reserves as opposed to impacting the Council’s General Fund), is forecast to be in the region of £30.5 million by 31st March 2026, increasing to an estimated £51.7 million by 31st March 2027. The deficit is effectively reducing working capital amounts in the Council’s Balance Sheet, increasing overall borrowing requirements, and ultimately exceeding the CFR in 2027/2028, as demonstrated in this graph:



- 7.2 Councils are only permitted to borrow to finance capital expenditure (inclusive of capitalised exceptional financial support) and the refinancing of existing debt and short-term cashflow amounts. The HNB statutory accounting override is scheduled to remain in place until 31st March 2028.
- 7.3 The current financing proposals supporting the Capital Strategy and supporting programme, make no provision for the allocation of capital receipts from asset disposals. The Council is currently undertaking an asset review, linked to the approved Financial Improvement Plan, once completed, any potential asset disposals will be reviewed and a cost benefit analysis undertaken between allocation to capital financing and funding of transformational activity under the flexible use of capital receipts policy (Appendix D).
- 7.4 The development of a solar farm within the district is also not included in the proposed capital programme. In accordance with recommendations made within the recent CIPFA Resilience Review, the business case is currently under review. Should the business case be supported moving forward, alternative models of funding will be sought and the programme updated through the corporate governance process.

8 Appendices

- 8.1 Appendix A – The Capital Strategy.
- 8.2 Appendices B& C – Capital Programme for financial years 2026/27 to 2029/30.
- 8.3 Appendix D – Flexible Use of Capital Receipts Policy.

Subject to Call-In:

Yes: No: X

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

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position:

Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

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Capital Strategy Financial Years 2026/27 – 2029/30

Document Control

Document Ref:		Date Created:	22.1.2026
Version:		Date Modified:	
Revision due			
Author:	Shail Vitish	Sign & Date:	
Owning Service	Finance, Property & Procurement		

Change History

Version	Date	Description	Change ID
0.1	14.1.2026	Initial draft	
0.2	22.1.2026	Revised draft	

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1. Foreword

The Capital Strategy and supporting funding framework provide a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services alongside an overview of how associated risks are managed, and the implications for future financial sustainability. Decisions made in relation to capital and treasury management have financial consequences for the Council for many future years. Decisions are therefore subject to both a national regulatory framework and local policy considerations.

2. Executive Summary

2.1 The Strategy forms part of the framework for financial planning and is integral to both the Medium-Term Financial Framework (MTFF) and the Treasury Management and Investment Strategy and considers the funding implications of the capital programme and borrowing requirements.

2.2 Capital expenditure is the Council's spend on assets, such as property or vehicle assets, that will generate economic benefit for more than one year. The Local Government Act 2003 and Capital Finance Regulations introduced the Prudential Code, which was amended and reissued in December 2021. This legislation requires the Council to review capital and investment plans whilst considering overall organisational strategy and financial resources to ensure that operational decisions are made with sufficient regard to the long-term financing implications and wider risks to the Council. To demonstrate compliance, the Code determines indicators which are reviewed within this report and as part of the Council's Investment and Borrowing Strategy.

2.3 The Capital Strategy forms a key part of the Council's overall corporate planning framework within which capital and investment decisions are made with a focus on protecting capital assets and delivering corporate objectives. The Strategy is underpinned by the planned capital programme which details projects to be undertaken in support of the delivery of the approved Council Strategy. The Capital Programme for 2026/27 is detailed in Appendix B, with the full Capital Programme incorporating financial years 2026/27 to 2029/30 in Appendix C.

3. Introduction

3.1 The Capital Strategy proposes planned capital investment in district-wide improvement programmes and an allocation of resources to reflect enhancements to the Council's existing business systems to deliver long-term improvements to services.

3.2 The main sections of the Capital Strategy link to the Council Plan in the following key areas:

- **Asset Management Planning** – this is aligned to the Council Plan by reviewing service needs to ensure that quality services are delivered, and to further protect the Council's assets. Investment and disinvestment are a strategic, lifecycle-based approach to managing assets that balances costs, risks, and performance to meet an organisation's objectives. Decisions to invest in new assets or improve existing items are made alongside decisions

to disinvest (dispose of or sell) underperforming or surplus assets, all within a robust, transparent framework.

The adoption of a Strategic Asset Plan is a major component of longer-term financial resilience and sustainability planning and will be overseen by the Council's Financial Improvement Group (FIG). The purpose is to undertake an ongoing and comprehensive review of assets to maximise utilisation of the Council's properties. This will inform the basis of decisions on investments and disposals, and inform the planning of, generation of, and utilisation of resulting capital receipts.

- **School Estate Planning** – is aligned to the Council Plan by supporting pupil needs via financial investment in schools.

The Council has a duty to ensure that there is sufficient school attendance capacity for resident children that require a place. Basic Needs and High Needs capital funding are therefore allocated by the Department for Education (DfE) to Local Authorities, based on pupil place number forecasts, to deliver the additional places in schools which will meet anticipated demand.

The pupil place requirement for SEND/mainstream schools is increasing for many Local Authorities, including West Berkshire. The primary impact is that Local Authority areas may have insufficient or inappropriate provision and capacity to deliver specialist support, and therefore the efficient utilisation of scarce financial resources has become increasingly key to ensuring not only the fulfilment of school places but also the delivery of value for money. To address the issue of the shortage in school places for Primary, Secondary and SEND schools, a strategy of short-term, medium-term and long-term works has been enacted by the Council's Education Services team.

- **Investment in Regeneration** – is aligned to the Council Plan through a focus on economic growth by supporting key strategic projects that will deliver business growth and jobs across the Council.

In support of the objectives disclosed in the Council Plan to achieve economic growth, the Council continues to plan for and deliver its highway works plans and proposals accordance with local, sub-regional and regional strategies. Furthermore, some capital assets are continually under consideration for regeneration, to bring them into use and generate income, or save existing costs. For example, temporary accommodation.

- **Investment in ICT and Digital Services** - is aligned to the Council Plan by ensuring that services meet the needs of the customer, through efficiency and the delivery of value for money.
- **Capital Investment for Revenue Benefits** – is aligned to the Council Plan via the investment in relevant services which reduce expenditure or create or increase revenue.

3.3 In November 2023, the Council's Executive adopted a revised Property Investment Strategy with a view to disinvesting from the commercial property portfolio. To that end, no provision for additional investment in the Council's portfolio has been reflected in this strategy for financial year 2026/27.

- 3.4 All capital expenditure must be financed, either from external sources (government grants and other contributions), or the Council's own resources (revenue, reserves, and capital receipts) or debt (borrowing, leasing and Private Finance Initiatives).
- 3.5 In respect of planned capital expenditure financed by the Council, historically the Council has sought to apply capital receipts in conjunction with financing via borrowing. For the purposes of the 2026/27 strategy, capital receipts generated from asset disposals scheduled for financial year 2025/26 have been identified to fund planned transformational expenditure across the Council in accordance with the Council's Flexible Use of Capital Receipts Policy (Appendix D).
- 3.6 The main source of Council funding in support of planned capital expenditure in 2026/27 is borrowing. 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 sources, usually from revenue which is known as Minimum Revenue Provision (MRP). Local Authorities are required by statute to reflect a charge to their revenue account to provide for the repayment of debt resulting from capital expenditure (MRP).
- 3.7 CIPFA Code guidance and other associated accounting principles define alternative methods to calculate MRP, but this guidance does not provide a clear definition of prudence. Each individual authority must determine a prudent repayment plan based upon its individual circumstances, through assessing medium-term and long-term financial projections, current budgetary pressures, future capital expenditure plans and future funding needs.
- 3.8 The Council must ensure that capital financing sourced via debt is reasonable and affordable in the long-term. The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) in each financial year. In accordance with statutory guidance, a lower "operational boundary" is also communicated as a warning level if debt levels approach this limit.
- 3.9 Allowance has been made within the operational boundary and authorised limit to allow debt financing of the planned capital programme, existing financing and PFI liabilities. The Council's authorised limit and operational boundary data is detailed within the Treasury Management Strategy.

4. **Vision**

- 4.1 The Council has sought to develop its core strengths, focusing on Social Care, Education, and improvements to local infrastructure (including road enhancements, flood prevention, and other alleviation schemes). The Council has either secured funding externally or has allocated financing from Council resources to the projects which maximise sustainability.

5. **Priorities**

- 5.1 The Capital Strategy and supporting capital programme is aligned to the approved Council Strategy (2023-2027). Each individual capital project is aligned with a Council priority:



5.2 The Council also seeks to invest within its operational infrastructure, such as ICT and other digital platforms, supporting business as usual activities, enhancement through planned maintenance programmes, and the investment in operational assets such as corporate buildings.

6. Summary

6.1 Planned expenditure during the period of the Medium-Term Financial Strategy (MTFS) between 2026/2027 and 2029/2030, analysed between external sums and Council-funded amounts, is detailed below:

Longer-Term Committed Funding from Projects Planned to Commence in 2026/27	2026/27	2027/28	2028/29	2029/30
Council Funding	£10,419,140	£8,930,874	£9,524,087	£20,336,075
External Funding - Grants & Contributions	£27,339,822	£26,145,132	£21,730,817	£15,750,675
External Funding - Section 106	£2,328,568	£224,497	£3,111,662	£3,223,924
External Funding - CIL	£6,125,945	£3,854,520	£4,686,359	£7,330,134
Total Funding Committed	£ 46,213,475	£ 39,155,023	£ 39,052,925	£ 46,640,808

6.2 In respect of Council-funded expenditure (i.e. funded through borrowing), capital expenditure is not charged directly to the revenue budget. Interest payable on loans, the repayment of loans and MRP are charged to revenue, and this is referred to as capital financing. To ensure that capital expenditure and the associated financing is affordable in the short-term and long-term, several policies complement the Capital Strategy. The Capital Strategy should be read alongside the Council's Treasury Management Strategy and the MTFS.

Appendices

Appendix B	Capital Programme 2026/27
Appendix C	Full Capital Programme 2026/27-2029/30
Appendix D	Flexible Use of Capital Receipts Policy

Appendix B - Capital Programme 2026/27

		2026/27				
Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Occupational Therapy Equipment	Annual provision for essential aids & equipment for vulnerable people	£ -	£ 788,418	£ -	£ -	£ 788,418
Social Care Case Management System Replacement	Procurement of a new social care case management system to replace Care Director	£ 156,953	£ -	£ -	£ -	£ 156,953
The Shopmobility Scheme	To enable the annual replacement of scooters and wheelchairs as part of the Shopmobility contract with Volunteer Centre West Berkshire to 26/27	£ 11,000	£ -	£ -	£ -	£ 11,000
Royal Berkshire Archives - Planned Enhancements	Planned programme of expenditure over the next three years to cover essential maintenance work on the Royal Berkshire Archive building, funded between the six authorities	£ 8,230	£ 36,770	£ -	£ -	£ 45,000
Expansion of Berkshire Records Office. Reading	This project aims to provide additional storage through a new two-storey building extension. This will ensure that the joint service is sustainable well into the future and will allow the joint archives service to fulfil its statutory and contractual obligations to the six Berkshire districts.	£ 418,210	£ 1,448,790	£ -	£ -	£ 1,867,000
West Berkshire Museum - Damp Conditions Improvement	To ensure that the environmental condition of the museum building provides the optimum conditions for the exhibits	£ 30,000	£ -	£ -	£ -	£ 30,000
Members Bids	To enable Members to work with residents and community groups in their wards, to deliver improvements they value	£ 100,000	£ -	£ -	£ -	£ 100,000
Libraries Book Stock	To purchase supplies of new books to continually replenish library stock (physical and digital) at all West Berkshire libraries	£ 140,000	£ -	£ -	£ -	£ 140,000
Playing Pitch Action Plan	Playing Pitch Strategy and associated projects	£ 300,000	£ -	£ -	£ -	£ 300,000
Thatcham Library - New Build	Build a new and larger library in Thatcham as outlined in the council's Infrastructure Development Plan (2022-27)	£ -	£ -	£ -	£ -	£ -
Disabled Facilities Grant	Mandatory grant for disabled adaptations, to enable local residents to live independently in their own homes	£ -	£ 1,669,000	£ -	£ -	£ 1,669,000

Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Four Houses Corner	Refurbishment of the sixteen pitches at Four Houses Corner, Ufton Nervet	£ 88,000	£ -	£ -	£ -	£ 88,000
Chestnut Walk project	Repurpose of unused care home for emergency accommodation	£ -	£ -	£ 1,097,564	£ -	£ 1,097,564
Falkland Primary School - Classroom Replacement	To replace the 8 classrooms and associated support spaces that are currently in old prefabricated modular accommodation	£ 880,700	£ 851,940	£ -	£ 1,063,870	£ 2,796,510
Education Capital Enhancement Programme	Maintenance programme to address most urgent capital condition need as identified by current condition survey data.	£ -	£ 3,037,710	£ -	£ -	£ 3,037,710
Thatcham Park Early Years Accommodation	Thatcham Park Early Years Accommodation - works	£ -	£ -	£ -	£ 326,920	£ 326,920
The Castle School - Basic need Expansion	To meet the urgent need for additional places through the provision of four new classrooms and ancillary spaces within The Castle School site	£ -	£ 74,070	£ -	£ 46,720	£ 120,790
Theale Primary Basic Need Project	To provide sufficient places for primary children from developments in the catchment area of Theale Primary School so that local children are able to attend a local school.	£ -	£ 100,040	£ -	£ -	£ 100,040
Aids & Adaptations Special Education Needs & Disabilities Pupils	Occupational therapists to provide equipment and adaptations to children and young people with disabilities	£ 93,510	£ -	£ -	£ -	£ 93,510
Calcot Schools Remodelling	To undertake remodelling and rationalisation of accommodation to align it with the revised lower Planned Admission Number (PAN) of 60	£ -	£ 799,600	£ -	£ -	£ 799,600
Brookfields School - Accessibility	To address a lack of accessibility of key spaces to adequately provide for pupils' needs in the areas of personal care	£ -	£ 629,760	£ -	£ -	£ 629,760
Special Education Needs & Disabilities Infrastructure Delivery	To fulfil the requirement for a strategic response to increase sufficiency to support Priority 4 to address increasing demand for tailored, cost-effective SEND provision (Special Education Needs & Disabilities Infrastructure Delivery)	£ -	£ 879,320	£ -	£ -	£ 879,320
Brookfields Expansion – Early Years and Key Stage 3	To provide x2 additional classrooms and associated support spaces to meet the surge in demand for SEND places (Special Education Needs & Disabilities)	£ -	£ 1,151,630	£ -	£ -	£ 1,151,630
School Modular Building Replacement	To undertake more comprehensive surveys and replace poor condition and poor performing modular accommodation across the school estate	£ -	£ 250,000	£ -	£ -	£ 250,000

Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Westwood Farm – Key Stage 2 Severe Learning Disability Provision	To expand current SLD (Severe Learning Difficulties) facility to enable inclusion of Key Stage 2 pupils and avoid expensive independent non-maintained special school placements	£ -	£ 442,800	£ -	£ -	£ 442,800
North Newbury New Primary School	Provision of a 1FE Primary School at the North Newbury housing development site (Donnington Heights).	£ -	£ -	£ 55,650	£ -	£ 55,650
Expansion of Primary Provision - Newbury	To provide sufficient places for primary children from the cumulative housing developments across Newbury	£ -	£ -	£ -	£ -	£ -
North East Thatcham Primary	To provide sufficient places for primary children from the North-East Thatcham development	£ -	£ -	£ -	£ -	£ -
Primary Provision - reorganisation	In order to address declining birth rates and increasing surplus places a reorganisation of primary school provision is required.	£ -	£ -	£ -	£ -	£ -
Theale Primary School – Expansion	To provide sufficient places for primary children from developments in the catchment area of Theale Primary School	£ -	£ -	£ -	£ -	£ -
Sandleford New Primary School (2 x Form of Entry)	To provide sufficient places for primary age children from the Sandleford development so that local children are able to attend a local school.	£ -	£ -	£ -	£ -	£ -
Kennet PDR (Personal Development & Relationships) - Expansion	To expand and remodel the existing PDR (Personal Development & Relationships) unit at The Kennet School to provide suitable and sufficient space to meet the changing needs of the pupils	£ -	£ -	£ -	£ -	£ -
Accident reduction works	DfT Grant and CIL funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ -	£ -	£ -	£ 95,000	£ 95,000
Footway Improvements	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ -	£ -	£ 400,000	£ -	£ 400,000
Term Contract Equipment & Management	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ -	£ 884,250	£ -	£ -	£ 884,250

Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Signs & Road Markings Upgrades	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ -	£ -	£ -	£ 207,500	£ 207,500
Drainage & Flood Risk Projects	To secure funding for a series of major highway drainage upgrades and flood risk improvements	£ -	£ 300,000	£ -	£ 400,000	£ 700,000
Bus Services Improvement Plan (BSIP)	The BSIP seeks to deliver on the National Bus Strategy and Levelling-Up agenda, through enhanced frequencies on many services, new bus links introduced including the use of demand-responsive transport, simplified fares and the extension of multi-operator ticketing, more environmentally friendly buses, and improved marketing of bus services to wider audiences.	£ -	£ 696,502	£ -	£ -	£ 696,502
Newbury Rail Station Road Improvements	Improvements to areas surrounding Newbury train station	£ -	£ 391,860	£ -	£ -	£ 391,860
Electric Vehicle Charge Points	Plan and deliver infrastructure for zero-emission vehicles	£ -	£ 108,430	£ 191,000	£ 480,000	£ 779,430
Future Programme Development	DfT (Department for Transport) Grant and CIL (Community Infrastructure Levy) funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ -	£ 50,000	£ -	£ -	£ 50,000
Statutory Signing of Rights of Way	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ -	£ -	£ -	£ 5,270	£ 5,270
Playground Equipment Upgrades	For the ongoing replacement and upkeep of Equipment assets in children's playgrounds	£ -	£ -	£ -	£ 80,000	£ 80,000
Henwick Worthy Sports Facility	For the ongoing replacement and upkeep of built assets & sports facilities	£ -	£ -	£ 30,000	£ -	£ 30,000
Streatley Footpath	Streatley Footpath- Thames Path - improvements to the Thames Path in Streatley to form a safe and accessible route with benefits for the local economy, public access to nature, and the health and wellbeing of a large number of people.	£ -	£ -	£ -	£ 80,000	£ 80,000
Traffic Signal Upgrades	DfT Grant and CIL funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ -	£ -	£ -	£ 70,000	£ 70,000

Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Active Travel Infrastructure	To create and upgrade active travel infrastructure - including cycle tracks, cycle lanes, footways, shared routes and related facilities	£ -	£ -	£ 259,940	£ 1,585,320	£ 1,845,260
School Safety Programme (including School Streets)	DfT (Department for Transport) Grant and CIL (Community Infrastructure Levy) funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ -	£ -	£ -	£ 96,000	£ 96,000
Street Lighting Improvements	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 60,000	£ -	£ -	£ 105,000	£ 165,000
Capital Drainage Upgrades & Maintenance	To secure funding for a proactive approach to maintenance which would include enhancing the capacity to cope with the impact of development	£ 420,000	£ -	£ -	£ 500,000	£ 920,000
Essential Maintenance - Bridges	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ -	£ 300,000	£ -	£ -	£ 300,000
Highway Improved Programme	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 1,600,000	£ 5,590,099	£ -	£ -	£ 7,190,099
Sewerage Treatment Plants	To secure funding for a proactive approach to maintenance which would include enhancing the capacity to cope with the impact of development	£ -	£ -	£ -	£ 52,500	£ 52,500
London Road - Flood Risk Improvements	To secure funding for a series of major highway drainage upgrades and flood risk improvements	£ -	£ 50,000	£ -	£ -	£ 50,000
Car Park Maintenance	To provide a dedicated capital budget to ensure the parking machines are kept up to date and also maintain the car parking infrastructure	£ -	£ -	£ -	£ 175,000	£ 175,000
Community Transport Capital Grant	Bi-Annual Opportunity for Community Transport groups to express an interest in a capital grant	£ -	£ -	£ -	£ 50,000	£ 50,000
Transport Model Update	To update the Council's transport modelling tools so they remain fit for purpose	£ -	£ -	£ 100,000	£ -	£ 100,000

Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Nutrient Neutrality	Develop and deliver projects which will deliver a reduction in nutrients entering the River Lambourn. This will unlock development which is currently stalled due to the anticipated impact of additional nutrients and phosphates on the Lambourn catchment.	£ -	£ 2,100,000	£ -	£ -	£ 2,100,000
Improvements to key walking routes	To deliver general Public Rights Of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ -	£ -	£ -	£ 41,670	£ 41,670
Rights Of Way Volunteer Resource	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ -	£ -	£ -	£ 2,500	£ 2,500
Equal Access to the Countryside	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ -	£ -	£ -	£ 7,000	£ 7,000
Ridgeway & Thames Path National Trails	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ -	£ -	£ -	£ 13,000	£ 13,000
Improvements for Cyclists & Equestrians	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ -	£ -	£ -	£ 13,880	£ 13,880
Open Space Improvements	For the ongoing replacement and upkeep of built assets, sports facilities, children's playgrounds, visitor facilities	£ -	£ -	£ 25,000	£ 32,000	£ 57,000
Berks, Bucks & Oxon Wildlife Trust Capital Projects (BBOWT)	An annual grant paid to Berkshire, Buckinghamshire & Oxfordshire Wildlife Trust (BBOWT) for the ongoing upkeep of visitor facilities	£ 100,000	£ -	£ -	£ -	£ 100,000
Speed Restriction changes (including 20mph projects)	DfT Grant and CIL funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ -	£ -	£ -	£ 200,000	£ 200,000
Access Improvements to Commons & Nature Reserves	Upgrades and improvements to Accessibility of Commons and Nature Reserves and visitor facilities	£ -	£ -	£ -	£ 55,430	£ 55,430

Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Solar Photovoltaic Installations Programme (Rooftop Solar PV Provision)	Schemes to improve energy efficiency and reduce carbon emissions in Council buildings	£ 999,760	£ -	£ -	£ -	£ 999,760
Improvements to Byways	Improve and upgrade the byway surfaces to be accessible to all. Covering Bucklebury, Lambourn, Burghfield, Mortimer	£ -	£ -	£ -	£ 117,000	£ 117,000
Northcroft Leisure Centre Decarbonisation	a wide-ranging decarbonisation project designed to dramatically improve the building's energy efficiency, reduce carbon emissions, and support the Council's wider climate and environmental goals as it progresses on its pathway to net zero.	£ 387,084	£ 2,447,888	£ -	£ -	£ 2,834,972
Theale Station Improvements	Theale Station Improvements - works	£ -	£ -	£ -	£ -	£ -
Berkshire Downlands multiples	Improve and upgrade assorted Rights of way surfaces to improve accessibility across Downlands, Lambourne, Chieveley & Cold ash	£ -	£ -	£ -	£ -	£ -
Rights of Way Improvements	Improve and upgrade the Footpaths surfaces to be accessible to all.	£ -	£ -	£ -	£ -	£ -
Procurement & Implementation of new Financial Management System	Procurement & Implementation of New Financial Management System	£ 425,000	£ -	£ -	£ -	£ 425,000
Estate Capital Enhancement Programme	The Estates Capital Enhancement Programme identifies the element condition and provides a prioritised schedule of works required across a five year period for the non-schools (corporate) estate.	£ 909,000	£ -	£ -	£ -	£ 909,000
Geographic Information Systems Capital fund	Continuation of annual GIS (Geographic Information Systems) funding to support spatial data infrastructure for the organisation	£ 60,000	£ -	£ -	£ -	£ 60,000
Corporate IT Replacement	Re-provision of WBC ICT equipment and software (predominately PCs) on an ongoing basis	£ 400,000	£ -	£ -	£ -	£ 400,000
Cyber Health / Security Checks	Annual project and variety of activities to maintain our government Public Switched Network (PSN) accredited status	£ 36,000	£ -	£ -	£ -	£ 36,000
Cyber Security Enhancements	Annual licensing of our data leakage protection service which monitors email traffic (Egress) and modular enhancements to our SIEM solution (Security Information & Event Management)	£ 36,000	£ -	£ -	£ -	£ 36,000
Telephony Infrastructure	Telephony system contract until 2028	£ 65,000	£ -	£ -	£ -	£ 65,000
Maintenance of DR Facility	Enhance the organisation's current Disaster Recovery (DR) capability	£ 30,000	£ -	£ -	£ -	£ 30,000
SEND school & Contingency						
Contingency	Contingency for the capital programme	£ 1,500,000	£ -	£ -	£ -	£ 1,500,000

Project Title	Description of project	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
SEND School	To fulfil the requirement for a strategic response to increase sufficiency to address increasing demand for tailored, cost-effective SEND provision (Special Education Needs & Disabilities)	£ -	£ -	£ -	£ -	£ -
Staffing						
Education Assets Project Management, Design & Delivery	Project Management - Education	£ 254,440	£ 109,240	£ -	£ -	£ 363,680
Infrastructure Design & Delivery	Annual salaries for Projects Team	£ -	£ 2,075,651	£ 169,414	£ 224,365	£ 2,469,430
Projects delivery team	Annual salaries for projects delivery team	£ 418,400	£ -	£ -	£ -	£ 418,400
Capitalisation of finance salaries	Capitalisation of finance salaries	£ 76,053	£ 76,054	£ -	£ -	£ 152,107
Project Management - Information Communication Technology	Capitalise proportion of ICT Staff salaries for those who work on Capital projects	£ 227,820	£ -	£ -	£ -	£ 227,820
Project Management - Strategy & Governance	Capitalisation of costs for Strategy & Governance Project Managers	£ 187,980	£ -	£ -	£ -	£ 187,980

£ 10,419,140 £ 27,339,822 £ 2,328,568 £ 6,125,945 £ 46,213,475

Appendix C - Capital Programme 2026/27 - 2029/30

Project Title	Description of project	2026/27	2027/28	2028/29	2029/30	Total 2026-2030				
		Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Occupational Therapy Equipment	Annual provision for essential aids & equipment for vulnerable people	£ 788,418	£ 788,418	£ 788,418	£ 788,418	£ -	£ 3,153,672	£ -	£ -	£ 3,153,672
Social Care Case Management System Replacement	Procurement of a new social care case management system to replace Care Director	£ 156,953	£ 156,953	£ 156,953	£ 156,953	£ 627,812	£ -	£ -	£ -	£ 627,812
The Shopmobility Scheme	To enable the annual replacement of scooters and wheelchairs as part of the Shopmobility contract with Volunteer Centre West Berkshire to 26/27	£ 11,000	£ -	£ -	£ -	£ 11,000	£ -	£ -	£ -	£ 11,000
Royal Berkshire Archives - Planned Enhancements	Planned programme of expenditure over the next three years to cover essential maintenance work on the Royal Berkshire Archive building, funded between the six authorities	£ 45,000	£ 50,010	£ -	£ -	£ 17,380	£ 77,630	£ -	£ -	£ 95,010
Expansion of Berkshire Records Office. Reading	This project aims to provide additional storage through a new two-storey building extension. This will ensure that the joint service is sustainable well into the future and will allow the joint archives service to fulfil its statutory and contractual obligations to the six Berkshire districts.	£ 1,867,000	£ 31,500	£ 31,500	£ -	£ 418,210	£ 1,511,790	£ -	£ -	£ 1,930,000
West Berkshire Museum - Damp Conditions Improvement	To ensure that the environmental condition of the museum building provides the optimum conditions for the exhibits	£ 30,000	£ -	£ -	£ -	£ 30,000	£ -	£ -	£ -	£ 30,000
Members Bids	To enable Members to work with residents and community groups in their wards, to deliver improvements they value	£ 100,000	£ 100,000	£ -	£ 100,000	£ 300,000	£ -	£ -	£ -	£ 300,000
Libraries Book Stock	To purchase supplies of new books to continually replenish library stock (physical and digital) at all West Berkshire libraries	£ 140,000	£ 158,000	£ -	£ -	£ 298,000	£ -	£ -	£ -	£ 298,000
Playing Pitch Action Plan	Playing Pitch Strategy and associated projects	£ 300,000	£ 500,000	£ 500,000	£ -	£ 1,300,000	£ -	£ -	£ -	£ 1,300,000
Thattham Library - New Build	Build a new and larger library in Thattham as outlined in the council's Infrastructure Development Plan (2022-27)	£ -	£ 1,200,000	£ -	£ -	£ -	£ -	£ -	£ 1,200,000	£ 1,200,000
Disabled Facilities Grant	Mandatory grant for disabled adaptations, to enable local residents to live independently in their own homes	£ 1,669,000	£ 1,669,000	£ 1,669,000	£ 1,669,000	£ -	£ 6,676,000	£ -	£ -	£ 6,676,000
Four Houses Corner	Refurbishment of the sixteen pitches at Four Houses Corner, Ufton Nervet	£ 88,000	£ -	£ -	£ -	£ 88,000	£ -	£ -	£ -	£ 88,000
Chestnut Walk project	Repurpose of unused care home for emergency accommodation	£ 1,097,564	£ 50,000	£ -	£ -	£ -	£ -	£ 1,147,564	£ -	£ 1,147,564
Falkland Primary School - Classroom Replacement	To replace the 8 classrooms and associated support spaces that are currently in old prefabricated modular accommodation	£ 2,796,510	£ 88,370	£ -	£ -	£ 969,070	£ 851,940	£ -	£ 1,063,870	£ 2,884,880
Education Capital Enhancement Programme	Maintenance programme to address most urgent capital condition need as identified by current condition survey data.	£ 3,037,710	£ 2,726,850	£ 2,453,730	£ 2,447,880	£ -	£ 10,666,170	£ -	£ -	£ 10,666,170
Thattham Park Early Years Accommodation	Thattham Park Early Years Accommodation - works	£ 326,920	£ -	£ -	£ -	£ -	£ -	£ -	£ 326,920	£ 326,920
The Castle School - Basic need Expansion	To meet the urgent need for additional places through the provision of four new classrooms and ancillary spaces within The Castle School site	£ 120,790	£ -	£ -	£ -	£ -	£ 74,070	£ -	£ 46,720	£ 120,790
Theale Primary Basic Need Project	To provide sufficient places for primary children from developments in the catchment area of Theale Primary School so that local children are able to attend a local school.	£ 100,040	£ -	£ -	£ -	£ -	£ 100,040	£ -	£ -	£ 100,040

Project Title	Description of project	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Aids & Adaptations Special Education Needs & Disabilities Pupils	Occupational therapists to provide equipment and adaptations to children and young people with disabilities	£ 93,510	£ 97,760	£ 99,880	£ 102,000	£ 393,150	£ -	£ -	£ -	£ 393,150
Calcot Schools Remodelling	To undertake remodelling and rationalisation of accommodation to align it with the revised lower Planned Admission Number (PAN) of 60	£ 799,600	£ 2,476,250	£ 3,282,050	£ 1,309,870	£ 6,708,420	£ 1,159,350	£ -	£ -	£ 7,867,770
Brookfields School - Accessibility	To address a lack of accessibility of key spaces to adequately provide for pupils' needs in the areas of personal care	£ 629,760	£ 15,780	£ -	£ -	£ -	£ 645,540	£ -	£ -	£ 645,540
Special Education Needs & Disabilities Infrastructure Delivery	To fulfil the requirement for a strategic response to increase sufficiency to support Priority 4 to address increasing demand for tailored, cost-effective SEND provision (Special Education Needs & Disabilities Infrastructure Delivery)	£ 879,320	£ 3,336,860	£ 2,037,530	£ 2,204,430	£ -	£ 6,253,710	£ -	£ 2,204,430	£ 8,458,140
Brookfields Expansion – Early Years and Key Stage 3	To provide x2 additional classrooms and associated support spaces to meet the surge in demand for SEND places (Special Education Needs & Disabilities)	£ 1,151,630	£ -	£ -	£ -	£ -	£ 1,151,630	£ -	£ -	£ 1,151,630
School Modular Building Replacement	To undertake more comprehensive surveys and replace poor condition and poor performing modular accommodation across the school estate	£ 250,000	£ 750,000	£ 300,000	£ 300,000	£ -	£ 1,600,000	£ -	£ -	£ 1,600,000
Westwood Farm – Key Stage 2 Severe Learning Disability Provision	To expand current SLD (Severe Learning Difficulties) facility to enable inclusion of Key Stage 2 pupils and avoid expensive independent non-maintained special school placements	£ 442,800	£ 769,090	£ 31,070	£ -	£ -	£ 1,242,960	£ -	£ -	£ 1,242,960
North Newbury New Primary School	Provision of a 1FE Primary School at the North Newbury housing development site (Donnington Heights).	£ 55,650	£ 317,210	£ 3,272,410	£ 2,117,690	£ -	£ 803,190	£ 4,959,770	£ -	£ 5,762,960
Expansion of Primary Provision - Newbury	To provide sufficient places for primary children from the cumulative housing developments across Newbury	£ -	£ -	£ 158,310	£ 1,533,730	£ -	£ -	£ -	£ 1,692,040	£ 1,692,040
North East Thatcham Primary	To provide sufficient places for primary children from the North-East Thatcham development	£ -	£ -	£ -	£ 462,510	£ -	£ -	£ 462,510	£ -	£ 462,510
Primary Provision - reorganisation	In order to address declining birth rates and increasing surplus places a reorganisation of primary school provision is required.	£ -	£ 14,950	£ 71,030	£ 1,138,300	£ 1,224,280	£ -	£ -	£ -	£ 1,224,280
Theale Primary School – Expansion	To provide sufficient places for primary children from developments in the catchment area of Theale Primary School	£ -	£ 171,170	£ 1,969,760	£ 492,440	£ -	£ -	£ -	£ 2,633,370	£ 2,633,370
Sandleford New Primary School (2 x Form of Entry)	To provide sufficient places for primary age children from the Sandleford development so that local children are able to attend a local school.	£ -	£ -	£ 50,000	£ 458,600	£ -	£ -	£ 508,600	£ -	£ 508,600
Kennet PDR (Personal Development & Relationships) - Expansion	To expand and remodel the existing PDR (Personal Development & Relationships) unit at The Kennet School to provide suitable and sufficient space to meet the changing needs of the pupils	£ -	£ 30,000	£ 102,000	£ 654,960	£ 30,000	£ -	£ -	£ 756,960	£ 786,960
Accident reduction works	DfT Grant and CIL funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ 95,000	£ 65,000	£ 65,000	£ 65,000	£ -	£ -	£ -	£ 290,000	£ 290,000
Footway Improvements	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 400,000	£ 300,000	£ 315,000	£ 330,750	£ -	£ -	£ 400,000	£ 945,750	£ 1,345,750

Project Title	Description of project	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Term Contract Equipment & Management	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 884,250	£ 910,778	£ 938,101	£ 966,244	£ -	£ 3,699,372	£ -	£ -	£ 3,699,372
Signs & Road Markings Upgrades	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 207,500	£ 157,500	£ 157,500	£ 157,500	£ -	-	£ -	£ 680,000	£ 680,000
Drainage & Flood Risk Projects	To secure funding for a series of major highway drainage upgrades and flood risk improvements	£ 700,000	£ 600,000	£ 600,000	£ 600,000	£ -	£ 1,200,000	£ -	£ 1,300,000	£ 2,500,000
Bus Services Improvement Plan (BSIP)	The BSIP seeks to deliver on the National Bus Strategy and Levelling-Up agenda, through enhanced frequencies on many services, new bus links introduced including the use of demand-responsive transport, simplified fares and the extension of multi-operator ticketing, more environmentally friendly buses, and improved marketing of bus services to wider audiences.	£ 696,502	£ 557,497	£ 568,482	£ 579,468	£ -	£ 2,401,949	£ -	£ -	£ 2,401,949
Newbury Rail Station Road Improvements	Improvements to areas surrounding Newbury train station	£ 391,860	£ -	£ -	£ -	£ -	£ 391,860	£ -	£ -	£ 391,860
Electric Vehicle Charge Points	Plan and deliver infrastructure for zero-emission vehicles	£ 779,430	£ 252,860	£ 95,500	£ -	£ -	£ 203,930	£ 286,500	£ 637,360	£ 1,127,790
Future Programme Development	DfT (Department for Transport) Grant and CIL (Community Infrastructure Levy) funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ 50,000	£ 50,000	£ 50,000	£ 50,000	£ -	£ 200,000	£ -	£ -	£ 200,000
Statutory Signing of Rights of Way	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ 5,270	£ 5,270	£ 5,270	£ 5,270	£ -	-	£ -	£ 21,080	£ 21,080
Playground Equipment Upgrades	For the ongoing replacement and upkeep of Equipment assets in children's playgrounds	£ 80,000	£ 180,000	£ 180,000	£ 180,000	£ -	-	£ -	£ 620,000	£ 620,000
Henwick Worthy Sports Facility	For the ongoing replacement and upkeep of built assets & sports facilities	£ 30,000	£ -	£ -	£ -	£ -	-	£ 30,000	£ -	£ 30,000
Streatley Footpath	Streatley Footpath- Thames Path - improvements to the Thames Path in Streatley to form a safe and accessible route with benefits for the local economy, public access to nature, and the health and wellbeing of a large number of people.	£ 80,000	£ -	£ -	£ -	£ -	-	£ -	£ 80,000	£ 80,000
Traffic Signal Upgrades	DfT Grant and CIL funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ 70,000	£ 70,000	£ 73,500	£ 77,170	£ -	-	£ -	£ 290,670	£ 290,670
Active Travel Infrastructure	To create and upgrade active travel infrastructure - including cycle tracks, cycle lanes, footways, shared routes and related facilities	£ 1,845,260	£ 2,150,000	£ 4,150,000	£ 1,150,000	£ -	£ 7,000,000	£ 259,940	£ 2,035,320	£ 9,295,260
School Safety Programme (including School Streets)	DfT (Department for Transport) Grant and CIL (Community Infrastructure Levy) funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ 96,000	£ 96,000	£ 100,800	£ 105,840	£ -	-	£ -	£ 398,640	£ 398,640
Street Lighting Improvements	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 165,000	£ 170,250	£ 175,760	£ 181,550	£ 240,000	-	£ -	£ 452,560	£ 692,560

Project Title	Description of project	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Capital Drainage Upgrades & Maintenance	To secure funding for a proactive approach to maintenance which would include enhancing the capacity to cope with the impact of development	£ 920,000	£ 841,000	£ 863,050	£ 906,200	£ 1,810,250	£ -	£ -	£ 1,720,000	£ 3,530,250
Essential Maintenance - Bridges	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 300,000	£ 300,000	£ 300,000	£ 300,000	£ -	£ 1,200,000	£ -	£ -	£ 1,200,000
Highway Improved Programme	To provide funding to maintain and improve the Highway network in line with statutory responsibilities and Member and public expectations	£ 7,190,099	£ 4,869,930	£ 4,869,930	£ 4,869,930	£ 1,600,000	£ 20,199,889	£ -	£ -	£ 21,799,889
Sewerage Treatment Plants	To secure funding for a proactive approach to maintenance which would include enhancing the capacity to cope with the impact of development	£ 52,500	£ 55,125	£ 57,881	£ 60,775	£ -	£ -	£ -	£ 226,281	£ 226,281
London Road - Flood Risk Improvements	To secure funding for a series of major highway drainage upgrades and flood risk improvements	£ 50,000	£ 50,000	£ 500,000	£ -	£ -	£ 600,000	£ -	£ -	£ 600,000
Car Park Maintenance	To provide a dedicated capital budget to ensure the parking machines are kept up to date and also maintain the car parking infrastructure	£ 175,000	£ 100,000	£ 100,000	£ 100,000	£ -	£ -	£ -	£ 475,000	£ 475,000
Community Transport Capital Grant	Bi-Annual Opportunity for Community Transport groups to express an interest in a capital grant	£ 50,000	£ -	£ 50,000	£ -	£ -	£ -	£ -	£ 100,000	£ 100,000
Transport Model Update	To update the Council's transport modelling tools so they remain fit for purpose	£ 100,000	£ -	£ -	£ -	£ -	£ -	£ 100,000	£ -	£ 100,000
Nutrient Neutrality	Develop and deliver projects which will deliver a reduction in nutrients entering the River Lambourn. This will unlock development which is currently stalled due to the anticipated impact of additional nutrients and phosphates on the Lambourn catchment.	£ 2,100,000	£ -	£ -	£ -	£ -	£ 2,100,000	£ -	£ -	£ 2,100,000
Improvements to key walking routes	To deliver general Public Rights Of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ 41,670	£ 41,670	£ 41,670	£ 41,670	£ -	£ -	£ -	£ 166,680	£ 166,680
Rights Of Way Volunteer Resource	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ 2,500	£ 2,500	£ 2,500	£ 2,500	£ -	£ -	£ -	£ 10,000	£ 10,000
Equal Access to the Countryside	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ 7,000	£ 7,000	£ 7,000	£ 7,000	£ -	£ -	£ -	£ 28,000	£ 28,000
Ridgeway & Thames Path National Trails	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ 13,000	£ 13,000	£ 13,000	£ 13,000	£ -	£ -	£ -	£ 52,000	£ 52,000
Improvements for Cyclists & Equestrians	To deliver general Public Rights of Way improvements for all users (pedestrians, cyclists, equestrians, etc. including users with mobility problems)	£ 13,880	£ 13,880	£ 13,880	£ 13,880	£ -	£ -	£ -	£ 55,520	£ 55,520
Open Space Improvements	For the ongoing replacement and upkeep of built assets, sports facilities, children's playgrounds, visitor facilities	£ 57,000	£ -	£ -	£ -	£ -	£ -	£ 25,000	£ 32,000	£ 57,000
Berks, Bucks & Oxon Wildlife Trust Capital Projects (BBOWT)	An annual grant paid to Berkshire, Buckinghamshire & Oxfordshire Wildlife Trust (BBOWT) for the ongoing upkeep of visitor facilities	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 400,000	£ -	£ -	£ -	£ 400,000

Project Title	Description of project	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Speed Restriction changes (including 20mph projects)	DfT Grant and CIL funding to deliver the annual Network Management Programme of works (under the Highways and Traffic Management Acts)	£ 200,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 200,000	£ 200,000
Access Improvements to Commons & Nature Reserves	Upgrades and improvements to Accessibility of Commons and Nature Reserves and visitor facilities	£ 55,430	£ -	£ -	£ -	£ -	£ -	£ -	£ 55,430	£ 55,430
Solar Photovoltaic Installations Programme (Rooftop Solar PV Provision)	Schemes to improve energy efficiency and reduce carbon emissions in Council buildings	£ 999,760	£ 320,000	£ -	£ -	£ 1,319,760	£ -	£ -	£ -	£ 1,319,760
Improvements to Byways	Improve and upgrade the byway surfaces to be accessible to all. Covering Bucklebury, Lambourn, Burghfield, Mortimer	£ 117,000	£ -	£ 69,500	£ 47,500	£ -	£ -	£ -	£ 234,000	£ 234,000
Northcroft Leisure Centre Decarbonisation	a wide-ranging decarbonisation project designed to dramatically improve the building's energy efficiency, reduce carbon emissions, and support the Council's wider climate and environmental goals as it progresses on its pathway to net zero.	£ 2,834,972	£ -	£ -	£ -	£ 387,084	£ 2,447,888	£ -	£ -	£ 2,834,972
Theale Station Improvements	Theale Station Improvements - works	£ -	£ 3,869,560	£ -	£ -	£ -	£ 3,869,560	£ -	£ -	£ 3,869,560
Berkshire Downlands multiples	Improve and upgrade assorted Rights of way surfaces to improve accessibility across Downlands, Lambourne, Chieveley & Cold ash	£ -	£ 13,700	£ -	£ -	£ -	£ -	£ -	£ 13,700	£ 13,700
Rights of Way Improvements	Improve and upgrade the Footpaths surfaces to be accessible to all.	£ -	£ 14,000	£ -	£ -	£ -	£ -	£ -	£ 14,000	£ 14,000
Procurement & Implementation of new Financial Management System	Procurement & Implementation of New Financial Management System	£ 425,000	£ 425,000	£ -	£ -	£ 850,000	£ -	£ -	£ -	£ 850,000
Estate Capital Enhancement Programme	The Estates Capital Enhancement Programme identifies the element condition and provides a prioritised schedule of works required across a five year period for the non-schools (corporate) estate.	£ 909,000	£ 949,000	£ 1,081,500	£ 2,161,500	£ 5,101,000	£ -	£ -	£ -	£ 5,101,000
Geographic Information Systems Capital fund	Continuation of annual GIS (Geographic Information Systems) funding to support spatial data infrastructure for the organisation	£ 60,000	£ 60,000	£ 60,000	£ 60,000	£ 240,000	£ -	£ -	£ -	£ 240,000
Corporate IT Replacement	Re-provision of WBC ICT equipment and software (predominately PCs) on an ongoing basis	£ 400,000	£ 441,750	£ 297,500	£ 263,250	£ 1,402,500	£ -	£ -	£ -	£ 1,402,500
Cyber Health / Security Checks	Annual project and variety of activities to maintain our government Public Switched Network (PSN) accredited status	£ 36,000	£ 36,000	£ 36,000	£ 36,000	£ 144,000	£ -	£ -	£ -	£ 144,000
Cyber Security Enhancements	Annual licensing of our data leakage protection service which monitors email traffic (Egress) and modular enhancements to our SIEM solution (Security Information & Event Management)	£ 36,000	£ 36,000	£ 36,000	£ 36,000	£ 144,000	£ -	£ -	£ -	£ 144,000
Telephony Infrastructure	Telephony system contract until 2028	£ 65,000	£ 65,000	£ -	£ -	£ 130,000	£ -	£ -	£ -	£ 130,000
Maintenance of DR Facility	Enhance the organisation's current Disaster Recovery (DR) capability	£ 30,000	£ -	£ -	£ -	£ 30,000	£ -	£ -	£ -	£ 30,000
SEND school & Contingency										
Contingency	Contingency for the capital programme	£ 1,500,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 4,500,000	£ -	£ -	£ -	£ 4,500,000
SEND School	To fulfil the requirement for a strategic response to increase sufficiency to address increasing demand for tailored, cost-effective SEND provision (Special Education Needs & Disabilities)	£ -	£ 518,030	£ 1,036,060	£ 12,044,170	£ 13,598,260	£ -	£ -	£ -	£ 13,598,260
Staffing										
Education Assets Project Management, Design & Delivery	Project Management - Education	£ 363,680	£ 374,590	£ 385,828	£ 397,403	£ 1,064,482	£ 457,019	£ -	£ -	£ 1,521,501
Infrastructure Design & Delivery	Annual salaries for Projects Team	£ 2,469,430	£ 2,543,512	£ 2,619,818	£ 2,698,412	£ -	£ 8,683,749	£ 708,766	£ 938,657	£ 10,331,172
Projects delivery team	Annual salaries for projects delivery team	£ 418,400	£ 430,952	£ 443,881	£ 457,197	£ 1,750,430	£ -	£ -	£ -	£ 1,750,430
Capitalisation of finance salaries	Capitalisation of finance salaries	£ 152,107	£ 172,224	£ 178,252	£ 184,492	£ 343,537	£ 343,538	£ -	£ -	£ 687,075

Project Title	Description of project	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Total Planned Expenditure	Council Funding	Grants & Contributions	S106	CIL	Total Planned Expenditure
Project Management - Information Communication Technology	Capitalise proportion of ICT Staff salaries for those who work on Capital projects	£ 227,820	£ 234,655	£ 241,694	£ 248,945	£ 953,114	£ -	£ -	£ -	£ 953,114
Project Management - Strategy & Governance	Capitalisation of costs for Strategy & Governance Project Managers	£ 187,980	£ 193,619	£ 199,428	£ 205,411	£ 786,438	£ -	£ -	£ -	£ 786,438
		<u>£ 46,213,475</u>	<u>£ 39,155,023</u>	<u>£ 39,052,925</u>	<u>£ 46,640,808</u>	<u>£ 49,210,177</u>	<u>£ 90,966,446</u>	<u>£ 8,888,650</u>	<u>£ 21,996,958</u>	<u>£ 171,062,231</u>

Flexible Use of Capital Receipts Policy

Guidance on the use of flexible capital receipts is issued by the Secretary of State under Section 15(1)(a) of the Local Government Act 2003. Capital receipt has the meaning as defined in Section 9 of the Act, and as described in the Regulations made under that section.

Qualifying expenditure is defined as spend on a project where incurring up-front costs will generate ongoing savings. The main element of this guidance details the types of projects that will generate qualifying expenditure. A qualifying disposal is an asset sale made within the period to which the direction applies, and by a Local Authority to an entity external to the Local Authority's reporting structure. The key tranche of this guidance defines group structure and provides further detail on what constitutes a qualifying asset disposal. The direction refers to a reference contained in Section 16(2)(b) of the Act and allows named Local Authorities to treat qualifying expenditure as capital expenditure. The period in which a named Local Authority can adopt this treatment has been extended to March 2030.

Qualifying expenditure concerns project-specific expenditure that is designed to generate ongoing revenue savings through the delivery of public services and/or the transformation of service delivery to reduce costs or transform service delivery in a form that reduces the cost or demand for services in future years for any public sector delivery partner. Within this definition, it is for individual Local Authorities to determine whether a project qualifies for this flexibility.

Formation and implementation costs of any new such processes or arrangements can be treated as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure. In addition, one-off costs, such as banking savings generated in respect of temporary increases in pay costs, cannot be treated as qualifying expenditure. Under the directive in force from April 2022 onwards, with respect to redundancy payments, qualifying expenditure will be limited to those amounts that are necessarily incurred as statutory redundancy payments provided the other requirements of qualifying expenditure are met. This restriction does not apply to other severance costs, including pension strain costs, and the treatment of these sums remains unchanged from the previous directive.

There is a wide cross-section of projects which can generate qualifying expenditure, and the list below is not exhaustive. Examples of such projects are:

- Sharing back-office and administrative services with one or more other council or public sector bodies
- Investment in service reform feasibility work, e.g. creating pilot schemes
- Collaboration between Local Authorities and Central Government departments to increase the supply of land available for economic use
- Funding service reconfigurations, restructuring or rationalisation, where this leads to ongoing efficiency savings or service transformation
- Driving a digital approach to the delivery of more efficient public services and improving how the public interacts with constituent authorities where possible

Financial Year 2026/27: Revenue Budget

Committee considering report:	Council
Date of Committee:	26 th February 2026
Portfolio Member:	Councillor Iain Cottingham
Report Author:	Toby Bradley/Shannon Coleman-Slaughter
Forward Plan Ref:	C4680

1 Purpose of the Report

- 1.1 In accordance with the Local Government Finance Act 1992 and Local Government Act 2003, the Council must set a balanced budget annually by 11th March.
- 1.2 The budget acts as an indicator that the Council has set aside sufficient financial resources to achieve its objectives and to ensure that Council Tax bills can be issued to residents across the district prior to the start of the new financial year. This report details the budget proposals for financial year 2026/27 and supporting Council Tax proposals and resolutions.
- 1.3 The report includes various appendices to support members in their decisions on the recommendations disclosed. In advance of preparing this budget paper, the Council has been managing a budget consultation exercise (further relevant content is in Appendix I). Other appendices to this report include the overall savings proposals, budgeted investment, a fees and charges summary and changes and items relating to the setting of Council Tax.
- 1.4 Appendix J sets out the report of the Section 151 Officer on the robustness of budget estimates and adequacy of financial reserves, as required under Section 25 of the Local Government Act 2003. This appendix is of particular importance and guidance to members considering the financial settlement issued on 17th December 2025 as part of Central Government's Fair Funding Review 2.0, and the expectation that the Council will require Exceptional Financial Support (EFS) during the life of the Medium Term Financial Strategy (MTFS).

2 Recommendations

Council Tax

- 2.1 That Council approves the 2026/27 Council Tax requirement of £136.28 million, requiring a Council Tax increase of +2.99% with a +2.0% Council Tax precept ring-fenced for Adult Social Care.

Revenue Budget

- 2.2 That the proposed General Fund net budget requirement of £210.9 million itemised in Appendix B is approved.
- 2.3 That the fees and charges disclosed in Appendix C are approved.
- 2.4 That the proposed savings disclosed in Appendix F and investments disclosed in Appendix E are approved.
- 2.5 To note that a budget consultation was undertaken between 1st December 2025 and 12th January 2026. The consultation responses are disclosed in Appendix I.
- 2.6 To note the Dedicated Schools Grant (DSG) allocations totalling £139.99 million and agree that the schools block of £74.09 million is allocated to schools using the local formula agreed by The Schools Forum on 19th January 2026. The outline DSG budget by block is detailed in Appendix H. Members are asked to note that the expenditure budget set is more than income funding available, and it is therefore anticipated that the cumulative High Needs Block (HNB) deficit will be increased by +£16.98 million in 2026/27 to £31.53 million. The cost of financing the HNB is factored into the revenue capital financing requirement for 2026/27 and drives part of the Council’s EFS request.
- 2.7 That the Executive ratifies the EFS request to Central Government of £50 million, split between £20 million attributable to 2025/26 to provide resilience to the reserves position, and £30 million required to balance the 2026/27 revenue budget.
- 2.8 It is further proposed that Council approve a 100% Council Tax discount for Care Leavers aged 18- 25 who reside in West Berkshire.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The financial position of the Council is challenging, with considerable budgetary pressures in commissioned social care provision and general inflationary expenditure growth. The underlying funding streams are constrained with a significant readjustment of the Council Tax base (detailed in Appendix B of the MTFS), and an adverse settlement from Central Government (detailed in Appendix A of the MTFS). The Council’s reserve position is delicate, with the existing General Fund (£10.6 million as of 31st March 2025), generated from Exceptional Financial Support (EFS), under pressure from in-year overspends (2025/26). Additional EFS requests for financial year 2025/26, and to balance the revenue budget in 2026/27, were submitted to Ministry for Housing Communities and Local Government (MHCLG) on 12 th December 2025, and a decision from Central Government remains outstanding at the time of writing this report. Without EFS, the Council, as with

	<p>many other upper tier authorities will be in a Section 114 position given the absence of significant and robustly substantiated savings programmes.</p>
<p>Human Resource:</p>	<p>Any changes to staffing would need to comply with the relevant HR Policies and Procedures. Several redundancies are listed within the savings (Appendix F).</p>
<p>Legal:</p>	<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 strategies.</p> <p>The Public Sector Equality Duty (149 (1) Act 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>The Council consulted on a variety of specific savings and income proposals between December 2025 and January 2026. A summary of the outcome of these consultations, together with equality impacts assessments are included in Appendix I of this report.</p> <p>In respect of the proposed care leavers discount, under the Local Government Finance Act 1992, local authorities have discretionary powers to reduce Council Tax liability under Section 13A (1) (c). This provision allows councils to offer discounts in individual cases or classes of cases, such as Care Leavers.</p>

Financial Year 2026/27: Revenue Budget

Risk Management:	Appendix J contains the Section 151 Officer's view of the robustness of estimates supporting the 2026/27 revenue budget.
Property:	<p>Significant amendments to the property and infrastructure portfolio are included as part of the Capital Strategy which is funded through revenue financing. Transformation activity will be sourced through the flexible use of capital receipts.</p> <p>The Council will be required to focus on an asset optimisation and potential disposals strategy in 2026/27 to fund both capital activity (to avoid debt costs associated with financing), and fund transformation activity designed to support long-term revenue savings.</p>
Policy:	Specific investment in the Council Strategy is included as part of this budget. These areas are highlighted separately in the budget paper.

	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		Individual savings have been subject to Equalities Impact Assessments where required. These are detailed in Appendix I.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		See Appendix I.
Environmental Impact:		X		
Health Impact:		X		
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:	X			Revenue capital financing enables the investment in the capital programme, which is aligned to the Council Strategy.
Core Business:		X		
Data Impact:		X		

Consultation and Engagement:	Corporate Board Financial Planning and Savings Board
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4 Executive Summary

Funding Available 2026/27

- 4.1 On 17th December 2025, Central Government issued a three-year funding settlement. The longer-term financial impacts of the settlement on Core Spending Power (CSP), and local adjustments to the tax base are detailed within the MTFs. In respect of financial year 2026/27 and revenue budget setting, £177.9 million of funding is available to support the delivery of Council services to residents. The decrease in spending power for West Berkshire is (3.4%) compared to 2025/26, inclusive of the government assumption that the Council takes the maximum increase in Council Tax +2.99% and the Adult Social Care precept +2.0%, without triggering a referendum (+4.99% as an overall total for West Berkshire Council).
- 4.2 The Council Tax Resolution is included in Appendix A. The 2026/27 funding statement is itemised in Appendix B, detailing the funding assumptions underpinning the financing of the net revenue budget.
- 4.3 The funding statement for financial year 2026/27 is as follows:

Funding Statement	Commentary/ Assumptions	2025/26	2026/27
		£ms	£ms
<i>Government Assumed Council Tax (Core Spending Power)</i>			<i>139.87</i>
<i>Council Tax Increase</i>		<i>2.99%</i>	<i>2.99%</i>
<i>Adult Social Care Precept</i>		<i>2.00%</i>	<i>2.00%</i>
Council Tax	Maximum percentage increase applied to tax base	109.59	110.99
Adult Social Care Precept	Maximum percentage increase applied to tax base	22.05	25.29
Collection Fund Deficit on Council Tax	Latest modelling of forecast deficit	-0.99	-2.81
Net Council Tax Funding Stream		130.65	133.48
Retained Business Rates	Government prescribed under settlement	30.57	13.27
Collection Fund Deficit on Business Rates	Latest modelling of forecast deficit	-4.60	-0.48
Net Retained Business Rates		25.97	12.79
Revenue Support Grant	Government prescribed under settlement	16.24	27.04
Homelessness & Domestic Abuse Grant Funding Streams	Government prescribed under settlement	0.32	1.43
Families First Grant Funding Stream	Government prescribed under settlement	0.33	1.42
Homelessness & Domestic Abuse Grant Funding Streams (Ringfenced Expenditure)	Government prescribed under settlement		-1.43
Families First Grant Funding Stream (Ringfenced Expenditure)	Government prescribed under settlement		-1.42
Extended Producer Responsibility Grant	Government prescribed	4.66	4.60
Net Un Ringfenced Revenue Support Grant		21.55	31.64
Total Funds Available	Total government funds, retained business rates and council tax revenues	178.17	177.90

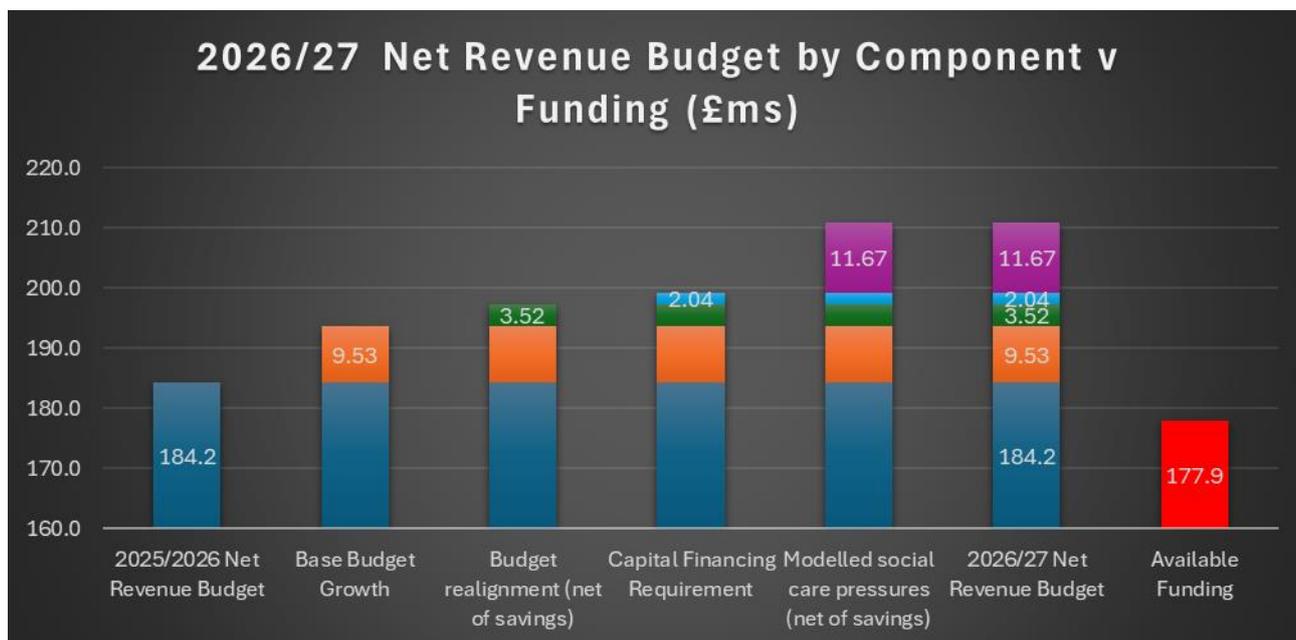
Net Revenue Expenditure Budget Requirement 2026/27

- 4.4 The net revenue budget requirement for financial year 2026/27 is detailed below, by directorate, in tabular form. The table below also outlines gross revenue and gross income, for Budget 2025/26, Q3 2025/26 and Budget 2026/27:

Financial Year 2026/27: Revenue Budget

	Expenditure Budget 2025/26	Income Budget 2025/26	Net Budget 2025/26	Q3 Expenditure Forecast 2025/26	Q3 Income Forecast 2025/26	Q3 Net Forecast 2025/26	Expenditure Budget 2026/27	Income Budget 2026/27	Net Budget 2026/27	Variance - Net Q3 vs Net Budget 2026/27	Variance - Net Budget 2025/26 vs Net Budget 2026/27		
ED People - ASC & Public Health	£0.3 m	£0.0 m	£0.3 m	£0.3 m	£0.0 m	£0.3 m	£0.2 m	£0.0 m	£0.2 m	-7.1%	£0.0 m	-16.0%	£0.0 m
Adult Social Care	£101.0 m	£-26.9 m	£74.2 m	£105.2 m	£-26.9 m	£78.3 m	£111.3 m	£-27.3 m	£84.1 m	5.6%	£4.1 m	13.3%	£9.9 m
Public Health & Wellbeing	£7.5 m	£-7.6 m	£-0.1 m	£7.1 m	£-7.2 m	£-0.1 m	£7.4 m	£-7.5 m	£-0.1 m	0.0%	£0.0 m	0.0%	£0.0 m
People - ASC & Public Health	£108.8 m	£-34.4 m	£74.4 m	£112.6 m	£-34.1 m	£78.5 m	£119.0 m	£-34.8 m	£84.2 m	5.5%	£4.1 m	13.2%	£9.8 m
ED People - Children's Services	£0.2 m	£0.0 m	£0.2 m	£0.2 m	£0.0 m	£0.2 m	£0.2 m	£0.0 m	£0.2 m	0.9%	£0.0 m	5.7%	£0.0 m
Children's Social Care	£35.7 m	£-3.0 m	£32.8 m	£39.9 m	£-3.4 m	£36.4 m	£43.6 m	£-3.0 m	£40.6 m	11.1%	£3.7 m	23.9%	£7.8 m
Education & SEND	£12.1 m	£-3.3 m	£8.9 m	£13.1 m	£-3.7 m	£9.3 m	£12.4 m	£-2.9 m	£9.5 m	5.4%	£0.5 m	7.7%	£0.7 m
Education (DSG Funded)	£157.1 m	£-157.6 m	£-0.4 m	£156.1 m	£-156.5 m	£-0.4 m	£148.2 m	£-148.6 m	£-0.4 m	0.0%	£0.0 m	0.0%	£0.0 m
People - Children's Services	£205.3 m	£-163.8 m	£41.4 m	£209.3 m	£-163.7 m	£45.6 m	£204.4 m	£-154.4 m	£50.0 m	10.0%	£4.1 m	20.6%	£8.5 m
Executive Director – Place	£0.3 m	£0.0 m	£0.3 m	£0.2 m	£0.0 m	£0.2 m	£0.3 m	£0.0 m	£0.3 m	-14.9%	£0.0 m	4.8%	£0.0 m
Community Services	£10.3 m	£-4.8 m	£5.5 m	£10.4 m	£-5.1 m	£5.4 m	£11.1 m	£-5.4 m	£5.7 m	-2.7%	£-0.1 m	4.5%	£0.2 m
Environment	£40.1 m	£-13.1 m	£27.0 m	£42.0 m	£-14.7 m	£27.2 m	£41.9 m	£-14.0 m	£27.9 m	1.0%	£0.3 m	3.5%	£0.9 m
Development & Housing	£8.1 m	£-4.5 m	£3.6 m	£11.3 m	£-7.6 m	£3.7 m	£10.4 m	£-5.6 m	£4.9 m	1.6%	£0.1 m	34.9%	£1.3 m
Place	£58.9 m	£-22.5 m	£36.3 m	£63.9 m	£-27.4 m	£36.5 m	£63.8 m	£-25.0 m	£38.8 m	0.4%	£0.1 m	6.8%	£2.5 m
Transformation, Customer & ICT	£4.2 m	£-0.6 m	£3.6 m	£5.3 m	£-0.7 m	£4.6 m	£6.4 m	£-0.5 m	£5.9 m	26.9%	£1.0 m	62.5%	£2.3 m
Executive Director - Resources	£0.8 m	£0.0 m	£0.8 m	£0.9 m	£0.0 m	£0.9 m	£1.1 m	£0.0 m	£1.1 m	4.4%	£0.0 m	30.1%	£0.3 m
Finance, Property & Procurement	£49.2 m	£-45.1 m	£4.0 m	£55.1 m	£-50.2 m	£4.8 m	£50.8 m	£-45.2 m	£5.6 m	19.6%	£0.8 m	38.0%	£1.5 m
Strategy & Governance	£7.0 m	£-1.7 m	£5.4 m	£7.1 m	£-1.6 m	£5.5 m	£7.6 m	£-1.8 m	£5.9 m	3.3%	£0.2 m	9.6%	£0.5 m
Resources	£61.2 m	£-47.4 m	£13.9 m	£68.3 m	£-52.5 m	£15.8 m	£65.9 m	£-47.5 m	£18.4 m	14.3%	£2.0 m	33.0%	£4.6 m
Chief Executive	£0.6 m	£0.0 m	£0.6 m	£0.7 m	£-0.2 m	£0.6 m	£0.7 m	£0.0 m	£0.7 m	-9.9%	£-0.1 m	4.9%	£0.0 m
Capital Financing and Mgmt	£17.3 m	£-0.5 m	£16.8 m	£15.0 m	£0.0 m	£15.0 m	£19.4 m	£-0.5 m	£18.9 m	-10.6%	£-1.8 m	12.1%	£2.0 m
WBC Total	£452.1 m	£-268.6 m	£183.4 m	£469.9 m	£-277.9 m	£192.0 m	£473.1 m	£-262.1 m	£210.9 m	4.6%	£8.5 m	15.0%	£27.5 m

4.5 The net revenue budget of £210.9 million can be split between expenditure as follows:



4.6 The above graphic details the growth elements of the net 2026/27 revenue budget building from a base budget in 2025/26, compared to available funding, i.e. £210.9 million net expenditure requirement versus a £177.9 million funding envelope, generating a £33.02 million gap which is proposed to be funded through £3.02 million of reserves and a £30 million EFS request.

4.7 2026/27 revenue expenditure growth is broken down as follows:

Financial Year 2026/27: Revenue Budget

(a) Base budget growth: £9.53 million (£8.23 million in 2025/26)

Base Budget Growth	£millions	Underlying Assumptions
Establishment costs	4.72	Assumed pay inflation 3.5%, plus incremental rises, national insurance, pension contributions
Secondary Pension Contributions	1.28	Deficit contributions determined by the Royal Berkshire Pension Fund
Supplies and services inflation	3.52	Specified contractual inflationary sums.
Total Base Budget Growth	9.53	

(Note: Establishment growth for 2026/27 includes growth for the 2025/26 pay award which was finally settled at 3.2% compared to 2.5% budget assumption. The 2026/27 assumption has been increased to 3.5% as inflation in September 2025 was 3.8%).

(b) Budget Realignment: £3.52million (Appendices E & F)

Appendix E details a number of realignments processes as part of a review of the revenue budget designed to ensure compliance with grant conditions and accounting regulations. Appendix E also details where there has been investment into the 2026/27 budget (+£0.42 million relating to Children's social care). Appendix F details non-social care commissioning savings, focusing on increasing fees and charges (£0.8 million), and removal of posts from the establishment (£0.2 million).

(c) Capital Financing: +£2.04 million (Appendix G)

Financing Requirement	2026/27
Capital financing of historic and planned capital programme £ms	£14.17
Capital financing of exceptional financial support £ms	£2.71
Additional borrowing required from HNB deficit £ms	£1.26
Total revenue budget requirement	£18.15
Revenue pressure (budget investment required)	£2.04

Capital financing, historically driven by funding the capital programme (past and planned), if now incurring financing costs relating to funding the HNB), and Minimum Revenue Provision (MRP) costs associated with EFS.

(d) Net Modelled Social Care Pressures: +£11.67million (Appendix D).

Social Care	£millions
Modelled Adult Social Care Pressures	9.22
Modelled Adult Social Care Savings	-2.37
Modelled Children's Social Care Pressures	5.78
Modelled Children's Social Care Savings	-0.95
Net Social care Pressures	11.67

Social care pressures and savings are broken down by category of care, demographic and inflation pressure in Appendix D.

4.8 A comparator of net revenue growth for 2026/27 compared to the 2025/26 revenue budget is included in the funding statement in Appendix B. Included within the net revenue budget position is investment and savings proposals in relation to social care commissioning detailed in Appendix D, non-social care commissioning investments outlined in Appendix E, and savings proposals presented in Appendix F. The

consultation responses relating to public facing savings proposals are included in Appendix I.

Funding Gap and Exceptional Financial Support

- 4.9 The 2026/27 net revenue budget of £210.9 million is set against available funding of £177.9 million, generating a funding gap of £33.02 million. The funding gap of £33.02 million, proposed to be funded through the utilisation of reserves of £3.02 million and an EFS request (submitted on 12th December 2025 to Central Government) of £30 million.
- 4.10 EFS has long-term financing implications for the Council, as the associated MRP allocation is chargeable to the Council's revenue account. The EFS over the life of the MTF period compounds the additional support ask. The Council has limited reserves, with a General Fund of £10.6million as of 1st April 2025. There is already a planned usage of this reserve as part of the 2025/26 revenue budget setting (£2.27 m Collection Fund deficit), and in-year pressures generated by significant overspends against the Adults and Children's Social Care commissioning budgets. The Council's reserve statement is included in the MTF, Appendix E. The Section 151 Officer's view of the robustness of estimates is included in Appendix J of this report.

5 Care Leavers Council Tax Discount

- 5.1 Care Leavers often face significant financial and emotional challenges as they transition into independent living. National guidance and best practice recommend that local authorities consider measures to support Care Leavers, including financial relief through Council Tax exemptions or discounts.
- 5.2 It is therefore proposed that West Berkshire Council introduces a policy to grant a 100% Council Tax Discount to all Care Leavers residing within the district, effective until their 25th birthday. The discount would apply regardless of tenancy type or whether the Care Leaver lives alone or with others.

6 Other Options Considered

The budget proposal contains a blend of savings options, Council Tax changes and request for EFS. The Council could enact a Council Tax referendum to introduce additional funding into the budget. This strategy has been rejected however due to the increased burden on local taxpayers that could have a negative local economic impact, the associated costs of the referendum and the likely adverse impact on the electoral vote.

7 Appendices

- 7.1 Appendix A – Formal Council Tax Resolution 2026/27.
- 7.2 Appendix A i to iv – Formal Council Tax Resolution 2026/27 supporting appendices.
- 7.3 Appendix B - General Fund Revenue Budget 2026/27: Funding Statement.
- 7.4 Appendix C - General Fund Revenue Budget 2026/27: Proposed Fees & Charges.

Financial Year 2026/27: Revenue Budget

- 7.5 Appendix D - General Fund Revenue Budget 2026/27: Social Care Commissioning Budgets.
 - 7.6 Appendix E - General Fund Revenue Budget 2026/27: Non-Social Care Commissioning Investments.
 - 7.7 Appendix F - General Fund Revenue Budget 2026/27: Non- Social Care Commissioning Savings.
 - 7.8 Appendix G - General Fund Revenue Budget 2026/27: Revenue Capital Financing Requirement.
 - 7.9 Appendix H - Financial Year 2026/27: Dedicated Schools Grant (DSG).
 - 7.10 Appendix I - General Fund Revenue Budget 2026/27: Budget Consultation Responses.
 - 7.11 Appendix J - Section 25 Statement of the Section 151 Officer.
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Subject to Call-In:

Yes: No: X

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

Officer details:

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Tel No: 01635 503225
E-mail: shannon.colemanslaughter@westberks.gov.uk

Appendix A

General Fund Revenue Budget 2026/27: Formal Council Tax Resolution

That it be noted that the following amounts for the year 2026/27, in accordance with regulations made under Section 31B of the Local Government Finance Act 1992, as amended (by the Localism Act 2011), are as follows: -

- (a) 67,655.39 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 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

Calculate that the Council Tax requirement for the Council's own purposes for 2026/27 (excluding Parish precepts) is £136,281,660.

That the following amounts be now calculated by the Council for the year 2026/27 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992, amended by the Localism Act: -

- (a) £479,621,222 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 account of all precepts issued to it by Parish councils
- (b) £336,787,890 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) £142,833,333 being the amount by which the aggregate at (a) above, exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year (Item R specified in the Act)
- (d) £2,111.19 being the amount at (c) above (Item R specified in the Act), all divided by (a) above (Item T in the Act), 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) £6,551,672 being the aggregate amount of all special items (parish precepts) referred to in Section 34(1) of the Act (Appendix A i)

Financial Year 2026/27: Revenue Budget

- (f) £1,976.00 being the amount at (d) above less the result given by dividing the amount at (e) above by the amount at (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 relate

That it be noted that for the year 2026/27, the Police and Crime Commissioner for Thames Valley and 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 Council's area as indicated in Appendix A i to iv.

That the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 hereby sets the aggregate amounts disclosed in Appendix A i to iv as the amounts of Council Tax for 2026/27 for each part of its area and for each of the categories of dwellings.

In accordance with Section 52ZB of the Local Government Finance Act 1992, the Council determines its relevant basic amount of Council Tax for the financial year 2026/27 is not excessive.

Appendix A i to iv

General Fund Revenue Budget 2026/27: Formal Council Tax Resolution – Supporting Appendices

Appendix A i Budget Resolution 2026/27

DIRECTORATE	GROSS EXP	GROSS INC	NET EXP
	£	£	£
PEOPLE	323,364,330	189,188,130	134,176,200
PLACE	63,780,460	24,973,410	38,807,050
RESOURCES/CHIEF EXECUTIVE	66,559,560	47,469,170	19,090,390
CAPITAL FINANCING	19,365,200	510,000	18,855,200
TOTALS FOR WEST BERKSHIRE COUNCIL (SUB TOTAL A)	473,069,550	262,140,710	210,928,840
FUNDED BY:			
TOTAL COUNCIL TAX FUNDING REQUIRED FOR WEST BERKSHIRE COUNCIL			136,281,660
Other non ring-fenced grants, Collection Fund and reserves total (detailed in the main report)			41,623,177
TOTAL FUNDING			177,904,837
PARISHES			6,551,672
TOTALS FOR PARISHES (SUB TOTAL B)	0	0	6,551,672

Appendix A ii Valuation Bands 2026/27

West Berkshire Council

A	B	C	D	E	F	G	H
£1,121.00	£1,307.84	£1,494.67	£1,681.51	£2,055.18	£2,428.84	£2,802.51	£3,363.01

Adult Social Care

A	B	C	D	E	F	G	H
£196.33	£229.05	£261.77	£294.49	£359.94	£425.38	£490.82	£588.99

Police and Crime Commissioner for Thames Valley

A	B	C	D	E	F	G	H
£198.85	£232.00	£265.14	£298.28	£364.56	£430.85	£497.13	£596.56

Royal Berkshire Fire and Rescue Service

A	B	C	D	E	F	G	H
£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

*The valuation bands for the Royal Berkshire Fire and Rescue Service are outstanding at the time of production of this summary

Aggregate Of Council Tax Requirements

A	B	C	D	E	F	G	H
£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56

Financial Year 2026/27: Revenue Budget

Appendix A iii Council Tax Schedule 2026/27

Council Tax schedule 2026-27	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
West Berkshire Council Precepts								
West Berkshire Council	£1,121.00	£1,307.84	£1,494.67	£1,681.51	£2,055.18	£2,428.84	£2,802.51	£3,363.01
West Berkshire Council Adult Social Care	£196.33	£229.05	£261.77	£294.49	£359.94	£425.38	£490.82	£588.99
Total West Berkshire Council Precepts	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
Other major preceptors								
Police and Crime Commissioner for Thames Valley	£198.85	£232.00	£265.14	£298.28	£364.56	£430.85	£497.13	£596.56
Royal Berkshire Fire And Rescue Service	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total for other major preceptors	£198.85	£232.00	£265.14	£298.28	£364.56	£430.85	£497.13	£596.56

*The valuation bands for the Royal Berkshire Fire and Rescue Service are outstanding at the time of production of this summary

Parish/town only (a)									
Parish/Town, and District and Special Expenses (b)									
Total with all precepts (c)									
Aldermaston	(a)	£19.19	£22.39	£25.59	£28.79	£35.19	£41.59	£47.98	£57.58
	(b)	£1,336.52	£1,559.28	£1,782.04	£2,004.79	£2,450.30	£2,895.81	£3,341.32	£4,009.58
	(c)	£1,535.38	£1,791.28	£2,047.17	£2,303.07	£2,814.87	£3,326.66	£3,838.45	£4,606.14
Aldworth	(a)	£66.37	£77.43	£88.49	£99.55	£121.67	£143.79	£165.92	£199.10
	(b)	£1,383.70	£1,614.32	£1,844.94	£2,075.55	£2,536.78	£2,998.01	£3,459.26	£4,151.10
	(c)	£1,582.56	£1,846.32	£2,110.07	£2,373.83	£2,901.35	£3,428.86	£3,956.39	£4,747.66
Ashampstead	(a)	£40.35	£47.07	£53.80	£60.52	£73.97	£87.42	£100.87	£121.04
	(b)	£1,357.68	£1,583.96	£1,810.25	£2,036.52	£2,489.08	£2,941.64	£3,394.21	£4,073.04
	(c)	£1,556.54	£1,815.96	£2,075.38	£2,334.80	£2,853.65	£3,372.49	£3,891.34	£4,669.60
Basildon	(a)	£16.20	£18.90	£21.60	£24.30	£29.70	£35.10	£40.50	£48.60
	(b)	£1,333.53	£1,555.79	£1,778.05	£2,000.30	£2,444.81	£2,889.32	£3,333.84	£4,000.60
	(c)	£1,532.39	£1,787.79	£2,043.18	£2,298.58	£2,809.38	£3,320.17	£3,830.97	£4,597.16
Beech Hill	(a)	£58.65	£68.42	£78.20	£87.97	£107.52	£127.07	£146.62	£175.94
	(b)	£1,375.98	£1,605.31	£1,834.65	£2,063.97	£2,522.63	£2,981.29	£3,439.96	£4,127.94
	(c)	£1,574.84	£1,837.31	£2,099.78	£2,362.25	£2,887.20	£3,412.14	£3,937.09	£4,724.50
Beedon	(a)	£36.37	£42.43	£48.49	£54.55	£66.67	£78.79	£90.92	£109.10
	(b)	£1,353.70	£1,579.32	£1,804.94	£2,030.55	£2,481.78	£2,933.01	£3,384.26	£4,061.10
	(c)	£1,552.56	£1,811.32	£2,070.07	£2,328.83	£2,846.35	£3,363.86	£3,881.39	£4,657.66
Beenham	(a)	£27.51	£32.09	£36.68	£41.26	£50.43	£59.60	£68.77	£82.52
	(b)	£1,344.84	£1,568.98	£1,793.13	£2,017.26	£2,465.54	£2,913.82	£3,362.11	£4,034.52
	(c)	£1,543.70	£1,800.98	£2,058.26	£2,315.54	£2,830.11	£3,344.67	£3,859.24	£4,631.08
Boxford	(a)	£29.00	£33.83	£38.67	£43.50	£53.17	£62.83	£72.50	£87.00
	(b)	£1,346.33	£1,570.72	£1,795.12	£2,019.50	£2,468.28	£2,917.05	£3,365.84	£4,039.00
	(c)	£1,545.19	£1,802.72	£2,060.25	£2,317.78	£2,832.85	£3,347.90	£3,862.97	£4,635.56
Bradfield	(a)	£20.62	£24.06	£27.49	£30.93	£37.80	£44.68	£51.55	£61.86
	(b)	£1,337.95	£1,560.95	£1,783.94	£2,006.93	£2,452.91	£2,898.90	£3,344.89	£4,013.86
	(c)	£1,536.81	£1,792.95	£2,049.07	£2,305.21	£2,817.48	£3,329.75	£3,842.02	£4,610.42
Brightwalton	(a)	£61.77	£72.07	£82.36	£92.66	£113.25	£133.84	£154.43	£185.32
	(b)	£1,379.10	£1,608.96	£1,838.81	£2,068.66	£2,528.36	£2,988.06	£3,447.77	£4,137.32
	(c)	£1,577.96	£1,840.96	£2,103.94	£2,366.94	£2,892.93	£3,418.91	£3,944.90	£4,733.88
Brimpton	(a)	£22.68	£26.46	£30.24	£34.02	£41.58	£49.14	£56.70	£68.04
	(b)	£1,340.01	£1,563.35	£1,786.69	£2,010.02	£2,456.69	£2,903.36	£3,350.04	£4,020.04
	(c)	£1,538.87	£1,795.35	£2,051.82	£2,308.30	£2,821.26	£3,334.21	£3,847.17	£4,616.60
Bucklebury	(a)	£28.17	£32.87	£37.56	£42.26	£51.65	£61.04	£70.43	£84.52
	(b)	£1,345.50	£1,569.76	£1,794.01	£2,018.26	£2,466.76	£2,915.26	£3,363.77	£4,036.52
	(c)	£1,544.36	£1,801.76	£2,059.14	£2,316.54	£2,831.33	£3,346.11	£3,860.90	£4,633.08
Burghfield	(a)	£79.32	£92.54	£105.76	£118.98	£145.42	£171.86	£198.30	£237.96
	(b)	£1,396.65	£1,629.43	£1,862.21	£2,094.98	£2,560.53	£3,026.08	£3,491.64	£4,189.96
	(c)	£1,595.51	£1,861.43	£2,127.34	£2,393.26	£2,925.10	£3,456.93	£3,988.77	£4,786.52

Financial Year 2026/27: Revenue Budget

Catmore	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Chaddleworth	(a)	£58.81	£68.62	£78.42	£88.22	£107.82	£127.43	£147.03	£176.44
	(b)	£1,376.14	£1,605.51	£1,834.87	£2,064.22	£2,522.93	£2,981.65	£3,440.37	£4,128.44
	(c)	£1,575.00	£1,837.51	£2,100.00	£2,362.50	£2,887.50	£3,412.50	£3,937.50	£4,725.00
Chieveley	(a)	£25.59	£29.86	£34.12	£38.39	£46.92	£55.45	£63.98	£76.78
	(b)	£1,342.92	£1,566.75	£1,790.57	£2,014.39	£2,462.03	£2,909.67	£3,357.32	£4,028.78
	(c)	£1,541.78	£1,798.75	£2,055.70	£2,312.67	£2,826.60	£3,340.52	£3,854.45	£4,625.34
Cold Ash	(a)	£31.69	£36.97	£42.25	£47.53	£58.09	£68.65	£79.22	£95.06
	(b)	£1,349.02	£1,573.86	£1,798.70	£2,023.53	£2,473.20	£2,922.87	£3,372.56	£4,047.06
	(c)	£1,547.88	£1,805.86	£2,063.83	£2,321.81	£2,837.77	£3,353.72	£3,869.69	£4,643.62
Combe	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Compton	(a)	£89.49	£104.40	£119.32	£134.23	£164.06	£193.89	£223.72	£268.46
	(b)	£1,406.82	£1,641.29	£1,875.77	£2,110.23	£2,579.17	£3,048.11	£3,517.06	£4,220.46
	(c)	£1,605.68	£1,873.29	£2,140.90	£2,408.51	£2,943.74	£3,478.96	£4,014.19	£4,817.02
East Garston	(a)	£25.44	£29.68	£33.92	£38.16	£46.64	£55.12	£63.60	£76.32
	(b)	£1,342.77	£1,566.57	£1,790.37	£2,014.16	£2,461.75	£2,909.34	£3,356.94	£4,028.32
	(c)	£1,541.63	£1,798.57	£2,055.50	£2,312.44	£2,826.32	£3,340.19	£3,854.07	£4,624.88
East Ilsley	(a)	£58.99	£68.82	£78.65	£88.48	£108.14	£127.80	£147.47	£176.96
	(b)	£1,376.32	£1,605.71	£1,835.10	£2,064.48	£2,523.25	£2,982.02	£3,440.81	£4,128.96
	(c)	£1,575.18	£1,837.71	£2,100.23	£2,362.76	£2,887.82	£3,412.87	£3,937.94	£4,725.24
Enborne	(a)	£30.41	£35.48	£40.55	£45.62	£55.76	£65.90	£76.03	£91.24
	(b)	£1,347.74	£1,572.37	£1,797.00	£2,021.62	£2,470.87	£2,920.12	£3,369.37	£4,043.24
	(c)	£1,546.60	£1,804.37	£2,062.13	£2,319.90	£2,835.44	£3,350.97	£3,866.50	£4,639.80
Englefield	(a)	£28.69	£33.48	£38.26	£43.04	£52.60	£62.17	£71.73	£86.08
	(b)	£1,346.02	£1,570.37	£1,794.71	£2,019.04	£2,467.71	£2,916.39	£3,365.07	£4,038.08
	(c)	£1,544.88	£1,802.37	£2,059.84	£2,317.32	£2,832.28	£3,347.24	£3,862.20	£4,634.64
Farnborough	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Fawley	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Frilsham	(a)	£41.19	£48.06	£54.92	£61.79	£75.52	£89.25	£102.98	£123.58
	(b)	£1,358.52	£1,584.95	£1,811.37	£2,037.79	£2,490.63	£2,943.47	£3,396.32	£4,075.58
	(c)	£1,557.38	£1,816.95	£2,076.50	£2,336.07	£2,855.20	£3,374.32	£3,893.45	£4,672.14
Great Shefford	(a)	£56.89	£66.38	£75.86	£85.34	£104.30	£123.27	£142.23	£170.68
	(b)	£1,374.22	£1,603.27	£1,832.31	£2,061.34	£2,519.41	£2,977.49	£3,435.57	£4,122.68
	(c)	£1,573.08	£1,835.27	£2,097.44	£2,359.62	£2,883.98	£3,408.34	£3,932.70	£4,719.24
Greenham	(a)	£25.67	£29.94	£34.22	£38.50	£47.06	£55.61	£64.17	£77.00
	(b)	£1,343.00	£1,566.83	£1,790.67	£2,014.50	£2,462.17	£2,909.83	£3,357.51	£4,029.00
	(c)	£1,541.86	£1,798.83	£2,055.80	£2,312.78	£2,826.74	£3,340.68	£3,854.64	£4,625.56
Hampstead Norreys	(a)	£52.20	£60.90	£69.60	£78.30	£95.70	£113.10	£130.50	£156.60
	(b)	£1,369.53	£1,597.79	£1,826.05	£2,054.30	£2,510.81	£2,967.32	£3,423.84	£4,108.60
	(c)	£1,568.39	£1,829.79	£2,091.18	£2,352.58	£2,875.38	£3,398.17	£3,920.97	£4,705.16
Hamstead Marshall	(a)	£24.57	£28.67	£32.76	£36.86	£45.05	£53.24	£61.43	£73.72
	(b)	£1,341.90	£1,565.56	£1,789.21	£2,012.86	£2,460.16	£2,907.46	£3,354.77	£4,025.72
	(c)	£1,540.76	£1,797.56	£2,054.34	£2,311.14	£2,824.73	£3,338.31	£3,851.90	£4,622.28
Hermitage	(a)	£49.29	£57.50	£65.72	£73.93	£90.36	£106.79	£123.22	£147.86
	(b)	£1,366.62	£1,594.39	£1,822.17	£2,049.93	£2,505.47	£2,961.01	£3,416.56	£4,099.86
	(c)	£1,565.48	£1,826.39	£2,087.30	£2,348.21	£2,870.04	£3,391.86	£3,913.69	£4,696.42
Holybrook	(a)	£36.51	£42.59	£48.68	£54.76	£66.93	£79.10	£91.27	£109.52
	(b)	£1,353.84	£1,579.48	£1,805.13	£2,030.76	£2,482.04	£2,933.32	£3,384.61	£4,061.52
	(c)	£1,552.70	£1,811.48	£2,070.26	£2,329.04	£2,846.61	£3,364.17	£3,881.74	£4,658.08
Hungerford	(a)	£104.67	£122.11	£139.56	£157.00	£191.89	£226.78	£261.67	£314.00
	(b)	£1,422.00	£1,659.00	£1,896.01	£2,133.00	£2,607.00	£3,081.00	£3,555.01	£4,266.00
	(c)	£1,620.86	£1,891.00	£2,161.14	£2,431.28	£2,971.57	£3,511.85	£4,052.14	£4,862.56
Inkpen	(a)	£22.65	£26.42	£30.20	£33.97	£41.52	£49.07	£56.62	£67.94
	(b)	£1,339.98	£1,563.31	£1,786.65	£2,009.97	£2,456.63	£2,903.29	£3,349.96	£4,019.94
	(c)	£1,538.84	£1,795.31	£2,051.78	£2,308.25	£2,821.20	£3,334.14	£3,847.09	£4,616.50
Kintbury	(a)	£40.56	£47.32	£54.08	£60.84	£74.36	£87.88	£101.40	£121.68
	(b)	£1,357.89	£1,584.21	£1,810.53	£2,036.84	£2,489.47	£2,942.10	£3,394.74	£4,073.68
	(c)	£1,556.75	£1,816.21	£2,075.66	£2,335.12	£2,854.04	£3,372.95	£3,891.87	£4,670.24

Financial Year 2026/27: Revenue Budget

Lambourn	(a)	£69.75	£81.37	£93.00	£104.62	£127.87	£151.12	£174.37	£209.24
	(b)	£1,387.08	£1,618.26	£1,849.45	£2,080.62	£2,542.98	£3,005.34	£3,467.71	£4,161.24
	(c)	£1,585.94	£1,850.26	£2,114.58	£2,378.90	£2,907.55	£3,436.19	£3,964.84	£4,757.80
Leckhampstead	(a)	£37.97	£44.30	£50.63	£56.96	£69.62	£82.28	£94.93	£113.92
	(b)	£1,355.30	£1,581.19	£1,807.08	£2,032.96	£2,484.73	£2,936.50	£3,388.27	£4,065.92
	(c)	£1,554.16	£1,813.19	£2,072.21	£2,331.24	£2,849.30	£3,367.35	£3,885.40	£4,662.48
Midgham	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Newbury	(a)	£96.97	£113.13	£129.29	£145.45	£177.77	£210.09	£242.42	£290.90
	(b)	£1,414.30	£1,650.02	£1,885.74	£2,121.45	£2,592.88	£3,064.31	£3,535.76	£4,242.90
	(c)	£1,613.16	£1,882.02	£2,150.87	£2,419.73	£2,957.45	£3,495.16	£4,032.89	£4,839.46
Padworth	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Pangbourne	(a)	£102.99	£120.16	£137.32	£154.49	£188.82	£223.15	£257.48	£308.98
	(b)	£1,420.32	£1,657.05	£1,893.77	£2,130.49	£2,603.93	£3,077.37	£3,550.82	£4,260.98
	(c)	£1,619.18	£1,889.05	£2,158.90	£2,428.77	£2,968.50	£3,508.22	£4,047.95	£4,857.54
Peasmore	(a)	£52.85	£61.65	£70.46	£79.27	£96.89	£114.50	£132.12	£158.54
	(b)	£1,370.18	£1,598.54	£1,826.91	£2,055.27	£2,512.00	£2,968.72	£3,425.46	£4,110.54
	(c)	£1,569.04	£1,830.54	£2,092.04	£2,353.55	£2,876.57	£3,399.57	£3,922.59	£4,707.10
Purley on Thames	(a)	£65.57	£76.50	£87.43	£98.36	£120.22	£142.08	£163.93	£196.72
	(b)	£1,382.90	£1,613.39	£1,843.88	£2,074.36	£2,535.33	£2,996.30	£3,457.27	£4,148.72
	(c)	£1,581.76	£1,845.39	£2,109.01	£2,372.64	£2,899.90	£3,427.15	£3,954.40	£4,745.28
Shaw-Cum-Donnington	(a)	£39.36	£45.92	£52.48	£59.04	£72.16	£85.28	£98.40	£118.08
	(b)	£1,356.69	£1,582.81	£1,808.93	£2,035.04	£2,487.27	£2,939.50	£3,391.74	£4,070.08
	(c)	£1,555.55	£1,814.81	£2,074.06	£2,333.32	£2,851.84	£3,370.35	£3,888.87	£4,666.64
Speen	(a)	£38.06	£44.40	£50.75	£57.09	£69.78	£82.46	£95.15	£114.18
	(b)	£1,355.39	£1,581.29	£1,807.20	£2,033.09	£2,484.89	£2,936.68	£3,388.49	£4,066.18
	(c)	£1,554.25	£1,813.29	£2,072.33	£2,331.37	£2,849.46	£3,367.53	£3,885.62	£4,662.74
Stanford Dingley	(a)	£40.09	£46.77	£53.45	£60.13	£73.49	£86.85	£100.22	£120.26
	(b)	£1,357.42	£1,583.66	£1,809.90	£2,036.13	£2,488.60	£2,941.07	£3,393.56	£4,072.26
	(c)	£1,556.28	£1,815.66	£2,075.03	£2,334.41	£2,853.17	£3,371.92	£3,890.69	£4,668.82
Stratfield Mortimer	(a)	£63.71	£74.33	£84.95	£95.57	£116.81	£138.05	£159.28	£191.14
	(b)	£1,381.04	£1,611.22	£1,841.40	£2,071.57	£2,531.92	£2,992.27	£3,452.62	£3,554.15
	(c)	£1,579.90	£1,843.22	£2,106.53	£2,369.85	£2,896.49	£3,423.12	£3,949.75	£4,739.70
Streatley	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Sulhamstead	(a)	£22.89	£26.71	£30.52	£34.34	£41.97	£49.60	£57.23	£68.68
	(b)	£1,340.22	£1,563.60	£1,786.97	£2,010.34	£2,457.08	£2,903.82	£3,350.57	£4,020.68
	(c)	£1,539.08	£1,795.60	£2,052.10	£2,308.62	£2,821.65	£3,334.67	£3,847.70	£4,617.24
Thatcham	(a)	£90.61	£105.71	£120.81	£135.91	£166.11	£196.31	£226.52	£271.82
	(b)	£1,407.94	£1,642.60	£1,877.26	£2,111.91	£2,581.22	£3,050.53	£3,519.86	£4,223.82
	(c)	£1,606.80	£1,874.60	£2,142.39	£2,410.19	£2,945.79	£3,481.38	£4,016.99	£4,820.38
Theale	(a)	£105.25	£122.79	£140.33	£157.87	£192.95	£228.03	£263.12	£315.74
	(b)	£1,422.58	£1,659.68	£1,896.78	£2,133.87	£2,608.06	£3,082.25	£3,556.46	£4,267.74
	(c)	£1,621.44	£1,891.68	£2,161.91	£2,432.15	£2,972.63	£3,513.10	£4,053.59	£4,864.30
Tidmarsh with Sulham	(a)	£23.27	£27.14	£31.02	£34.90	£42.66	£50.41	£58.17	£69.80
	(b)	£1,340.60	£1,564.03	£1,787.47	£2,010.90	£2,457.77	£2,904.63	£3,351.51	£4,021.80
	(c)	£1,539.46	£1,796.03	£2,052.60	£2,309.18	£2,822.34	£3,335.48	£3,848.64	£4,618.36
Tilehurst	(a)	£44.31	£51.69	£59.08	£66.46	£81.23	£96.00	£110.77	£132.92
	(b)	£1,361.64	£1,588.58	£1,815.53	£2,042.46	£2,496.34	£2,950.22	£3,404.11	£4,084.92
	(c)	£1,560.50	£1,820.58	£2,080.66	£2,340.74	£2,860.91	£3,381.07	£3,901.24	£4,681.48
Ufton Nervet	(a)	£22.07	£25.75	£29.43	£33.11	£40.47	£47.83	£55.18	£66.22
	(b)	£1,339.40	£1,562.64	£1,785.88	£2,009.11	£2,455.58	£2,902.05	£3,348.52	£4,018.22
	(c)	£1,538.26	£1,794.64	£2,051.01	£2,307.39	£2,820.15	£3,332.90	£3,845.65	£4,614.78
Wasing	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Welford	(a)	£31.81	£37.12	£42.42	£47.72	£58.32	£68.93	£79.53	£95.44
	(b)	£1,349.14	£1,574.01	£1,798.87	£2,023.72	£2,473.43	£2,923.15	£3,372.87	£4,047.44
	(c)	£1,548.00	£1,806.01	£2,064.00	£2,322.00	£2,838.00	£3,354.00	£3,870.00	£4,644.00
West Ilsley	(a)	£49.49	£57.73	£65.98	£74.23	£90.73	£107.22	£123.72	£148.46
	(b)	£1,366.82	£1,594.62	£1,822.43	£2,050.23	£2,505.84	£2,961.44	£3,417.06	£4,100.46
	(c)	£1,565.68	£1,826.62	£2,087.56	£2,348.51	£2,870.41	£3,392.29	£3,914.19	£4,697.02
West Woodhay	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Winterbourne	(a)	£34.83	£40.63	£46.44	£52.24	£63.85	£75.46	£87.07	£104.48
	(b)	£1,352.16	£1,577.52	£1,802.89	£2,028.24	£2,478.96	£2,929.68	£3,380.41	£4,056.48
	(c)	£1,551.02	£1,809.52	£2,068.02	£2,326.52	£2,843.53	£3,360.53	£3,877.54	£4,653.04
Wokefield	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Woolhampton	(a)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	(b)	£1,317.33	£1,536.89	£1,756.45	£1,976.00	£2,415.11	£2,854.22	£3,293.34	£3,952.00
	(c)	£1,516.19	£1,768.89	£2,021.58	£2,274.28	£2,779.68	£3,285.07	£3,790.47	£4,548.56
Yattendon	(a)	£51.96	£60.62	£69.28	£77.94	£95.26	£112.58	£129.90	£155.88
	(b)	£1,369.29	£1,597.51	£1,825.73	£2,053.94	£2,510.37	£2,966.80	£3,423.24	£4,107.88
	(c)	£1,568.15	£1,829.51	£2,090.86	£2,352.22	£2,874.94	£3,397.65	£3,920.37	£4,704.44

*Nil entries in line a above indicate that the Council is awaiting this data

Appendix A iv Town and Parish Council Precepts 2026/27

Town & Parish Council Precepts							
Parish	2025-26			2026-27			Council Tax increase/decrease (-)
	Taxbase 2025	Precept 2025	Band D 2025	Taxbase 2026	Precept 2026	Band D 2026	
Aldermaston	479.44	£ 13,500.00	£28.16	468.87	£ 13,500.00	£28.79	£0.63
Aldworth	135.61	£ 13,500.00	£99.55	135.02	£ 13,441.00	£99.55	£0.00
Ashampstead	188.94	£ 10,080.00	£53.35	185.58	£ 11,231.00	£60.52	£7.17
Basildon	972.70	£ 23,000.00	£23.65	946.54	£ 23,000.00	£24.30	£0.65
Beech Hill	153.14	£ 13,000.00	£84.89	153.46	£ 13,500.00	£87.97	£3.08
Beedon	197.86	£ 10,700.00	£54.08	197.99	£ 10,800.00	£54.55	£0.47
Beenham	520.63	£ 19,215.00	£36.91	516.73	£ 21,320.00	£41.26	£4.35
Boxford	249.10	£ 10,400.00	£41.75	248.26	£ 10,800.00	£43.50	£1.75
Bradfield	864.25	£ 23,500.00	£27.19	856.69	£ 26,500.00	£30.93	£3.74
Brightwalton	174.98	£ 13,200.00	£75.44	181.52	£ 16,820.00	£92.66	£17.22
Brimpton	315.73	£ 11,850.00	£37.53	308.62	£ 10,500.00	£34.02	£-3.51
Bucklebury	1,074.72	£ 40,000.00	£37.22	1,064.77	£ 45,000.00	£42.26	£5.04
Burghfield	2,650.10	£ 309,511.00	£116.79	2,601.37	£ 309,511.00	£118.98	£2.19

Financial Year 2026/27: Revenue Budget

Catmore	14.09	£ -	£0.00	13.72	£ -	£0.00	£0.00
Chaddleworth	199.64	£ 15,000.00	£75.14	204.04	£ 18,000.00	£88.22	£13.08
Chieveley	1,150.50	£ 42,500.00	£36.94	1,159.14	£ 44,500.00	£38.39	£1.45
Cold Ash	1,664.87	£ 73,928.00	£44.40	1,658.01	£ 78,809.12	£47.53	£3.13
Combe	23.51	£ -	£0.00	36.64	£ -	£0.00	£0.00
Compton	699.16	£ 84,403.00	£120.72	666.37	£ 89,444.00	£134.23	£13.51
East Garston	284.48	£ 10,500.00	£36.91	288.24	£ 11,000.00	£38.16	£1.25
East Ilsley	264.76	£ 23,000.00	£86.87	259.94	£ 23,000.00	£88.48	£1.61
Enborne	382.33	£ 15,993.00	£41.83	372.68	£ 17,000.00	£45.62	£3.79
Englefield	123.69	£ 5,000.00	£40.42	120.82	£ 5,200.00	£43.04	£2.62
Farnborough	48.45	£ -	£0.00	51.86	£ -	£0.00	£0.00
Fawley	74.58	£ -	£0.00	77.52	£ -	£0.00	£0.00
Frilsham	165.61	£ 9,500.00	£57.36	161.83	£ 10,000.00	£61.79	£4.43
Great Shefford	420.29	£ 23,300.00	£55.44	421.83	£ 36,000.00	£85.34	£29.90
Greenham	2,983.96	£ 103,774.00	£34.78	2,700.99	£ 104,000.00	£38.50	£3.72
Hampstead Norreys	358.33	£ 26,821.00	£74.85	362.51	£ 28,385.00	£78.30	£3.45
Hamstead Marshall	155.12	£ 5,643.00	£36.38	153.11	£ 5,643.00	£36.86	£0.48
Hermitage	911.50	£ 63,500.00	£69.67	886.01	£ 65,500.00	£73.93	£4.26
Holybrook	2,751.15	£ 143,357.00	£52.11	2,722.26	£ 149,067.00	£54.76	£2.65
Hungerford	2,513.98	£ 383,939.00	£152.72	2,505.42	£ 393,344.00	£157.00	£4.28
Inkpen	440.22	£ 15,000.00	£34.07	441.56	£ 15,000.00	£33.97	£-0.10
Kintbury	1,236.68	£ 71,150.00	£57.53	1,235.76	£ 75,186.00	£60.84	£3.31

Financial Year 2026/27: Revenue Budget

Lambourn	1,798.87	£ 182,115.00	£101.24	1,794.05	£ 187,692.00	£104.62	£3.38
Leckhampstead	175.63	£ 9,400.00	£53.52	170.29	£ 9,700.00	£56.96	£3.44
Midgham	168.57	£ 10,000.00	£59.32	166.07		£0.00	-£59.32
Newbury	13,491.52	£1,817,641.00	£134.72	13,526.89	£1,967,492.00	£145.45	£10.73
Padworth	442.53	£ 20,000.00	£45.19	427.25		£0.00	-£45.19
Pangbourne	1,587.47	£ 232,227.68	£146.29	1,582.16	£ 244,427.37	£154.49	£8.20
Peasmore	154.67	£ 10,000.00	£64.65	151.39	£ 12,000.00	£79.27	£14.62
Purley on Thames	2,052.65	£ 190,000.00	£92.56	2,033.40	£ 200,000.00	£98.36	£5.80
Shaw-Cum-Donnington	1,057.30	£ 62,400.00	£59.02	1,104.35	£ 65,200.00	£59.04	£0.02
Speen	1,155.22	£ 64,381.00	£55.73	1,183.59	£ 67,569.00	£57.09	£1.36
Stanford Dingley	125.22	£ 6,000.00	£47.92	124.74	£ 7,500.00	£60.13	£12.21
Stratfield Mortimer	1,815.26	£ 161,729.00	£89.09	1,793.77	£ 171,433.00	£95.57	£6.48
Streatley	573.88	£ 46,776.00	£81.51	578.34		£0.00	-£81.51
Sulham (see Tidmarsh)		£ 10,500.00					£0.00
Sulhamstead	655.80	£ 22,000.00	£33.55	640.65	£ 22,000.00	£34.34	£0.79
Thatcham	9,365.94	£1,179,921.00	£125.98	9,216.23	£1,252,552.00	£135.91	£9.93
Theale	1,569.56	£ 229,135.00	£145.99	1,403.29	£ 221,540.00	£157.87	£11.88
Tidmarsh with Sulham	305.00	£ 10,500.00	£34.43	315.22	£ 11,000.00	£34.90	£0.47
Tilehurst	5,635.94	£ 336,712.00	£59.74	5,553.00	£ 369,048.00	£66.46	£6.72
Ufton Nervet	143.21	£ 4,500.00	£31.42	141.95	£ 4,700.00	£33.11	£1.69
Wasing	26.62	£ -	£0.00	25.67	£ -	£0.00	£0.00

Financial Year 2026/27: Revenue Budget

Welford	258.42	£ 12,428.00	£48.09	260.43	£ 12,428.00	£47.72	-£0.37
West Ilsley	153.98	£ 11,000.00	£71.44	152.29	£ 11,304.00	£74.23	£2.79
West Woodhay	60.03	£ -	£0.00	61.51	£ -	£0.00	£0.00
Winterbourne	106.85	£ 5,500.00	£51.47	105.29	£ 5,500.00	£52.24	£0.77
Wokefield	151.82	£ 1,750.00	£11.53	149.41		£0.00	-£11.53
Woolhampton	460.04	£ 26,000.00	£56.52	454.17		£0.00	-£56.52
Yattendon	175.28	£ 12,589.00	£71.82	174.31	£ 13,586.00	£77.94	£6.12
	68,511.38	£6,292,468.68		67,655.39	£6,551,672.49		

General Fund Revenue Budget 2026/27: Funding Statement

Funding is reviewed in detail within the MTFs, Appendices A and B

Funding Statement	Commentary / Assumptions	2025/26	2026/27
		£ms	£ms
<i>Government Assumed Council Tax (Core Spending Power)</i>			<i>139.87</i>
<i>Council Tax Increase</i>		2.99%	2.99%
<i>Adult Social Care Precept</i>		2.00%	2.00%
Council Tax	Maximum percentage increase applied to tax base	109.59	110.99
Adult Social Care Precept	Maximum percentage increase applied to tax base	22.05	25.29
Collection Fund Deficit on Council Tax	Latest modelling of forecast deficit	-0.99	-2.81
Net Council Tax Funding Stream		130.65	133.48
Retained Business Rates	Government prescribed under settlement	30.57	13.27
Collection Fund Deficit on Business Rates	Latest modelling of forecast deficit	-4.60	-0.48
Net Retained Business Rates		25.97	12.79
Revenue Support Grant	Government prescribed under settlement	16.24	27.04
Homelessness & Domestic Abuse Grant Funding Streams	Government prescribed under settlement	0.32	1.43
Families First Grant Funding Stream	Government prescribed under settlement	0.33	1.42
Homelessness & Domestic Abuse Grant Funding Streams (Ringfenced Expenditure)	Government prescribed under settlement		-1.43
Families First Grant Funding Stream (Ringfenced Expenditure)	Government prescribed under settlement		-1.42
Extended Producer Responsibility Grant	Government prescribed	4.66	4.60
Net Un Ringfenced Revenue Support Grant		21.55	31.64
Total Funds Available	Total government funds, retained business rates and council tax revenues	178.17	177.90
Base Budget:	2025/26 net revenue budget with one off prior year savings reversed back into the base budget	167.15	184.17
Base Budget Growth	Establishment costs (pay 3.5%, NI, secondary pension) and contractual inflation on service contracts	8.23	9.53
Budget Realignment	Detailed in appendix	0.90	4.25
Investment in Services	Detailed in appendix	3.97	0.42
Capital Financing Requirement	Detailed in appendix	3.30	2.04
Modelled Social Care Commissioning Pressures	Detailed in appendix	8.07	14.99
Social Care Commissioning Savings Identified	Detailed in appendix	-1.80	-3.32
Non Commissioning Savings identified	Detailed in appendix	-6.38	-1.16
Savings to be identified			0.00
Net Revenue Budget Requirement	Net revenue requirement to deliver services to residents	183.44	210.93
Funding Gap	Balance between net revenue budget and funds available	5.27	33.02
Funding gap supported by use of reserves	Reserves allocated to support the budget	2.27	3.02
Funding gap supported by Exceptional Financial Support	Additional support requested from central government	3.00	30.00

Appendix C

General Fund Revenue Budget 2026/27: Proposed Fees and Charge

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General Fund Revenue Budget 2026/27: Proposed Fees and Charges

Fees and Charges are disclosed on a directorate basis as follows:

Place and Resources Fees & Charges Proposals – 2026/27

1. Proposals – Place Directorate

1.1 Development and Housing

(1) Housing

Temporary accommodation is charged in line with Local Housing Allowance (LHA) rates. LHA rates have been frozen at the 2024/25 level and will continue to be at the 30th percentile of local market rents until at least April 2026.

Properties which are managed under lease agreements for Registered Providers or private landlords are capped at 90% 2011 LHA level, plus a management fee provision of £40pw.

Do It Yourself Shared Ownership (DIYSO) leases will be increased to be consistent with the Social Rent Cap.

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, mainly breakfast. These charges are proposed to increase in accordance with inflation for 2025/26.

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 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 the tenant 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.

Housing related support services will be charged at the actual cost of the service received.

The Council charges Registered Providers for advertising properties through its Choice Based Lettings Scheme.

For 2026/27, the Council will charge an agency fee of 12% to any application for grants or loans where these are overseen and managed by the Home Improvement Agency.

	DESCRIPTION	FEE 2025/26	PROPOSED FEE 2026/27	Increase %
	Copy of housing assessment	No Charge	No Charge	
SL	Average rent for temporary accommodation per week	In Line with Local Housing Allowance Leased accommodation capped at 90% 2011 LHA level	In Line with Local Housing Allowance Leased accommodation capped at 90% 2011 LHA level	
SD	Secure Tenancies	Social Rent (80% Market)	Social Rent (80% Market)	
SD	Four Houses Corner Pitch Fees	£96	£100 + £5 Service charge	9.4%
SD	Do It Yourself Ownership rent (DIYSO) rent	Social Rent Cap applied to individual contracts	Social Rent Cap applied to individual contracts	
SD	Transport costs to temporary accommodation (TA)	Actual cost	Actual cost	
D	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	
D	Choice Based Letting - Other Registered Providers	£50 per advert placed (billed quarterly in arrears)	£50 per advert placed (billed quarterly in arrears)	
D	Rechargeable repairs - tenant damage	Actual cost	Actual cost	
D	Failed call out charges	Actual cost	Actual cost	
	B&B charging			Increase %
	Ineligible Charges for Bed and Breakfast Accommodation:			
D	Heating, lighting and hot water per week per Family Unit*	£52.82	£55.09	4.3%
D	Breakfast per person, per week	£4.54	£4.73	4.3%
	* Family Units Include: Single person, Couple - no children, Couple with 1-4 children, Single person with 1-4 children.			

(2) Planning Services

The Planning Service is proposing an uplift of fees and charges by 4.8% in line with budget build guidance for any discretionary fees which can be locally set. For the Planning Application Fee, these are set nationally and are linked to September CPI which was 3.8%.

	2024/25	
	No. Applications	Total Income
Pre-Application Advice	144	£89,206
Planning Application Fees	2,058	£1,101,481
Historic Environment Records	28	£4,325

a) Pre-Application Advice

The following fees (with the exception of Householder Advice) are for written advice together with a site visit and one meeting. Additional meetings will incur additional charges:

		Fee 25/26 including VAT	Proposed Fee 26/27 including VAT	% Uplift
D	Householder Advice – written advice only Note: No add-on options are included.	240	£252	5.0%
D	Householder Advice on Listed Buildings - written advice only Note: No add-on options are included.	n/a	£445	

			Fee 25/26 including VAT	Proposed Fee 26/27 including VAT	% Uplift
D	Pre-application Advice Based on Floorspace Note: In all cases it is at the discretion of the Planning Service whether to accept a pre-application enquiry, or to enter into a bespoke PPA.	Less than 50 sqm	£300	£314	4.7%
D		51 to 100 sqm	£600	£629	4.8%
D		101 to 200 sqm	£1,200	£1,258	4.8%
D		201 to 500 sqm	£1,500	£1,572	4.8%
D		501 to 1000 sqm	£1,920	£2,012	4.8%
D		1001 to 2000 sqm	£2,640	£3,144	19.1%
D		2001 to 5000 sqm	£3,300	£4,716	42.9%
D		5001 to 10000 sqm	£12,000	£12,576	4.8%
D		10001 to 15000 sqm	£25,080	£26,284	4.8%
D		Over 15001 sqm	£35,040	£36,722	4.8%

			Fee 25/26 including VAT	Proposed Fee 26/27 including VAT	% Uplift
D	Pre-Application Advice Based on Number of Dwellings Note: In all cases it is at the discretion of the Planning Service whether to accept a pre-application enquiry, or to enter into a bespoke PPA.	First dwelling	£504	£528	4.8%
D		Each Additional dwelling	£354	£371	4.8%

			Fee 25/26 including VAT	Proposed Fee 26/27 including VAT	% Uplift
D	Pre-Application Advice Based on Site Area Note: In all cases it is at the discretion of the Planning Service whether to accept a pre-application enquiry, or to enter into a bespoke PPA.	Less than 1ha - per 0.1ha	£204	£272 per 0.1ha (with a minimum charge of £445)	33.3%
D		1ha to 3ha	£2,640	£2,767	4.8%
D		3.01ha to 5ha	£6,540	£6,854	4.8%
D		5.01 to 10ha	£13,080	£13,708	4.8%
D		10.01 to 15ha	£25,080	£26,083	4.0%
D		Over 15.01ha	£35,040	£36,722	4.8%

		Fee 2025/26 - Including VAT	Proposed Fee 26/27 including VAT	% Uplift
D	<p>Meeting</p> <p>Note: If a meeting is required on site, this is at the discretion of the officer and we reserve the right to charge an additional fee.</p> <p>Note: If new information is presented before the meeting, we reserve the right to charge an additional fee. The submission of new information will need to be agreed before the meeting.</p> <p>Note: If multiple officers are required to attend, a bespoke fee may be required.</p>	£522	£547	4.8%

Applicable to All Pre-Application Enquiries:

- Where a proposal includes development that has different elements that fall into more than one category listed, then the fees for all relevant categories forming the proposal are added together. The adjusted fee will be subject to VAT as set out above.
- If the pre-application contains additional proposed options for consideration by the LPA, then the fee will be as set out above, plus an additional 50% of the fee that would be required as set out above per additional proposal option where development is in the same category. The adjusted fee will be subject to VAT as set out above.
- Further / follow-up advice: this includes subsequent pre-application enquiries of the same character (and/or description) by the same applicant on the same site as a previous paid for pre-application enquiry or planning application and must be submitted within 3 months of the date of the original pre-app response or planning application decision from the LPA. This is charged at 75% of the relevant fee calculated as set out above. The adjusted fee will be subject to VAT as set out above.
- Any fees paid will not be refunded if it is decided by an applicant/agent that the advice is no longer required, even if this has not yet been supplied.

b) Other Charges

			Proposed Fee 25/26 including VAT	Proposed Fee 26/27 including VAT	% Uplift
D	Discretionary Work	per hour	£174	£182	4.6%
D	Technical Specialist Document Review	per hour	£174	£182	4.6%
D	Duty Planning Officer Advice	Free. Refer to website for full details/limitations of service at:	https://www.westberks.gov.uk/contact-duty-planning-officer		
D	Confirmation of compliance with a S106 / compliance with a notice and solicitor enquiries relating to CIL / S106	per hour	£174	£182	4.6%
D	External Specialist Consultant Advice (This will be required where advice is not available in house)		Price on Application	Price on Application	
D	Monitoring of S106 Agreements / Unilateral Undertakings		Bespoke Fee	Bespoke Fee	
D	Set Up of BNG Habitat Banks / Nutrient Neutrality Mitigation		Bespoke Fee based on document review, site visit and subsequent advice. This is in addition to legal fees.	Bespoke Fee based on document review, site visit and subsequent advice. This is in addition to legal fees.	
D	Monitoring of S106 BNG Habitat Banks / Nutrient Neutrality Mitigation		Bespoke Fee based on habitat size and complexity.	Bespoke Fee based on habitat size and complexity.	
D	Administration charge for submitting applications by post	For non-major applications	£60	£63	5.0%
D		For major applications	£180	£189	5.0%
D	Pre-application enquiry relating to amount of CIL likely to be charged for a development		Bespoke Fee based on discretionary hourly rate	Bespoke Fee based on discretionary hourly rate	
D	Providing archaeological information and advice for agri-environment schemes 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.	
D	Advice which is not covered by any of the above Categories	per hour	£174	£182	4.6%

			FEE 2025/26 - Not subject to VAT	Proposed Fee 26/27 - Not subject to VAT	% Uplift
D	Two Strikes – Invalid submissions (if an application is not validated in two successive submissions)		25% of Application Fee	25% of Application Fee	
D	Charging for invalid applications (that have not been made valid within 28 days)		25% of Application Fee	25% of Application Fee	
D	Making an application to amend, discharge or vary a planning obligation		£1,800 minimum but a bespoke fee will be requested if the work required is considered to go beyond this fee level. This is in addition to legal fees.	£1,886 minimum but a bespoke fee will be requested if the work required is considered to go beyond this fee level. This is in addition to legal fees.	4.8%
D	Administration charge for withdrawing planning applications prior to validation	For householder, advertisement consent and prior notification application	£30	£31	3.3%
D		For all other application types with a planning fee of less than £2,000	£60	£63	5.0%
D		For all other application types with a planning fee of £2,000 or more	£150	£157	4.7%

c) Planning Applications

Planning Application Fees are set centrally by the Department for Levelling Up, Housing and Communities department in line with 'The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) (Amendment) Regulations 2023' (and any subsequent amendments).

These sums are uplifted annually by a minimum of September CPI. Please refer to this website for the details of scale fees at <https://www.westberks.gov.uk/planningfees>

d) Archaeology

Searches of the Historic Environment Record				
		FEE 2025/26 - Including VAT	Proposed Fee 26/27 including VAT	% Uplift
D	A4 computer print out (b/w) HER data	£0.16	£0.17	8.7%
D	A4 computer print out (colour) HER data	£0.68	£0.70	3.3%
D	A3 computer print out (b/w) HER data	£0.37	£0.38	4.1%
D	A3 computer print out (colour) HER data	£1.25	£1.31	4.7%

		FEE 2025/26 - Not subject to VAT	Proposed Fee 26/27 - Not subject to VAT	% Uplift
D	Research charges for staff time dealing with HER enquiries	£165 per hour with a minimum charge of £100	£173 per hour with a minimum of 1 hours charge	4.8%

1.2 Community Services:

(1) Public Protection Partnership

The Public Protection Partnership (PPP) provides chargeable services on behalf of West Berkshire Council and Bracknell Forest Council. The proposed fees for 2026-27 have been agreed by the Joint Public Protection Committee and the relevant licensing committees of the two councils.

PPP chargeable services can be found in Appendix Giii.

(2) Registration Services

The registration service fees are allocated based on a cost recovery model, as defined by applicable legislation. Following a review of the costs of delivering the service and a benchmarking exercise with other Local Authorities, the registration fees that are set locally are to be uplifted on average by 4.8%. Registration fees are largely controlled by statute:

2024/25	Total income	Number of Transactions
Licences	£30,617	41
Births, Deaths & Marriages	£566,927	3,897
Celebration	£1,476	61
Citizenship	£23,938	44
TOTAL	£622,958	4,043

			Fee 2025/26 - not subject to VAT	Proposed Fee 2026/27 - not subject to VAT	Increase %
SL	Marriage and Civil Partnership	Notice of Marriage or Civil Partnership	£42	£42	0%
D		Additional fee for Saturday appointment	£31	£33	5.2%
SL	Register Office	Available Wednesday morning. Fee paid at time of notice and includes fee for a certificate	£56	£56	0%
D	Shaw House Ceremony Room - Up to 46 guests	Monday - Thursday	£368	£386	4.8%
		Friday	£389	£408	4.9%
		Saturday	£409	£428	4.7%
		Sunday & Bank Holiday	£509	£533	4.7%

			Fee 2025/26 - not subject to VAT	Proposed Fee 2026/27 - not subject to VAT	Increase %
D	Shaw House Great Hall - Up to 100 guests	Monday - Thursday	£507	£532	4.9%
		Friday	£531	£556	4.7%
		Saturday	£558	£585	4.9%
		Sunday & Bank Holiday	£658	£690	4.9%
D	Small Ceremony Room- up to 8 people		n/a	£170	New
D	Ceremonies at approved premises	Monday - Thursday	£644	£675	4.8%
		Friday	£664	£696	4.8%
		Saturday	£684	£717	4.8%
		Sunday & Bank Holiday	£783	£820	4.7%
D	Additional Ceremony Hall Decoration	Great Hall	£1.00	£2.00	100.0%
	Approved Premise Licence - any number of rooms		£2,836	£2,972	4.8%
D	Private Citizenship ceremony Mon to Sat		£159	£167	5.0%
D	Marriages & Civil Partnerships Booking Fee (non refundable)		£35	£36	3.7%
D	Ceremony Amendment Fee (Change of date/time)		£18	£19	6.0%
D	Additional Registrar Fee	Superintendent Registrar	£21	£22	3.4%
		Registrar	£18	£19	6.0%
D	Marriages & Civil Partnerships Cancellation Fee	More than 4 months before ceremony	Fees refunded minus £132	Fees refunded minus £138	5.1%
		1-4 months before ceremony	50% refund	50% refund	
		Less than 1 month before ceremony	No refund	No refund	
SL	Certificates	All Certificates	£12.50	£12.50	0%
SL		Priority service within 24 hours	£38.50	£38.50	0%

			Fee 2025/26 - including VAT	Proposed Fee 2026/27 - including VAT	Increase %
D	Celebratory Services - Baby Naming/Affirmation of vows - Shaw House	Monday to Friday	£435	£455	4.7%
		Saturday	£551	£577	4.7%
D	Celebratory Services - Baby Naming/Affirmation of vows - At approved premises	Monday - Friday	£517	£542	4.7%
		Saturday	£619	£649	4.8%
		Sunday & Bank Holiday	£694	£728	4.8%
D	Postage 24h tracked		n/a	£4.50	New
D	Internation Postage - Standard		n/a	£5	New
D	Booking fee		n/a	£50	New
D	Admin fee		n/a	£40	New
D	Wedding music Ceremony Room & Great Hall only		n/a	£20	New
D	Wedding live streaming		n/a	£100	New
D	Keepsake DVD		n/a	£100	New

	Additional Fees:	Fee 2025/26 - not subject to VAT	Proposed Fee 2026/27 - not subject to VAT	Increase %
SL	Consideration by a Superintendent Registrar of a divorce/civil partnership dissolution obtained outside of the British Isles	£55	£55	0%
SL	Consideration by the Registrar General of a divorce/civil partnership dissolution obtained outside of the British Isles	£83	£83	0%
SL	Forename added within 12 months of birth registration	£44	£44	0%
SL	Consideration by a Registrar/Superintendent Registrar of a correction application to a register entry	£83	£83	0%
SL	Consideration by the Registrar General of a correction application to a register entry	£99	£99	0%

	Additional Fees:	Fee 2025/26 - not subject to VAT	Proposed Fee 2026/27 - not subject to VAT	Increase %
D	Proof of Life Forms	£25	£26	4.0%

(3) Shaw House

As this relates to a discretionary element of the Libraries and Museums service, there is generally no need to undertake a formal consultation on proposed fee changes. This is because the services can be accessed elsewhere.

(4) West Berkshire Museum

As this relates to a discretionary element of the Libraries and Museums service, there is generally no need to undertake a formal consultation on proposed fee changes. This is because the services can be accessed elsewhere.

1.3 Environment

1) Car Park and Public Transport

The Car Park and Public Transport fees and charges have been uplifted to the nearest 10p of the budget build guidance of 4.8%:

Car Parking	2024/25
Total income	£3,584,549
Number of Transactions	9,194

		Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
Newbury - Car Park Charges (Monday to Sunday including Bank Holidays):					
A - Central KFC, Central (N) Library, Corn Exchange, Kennet Centre, Pelican Lane, West Street (Monday to Sunday)	Up to 1 hour	£1.70	£1.80	5.88%	Blue Badge Holders: first 3 hours free using a parking clock.
	Up to 2 hours	£3.00	£3.20	6.67%	
	Up to 3 hours	£4.20	£4.50	7.14%	
	Up to 4 hours	£5.50	£5.90	7.27%	
	Up to 6 hours	£7.50	£8.00	6.67%	
	Up to 8 hours	£9.00	£9.60	6.67%	
	Over 8 hours	£13.00	£13.90	6.92%	
	Evening Charge	£2.50	£2.70	8.00%	
B - Eight Bells, Northcroft Lane, Wharf (Monday to Sunday)	Up to 1 hour	£1.70	£1.80	5.88%	
	Up to 2 hours	£3.00	£3.20	6.67%	
	Up to 3 hours	£4.20	£4.50	7.14%	
	Up to 4 hours (max stay)	£5.50	£5.90	7.27%	
	Evening Charge	£2.50	£2.70	8.00%	
C1 - Northbrook Multi-storey (Monday to Sunday)	Up to 1 hour	£1.50	£1.60	6.67%	
	Up to 2 hours	£2.50	£2.70	8.00%	
	Up to 3 hours	£3.50	£3.70	5.71%	
	Up to 4 hours	£4.50	£4.80	6.67%	
	Over 4 hours	£5.50	£5.90	7.27%	
	Evening Charge	£2.50	£2.70	8.00%	
C2 - Northcroft Lane West (Monday to Sunday, 01 October to 31 March) ; Football Club (Monday to Sunday)	Up to 1 hour	£1.00	£1.10	10.00%	
	Up to 2 hours	£2.00	£2.10	5.00%	
	Up to 3 hours	£3.00	£3.20	6.67%	
	Up to 4 hours	£4.00	£4.30	7.50%	
	Over 4 hours	£5.00	£5.40	8.00%	

		Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
Newbury - Car Park Charges (Monday to Sunday including Bank Holidays):					
E - Northcroft Lane West (Monday to Sunday, 01 April to 30 September)	Up to 2 hours	Free	Free	0.00%	
	Up to 3 hours	£1.00	£1.10	10.00%	
	Up to 4 hours	£2.00	£2.10	5.00%	
	Over 4 hours	£4.00	£4.30	7.50%	
C2 - Football Club (Monday to Sunday)	Up to 1 hour	£1.00	£1.10	10.00%	
	Up to 2 hours	£2.00	£2.10	5.00%	
	Up to 3 hours	£3.00	£3.20	6.67%	
	Up to 4 hours	£4.00	£4.30	7.50%	
	Over 4 hours	£5.00	£5.30	6.00%	
	Evening Charge	£2.50	£2.70	8.00%	
D - Goldwell Park, Northcroft Leisure Centre (Monday to Sunday)	Up to 3 hours	Free	Free	0.00%	
	Up to 4 hours	£1.00	£1.10	10.00%	
	Up to 6 hours (max stay)	£2.00	£2.10	5.00%	
	Evening Charge 7pm (up to 3 hours)	Free	Free	0.00%	
	Evening Charge 7pm (over 3 hours)	£1.00	£1.10	10.00%	
F - Newbury Station (Monday – Friday including bank holidays)	Up to 1 hour	£1.00	£1.10	10.00%	
	Up to 2 hours	£2.00	£2.10	5.00%	
	Up to 3 hours	£3.00	£3.20	6.67%	
	Up to 4 hours	£4.00	£4.30	7.50%	
	Peak daily charge (arrive before 10am) Ticket expires 23:59	£7.30	£8.20	12.33%	
	Off Peak daily charge (arrive after 10am) Ticket expires 23:59	£4.40	£5.30	20.45%	
F - Newbury Station (Saturday & Sunday)	Up to 2 hours	£2.00	£2.10	5.00%	
	Up to 4 hours	£3.50	£3.70	5.71%	
	Daily Charge	£4.40	£5.30	20.45%	

		Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
Out of Newbury Car Park Charges (Monday to Sunday including Bank Holidays):					
G - Church Street (Hungerford), River Meadow (Pangbourne), Station Road (Pangbourne) (Monday to Sunday)	Up to 1 hour	£1.00	£1.10	10.0%	Blue Badge Holders: first 3 hours free using a parking clock.
	Up to 2 hours	£1.50	£1.60	6.7%	
	Up to 3 hours	£2.00	£2.10	5.0%	
	Up to 4 hours	£2.50	£2.70	8.0%	
	Over 4 hours	£6.00	£6.40	6.7%	
	Evening Charge	£1.00	£1.10	10.0%	
H - Station Road (Hungerford) (Monday to Sunday)	Up to 1 hour	£1.00	£1.10	10.0%	
	Up to 2 hours	£1.50	£1.60	6.7%	
	Up to 3 hours	£2.00	£2.10	5.0%	
	Up to 4 hours	£2.50	£2.70	8.0%	
	Over 4 hours	£3.00	£3.20	6.7%	
	Evening Charge	£1.00	£1.10	10.0%	
I - Burdwood Centre (Thatcham) (Monday to Sunday)	Up to 2 hours	Free	Free	0.0%	
	Up to 3 hours	£1.20	£1.30	8.3%	
	Up to 4 hours	£1.60	£1.70	6.2%	
	Over 4 hours	£3.00	£3.20	6.7%	
	Evening Charge	£1.00	£1.10	10.0%	
J - Gilbert Court (Thatcham) (Monday to Sunday)	Up to 1 hour	Free	Free	0.0%	
	Up to 2 hours	£0.80	£0.90	12.5%	
	Up to 3 hours	£1.20	£1.30	8.3%	
	Up to 4 hours	£1.60	£1.70	6.2%	
	Over 4 hours	£3.00	£3.20	6.7%	
	Evening Charge	£1.00	£1.10	10.0%	
K - Kingsland Centre (Thatcham) (Monday to Sunday)	Up to 1 hour	£1.00	£1.10	10.0%	
	Up to 2 hours	£1.50	£1.60	6.7%	
	Up to 3 hours	£2.00	£2.10	5.0%	
	Up to 4 hours	£2.50	£2.70	8.0%	
	Over 4 hours	£3.50	£3.70	5.7%	
	Evening Charge	£1.00	£1.10	10.0%	
L - Theale Main (Monday to Sunday)	Up to 1 hour	£0.80	£0.90	12.5%	
	Up to 2 hours	£1.20	£1.30	8.3%	
	Up to 3 hours	£1.60	£1.70	6.2%	
	Up to 4 hours	£2.00	£2.10	5.0%	
	Over 4 hours	£3.00	£3.20	6.7%	
	Evening Charge	£1.00	£1.10	10.0%	

		Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
Out of Newbury Car Park Charges (Monday to Sunday including Bank Holidays):					
M - Theale West (Monday to Sunday)	Up to 1 hour	£0.80	£0.90	12.5%	
	Up to 2 hours (max stay)	£1.50	£1.60	6.7%	
	Evening Charge	£1.00	£1.10	10.0%	
N - High Street (Lambourn) (Monday to Sunday)	Up to 1 hour	Free	Free	0.0%	
	Up to 4 hours	£1.00	£1.10	10.0%	
	Over 4 hours	£2.00	£2.10	5.0%	
	Evening Charge (up to 1 hour)	Free	Free	0.0%	
	Evening Charge (over 1 hour)	£1.00	£1.10	10.0%	
O - Station Road (Thatcham) (Monday to Sunday)	After 10am Monday-Friday, and Weekends	£2.20	£2.35	6.8%	
	Before 10am Monday-Friday	£3.60	£3.85	6.9%	
P - Kennet Leisure (Thatcham) (Monday to Friday 7:30am to 5:30pm)	Up to 2 hours	Free	Free	0.0%	
	Up to 3 hours	£1.00	£1.10	10.0%	
	Over 3 hours	£10.00	£10.70	7.0%	

		Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
On-street Parking Charges (Monday to Sunday including Bank Holidays):					
OA - Newbury: Bartholomew Street, Broadway, Cheap Street, Northbrook Street	Up to 30 mins	Free	Free	0.0%	
	Up to 1 hour (max stay)	£1.20	£1.30	8.3%	
	Evening Charge	£1.00	£1.10	10.0%	
OB - Newbury: Kings Road West, Pelican Lane, West Mills	Up to 30 mins	Free	Free	0.0%	
	Up to 1 hour	£1.20	£1.30	8.3%	
	Up to 2 hours (max stay)	£2.20	£2.40	9.1%	
	Evening Charge	£1.00	£1.10	10.0%	
OC - Newbury: Newtown Road (North)	Up to 30 mins	Free	Free	0.0%	
	Up to 2 hours	£1.20	£1.30	8.3%	
	Up to 4 hours (max stay)	£2.20	£2.40	9.1%	
	Evening Charge	£1.00	£1.10	10.0%	
OD - Newbury: Newtown Road (South)	Up to 4 hours	£1.00	£1.10	10.0%	
	Over 4 hours	£1.50	£1.60	6.7%	
	Evening Charge	£1.00	£1.10	10.0%	
OE - Newbury: Catherine Road, Link Road	Up to 2 hours	£1.20	£1.30	8.3%	
	Up to 4 hours	£2.20	£2.40	9.1%	
	Over 4 hours	£4.00	£4.30	7.5%	
	Evening Charge	£1.00	£1.10	10.0%	
OE - Newbury: Station Road	Up to 2 hours	£1.20	£1.30	8.3%	
	Up to 4 hours	£2.20	£2.40	9.1%	
	Over 4 hours	£4.00	£4.30	7.5%	
	Evening Charge	£1.00	£1.10	10.0%	
OF - Newbury: Old Bath Road	Up to 2 hours	£1.20	£1.30	8.3%	
	Up to 4 hours	£1.70	£1.80	5.9%	
	Over 4 hours	£2.00	£2.10	5.0%	
	Evening Charge	£1.00	£1.10	10.0%	
OG - Newbury: Faraday Road, Ampere Road, Kelvin Road & Marconi Road	Up to 30 mins	Free	Free	0.0%	
	Up to 2 hours	£1.20	£1.30	8.3%	
	Up to 4 hours	£1.70	£1.80	5.9%	
	Over 4 hours	£2.00	£2.10	5.0%	
	Evening Charge	£1.00	£1.10	10.0%	

		Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
On-street Parking Charges (Monday to Sunday including Bank Holidays):					
OH - Hungerford: High Street	Up to 1 hour	£1.00	£1.10	10.0%	
	Up to 2 hours	£1.50	£1.60	6.7%	
	Up to 3 hours	£2.00	£2.10	5.0%	
	Up to 4 hours	£2.50	£2.70	8.0%	
	Over 4 hours	£6.00	£6.40	6.7%	
	Evening Charge	Free	Free	0.0%	
OJ - Thatcham: Pipers Lane, Aylesford Way	Up to 4 hours (all day)	£1.00	£1.10	10.0%	
	Over 4 hours (all day)	£1.70	£1.80	5.9%	

		Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
Parking Season Tickets					
ST1, ST2 and ST3 - Newbury (Central KFC, Library, Kennet Centre, Pelican Lane)	Annual	£1,040.00	£1,112.00	6.9%	Annual passes = 80 x charge of daily ticket; Quarterly passes = 25 x charge of daily ticket; Monthly passes = 10 x charge of daily ticket. 50% discount applies for Council-approved volunteers if vehicle and valid Blue Badge are registered to the same person.
	Quarter	£325.00	£347.50	6.9%	
	Month	£130.00	£139.00	6.9%	
ST4 - Newbury (Northbrook)	Annual	£440.00	£472.00	7.3%	
	Quarter	£137.50	£147.50	7.3%	
	Month	£55.00	£59.00	7.3%	
ST5 - Newbury (Newbury Station)	Annual	£585.00	£656.00	12.1%	
	Quarter	£180.00	£205.00	13.9%	
	Month	£75.00	£82.00	9.3%	
ST6 and ST7 - Hungerford (Station Road) and Theale (Main)	Annual	£240.00	£256.00	6.7%	
	Quarter	£75.00	£80.00	6.7%	
	Month	£30.00	£32.00	6.7%	
ST8 - Pangbourne (Station Road)	Annual	£480.00	£512.00	6.7%	
	Quarter	£150.00	£160.00	6.7%	
	Month	£60.00	£64.00	6.7%	
ST9 - Thatcham (Kingsland Centre)	Annual	£280.00	£296.00	5.7%	
	Quarter	£90.00	£92.50	2.8%	
	Month	£35.00	£37.00	5.7%	
Lambourn (High Street)	Annual	£160.00	£168.00	5.0%	
	Quarter	£50.00	£52.50	5.0%	
	Month	£20.00	£21.00	5.0%	

	Fee 2025/26	Proposed Fee 2026/27	% Uplift	Notes
Resident Parking Permits (first permit)				
Tier 1 - Hungerford – High Street (HHS), Newbury – Park Terrace (PT)	£80.00	£85.50	6.9%	50% discount available for Blue Badge holders.
Tier 2 - Newbury (except Park Terrace) (C1, E1, N1, NW1, SE1, SW1, SW2, W1)	£50.00	£53.50	7.0%	
Tier 3 - Hungerford (except High Street) (H1), Pangbourne (P1), Thatcham (TM), Theale (TE)	£40.00	£43.00	7.5%	
Tier 4 - Chieveley (CH), Lambourn (L1)	£30.00	£32.00	6.7%	
Resident Parking Permits (second permit)				
Tier 1 - Hungerford – High Street (HHS), Newbury – Park Terrace (PT)	£120.00	£128.25	6.9%	50% discount available for Blue Badge holders.
Tier 2 - Newbury (except Park Terrace) (C1, E1, N1, NW1, SE1, SW1, SW2, W1)	£75.00	£80.25	7.0%	
Tier 3 - Hungerford (except High Street) (H1), Pangbourne (P1), Thatcham (TM), Theale (TE)	£60.00	£64.50	7.5%	
Tier 4 - Chieveley (CH), Lambourn (L1)	£45.00	£48.00	6.7%	
Resident Visitor Permits				
Hungerford – High Street (HHS), Newbury – Park Terrace (PT)	Not applicable	Not applicable		
1 – 100 Permits	Per permit	£1.10	£1.20	9.1%
101+ Permits	Per permit	£1.60	£1.70	6.2%
Visitor (Special Parking) Permit	Per annum	£30.00	£32.00	6.7%
All Zone Permits (for professional carers)				
Medical professionals and non-profit care companies only	£10.50	£11.20	6.7%	Maximum stay of 2 hours in any location.
Commercial care providers	£52.50	£56.20	7.0%	

Other Charges		Fee 2025/26	Proposed Fee 2026/27	Uplift %		
Blue Badge (new application)		£10.00	£10.00	0.0%		
Replacement Blue Badge		£10.00	£10.00	0.0%		
Parking Dispensation	Per Day	£15.80	£16.90	7.0%		
Parking Suspensions	Per application	£15.80	£16.90	7.0%		
	Per 5m bay per day	£10.50	£11.20	6.7%		
Council owned EV Charge Points (these are the base charges and will be subject to increase/decrease in line with the Council's 2022/23 electricity costs).						
		Min	Max	Min	Max	
Slow (7kWh) Charger	per kWh	35p	75p	40p	80p	14.3%
Fast (22kW AC) Charger	per kWh	40p	50p	48p	58p	20.0%
Rapid (50kW DC) Charger	per kWh	45p	60p	55p	70p	22.2%
Overstay fee (for Rapid charger).	per hour after 2 hours	£10.00		£12.00		20.0%
Dependent on provider and energy prices						

Other Charges		Fee 2025/26	Proposed Fee 2026/27	Uplift %	Notes	
Public Transport						
D	Charge per departure		£0.60	£0.60	0.0%	It will not be financially viable to increase charges at The Wharf at this time.
D	Bus stands 0400-1800	up to 20 minutes	£0.00	£0.00	0.0%	
		20 minutes to 1 hour (max stay)	£1.20	£1.20	0.0%	
D	Coach stands 0400-1800	up to 90 mins (max stay)	£4.20	£4.20	0.0%	
D	Bus/coach stand and Bays B-F Mon-Sat 1800-0400 and all day Sunday	up to 3 hours	£3.10	£3.10	0.0%	
		over 3 hours	£6.30	£6.30	0.0%	
D	Additional charge for breaches		£25.00-£50.00	£25.00-£50.00	0.0%	No changes planned due to current market
D	Temporary bus stop closure	Per stop	£202.00	£212.00	5.0%	
		Per pair of opposite stops	£235.00	£246.00	4.7%	
D	Provision of information at bus stops for services not subsidised by WBC	Per stop	£13.00	£14.00	7.7%	
D	Concessionary bus pass replacement fee		£16.50	£16.50	0.0%	No proposed change following benchmarking exercise
D	Fares on Council-supported bus services	Single, return, adult, child and multi-journey tickets	Differing fares for each start-destination combination and bus route, with prices for single and return journeys, adult and child rates, in addition to multi-journey tickets. Details on multi-journey tickets can be found below and at www.westberks.gov.uk/connect Details on single/return/adult/child fares can be found on bus or by contacting transport@westberks.gov.uk			

Other Charges		Fee 2025/26	Proposed Fee 2026/27	Uplift %	Notes	
Public Transport						
D	Connect urban adult fares	Connect Day	£6	£6	0.0%	Unlimited use for one day on valid routes.
		FlexiConnect (10 trips)	£16.50	£23.00	39.4%	Up to ten single journeys, on valid routes. Harmonising with Simply Newbury & Thatcham price.
		Connect 7-day	£16.50	£23.00	39.4%	Unlimited use for 7 consecutive days, on valid routes. Harmonising with Simply Newbury & Thatcham price.
		Connect 30-day	£61	£72	18.0%	Unlimited use for 30 consecutive days, on valid routes. Harmonising with Simply Newbury & Thatcham price.
D	Connect rural adult fares	Connect Day	£6	£7.30	21.7%	Unlimited use for one day on valid routes.
		FlexiConnect (10 trips)	£22	£26	18.2%	Up to ten single journeys, on valid routes. 3.5 x Day Ticket.
		Connect 7-day	£22	£26	18.2%	Unlimited use for 7 consecutive days, on valid routes. 3.5 x Day Ticket.
		Connect 30-day	£80	£91	13.8%	Unlimited use for 30 consecutive days, on valid routes. 3.5 x 7 Day Ticket.

Other Charges		Fee 2025/26	Proposed Fee 2026/27	Uplift %	Notes	
Public Transport						
D	Connect urban child/youth fares	Connect Day	£4	£4.50	12.5%	Unlimited use for one day on valid routes. Harmonising with Simply Newbury & Thatcham price. Create a new Child Rural Day Ticket
		FlexiConnect (10 trips)	£12	£15.50	29.2%	Up to ten single journeys, on valid routes. Harmonising with Simply Newbury & Thatcham price.
		Connect 7-day	£12	£15.50	29.2%	Unlimited use for 7 consecutive days, on valid routes. Harmonising with Simply Newbury & Thatcham price.
		Connect 30-day	£42	£55	31.0%	Unlimited use for 30 consecutive days, on valid routes. Harmonising with Simply Newbury & Thatcham price.
D	Connect rural child/youth fares	Connect Day	£4	£5.50	37.5%	Unlimited use for one day on valid routes. Based on 75% cost of Adult Rural Day Ticket.
		FlexiConnect (10 trips)	£14	£19.25	37.5%	Up to ten single journeys, on valid routes. Based on 3.5 X Day Ticket.
		Connect 7-day	£14	£19.25	37.5%	Unlimited use for 7 consecutive days, on valid routes. Based on 3.5 X Day Ticket.
		Connect 30-day	£54	£67	24.1%	Unlimited use for 30 consecutive days, on valid routes. Based on 3.5 x 7 Day Ticket

Other Charges			Fee 2025/26	Proposed Fee 2026/27	Uplift %	Notes
Public Transport						
D	Connect Group Day	Urban	£10	£10	0.0%	Unlimited use for one day for up to 4 people (adults and/or children), on valid routes. No rise. Same price as Simply Reading Buses group of 4 ticket.
		Rural	£16.50	£16.50	0.0%	Unlimited use for one day for up to 4 people (adults and/or children), on valid routes. No rise. It is acknowledged that at this time this ticket provides customers with no benefit in purchasing over 4 x single £3 fare cap tickets but it will be necessary to set a price in readiness for when the fare cap scheme ends.
D	Early Bird	Urban	£1.50	£1.60	6.7%	For concessionary pass holders travelling before 9.30am. Match Newbury & District commercial fare
		Rural	£2.00	£2.00	0.0%	For concessionary pass holders travelling before 9.30am.

2) Highways

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, and temporary or permanent traffic regulation orders.

In addition, there are fees charged to developers for design checking, supervision and the inspection of new roads under construction and off-site highway improvements, as well as for sustainable drainage advice.

Where the Council has the ability to uplift the fees and charges, these costs have been increased by 4.8% unless otherwise stated:

2024/25	Total Income
Traffic Regulation Orders	£865,730
Streetworks	£302,472
Streetworks Permit Scheme	£235,581
Section 38 & 278	£423,685
Other Highway Income	£253,548

		Fee 2025/26	Proposed Fee 2026/27	Increase %	Notes
Licence Fees, Permits and Other Charges					
D	Tree Preservation Order	£34	£36	5.9%	
D	Michaelmas Fair	£4,946	£5,183	4.8%	
D	Public Rights of Way	Search fees	£96	£101	5.2%
D		Path order fees	£1,859 - £4,760	£1,948 - £4,988	4.8%
SD	Statutory Declarations	£282 flat rate with rights to increase if the work required is onerous	£295 flat rate with rights to increase if the work required is onerous	4.6%	

			Fee 2025/26	Proposed Fee 2026/27	Increase %	Notes
Highways Act Charges						
D	Land charges		£67	£70	4.5%	
D	Vehicular Crossing (S.184)	Approval	£193	£202	4.7%	
D	Skips on the Highway (S.139)	Initial fee	£59	£62	5.1%	
		per week	£69	£72	4.3%	
D	Scaffold/hoarding on the Highway (S.169/172)	Initial fee	£119	£125	5.0%	
		per week	£68	£71	4.4%	
SL	Tables and Chairs on the Highway (based on number of Chairs) (S.115)	New licence	£500	£500		Change in legislation
		Renewal licence	£350	£350		
D	Storing Materials on the Highways (S.171)	Initial fee	£113	£118	4.4%	
		per week	£37	£39	5.4%	
D	EV charging duct across footpath (S.171) Application	Approval	£189	£198	4.8%	
D	Temporary Excavation in the highway (S.171)		£149	£349	134.2%	
D	Cranes, machinery, structure on the highway (S.178)		£216	£226	4.6%	
D	S142 Licence to plant in the highway		£179	£188	5.0%	

These are maximum charges, pending consultation on changes to the West Berkshire Permit Scheme.

		Fee 2025/26		Proposed Fee 2026/27		Increase %	Note
Reinstatement category of street		0-2 & Traffic Sensitive	3-4 & Non-Traffic Sensitive	0-2 & Traffic Sensitive	3-4 & Non-Traffic Sensitive		
SL	Provisional Advance Authorisation (PPA)	£69	£49	£84	£70	31%	Fees set following statutory review every 3 years (last took place May 2025).
SL	Major	£156	£98	£219	£138	41%	
SL	Standard	£85	£49	£123	£47	27%	
SL	Minor Activity	£43	£30	£61	£39	37%	
SL	Immediate	£39	£26	£55	£35	38%	
SL	Variation	£0	£0	£30	£23		

		FEE 2025/26	PROPOSED FEE 2026/27	Increase %	Notes
Other Licences and Charges:					
	Licence to place advertising sign on public highway (A board or similar).	£70	£73	4.3%	
	Streetworks licence (S.50 NRSWA)	£337	£450	33.5%	
SL	Utility Works Inspection (NRSWA/TMA)	£50	£50	0.0%	
SL	Fixed Penalty Charge (Utility Companies) NRSWA/TMA	£120/£80	£240/£160	100.0%	Fees subject to a national increase mid year 25/26
SL	Working on the highway without a valid permit	£500 (£300 if paid within 29 days)	£1000 (£600 if paid within 29 days)	100.0%	Fees subject to a national increase mid year 25/26
SL	Follow up Inspection (utility works)	£120	£120	0.0%	
D	Permanent Traffic Regulation Order for Developer	£1,112.00	£1,165	4.8%	
D	Temporary Traffic Regulation Orders Section 14(1)	£3,181	£3,334	4.8%	
D	Temporary Traffic Regulation Orders Section 14(1) - Cancellation fee for applications withdrawn less than six weeks prior to Order coming into force (equal to 50% of the fee)	£1,591	£1,667	4.8%	
D	Re-use and/or re-notification of a pre-existing Temporary Traffic Regulation Order (equal to 50% of the fee)	£1,591	£1,667	4.8%	

		FEE 2025/26	PROPOSED FEE 2026/27	Increase %	Notes
Other Licences and Charges:					
D	Emergency Temporary Traffic Regulation Orders Section 14(2)	£3,181	£3,334	4.8%	
D	Retrospective Temporary Traffic Regulation Orders Section 14(2)	£3,181	£3,334	4.8%	
D	Extension of Temporary Traffic Regulation Order or Notice (equal to 25% of the fee)	£795	£834	4.8%	
D	Temporary Traffic Regulation Orders Section 16A where appropriate & Section 21 of TPCA	£100	£105	5.0%	
D	Cutting through signal loops and not informing LA	£668 plus cost of recutting loops	£700 plus cost of recutting loops	4.8%	
D	Tourist / Direction signs	£686 application and design fee, plus cost of actual sign installation. 50% rebate for unsuccessful applications.	£719 application and design fee, plus cost of actual sign installation. 50% rebate for unsuccessful applications.	4.8%	
D	Traffic Signs / Signals Equipment damaged by Road Traffic Accident or other event	Cost of repairs plus 10% administration charge.	Cost of repairs plus 10% administration charge.		
D	Use of permanent Traffic Regulation Order for railway crossing works	£103	£108	4.9%	
D	Access Protection Marking (single standard width dropped kerb driveway)	£278	£291	4.7%	
D	Sewerage treatment property charge	£501	£525	4.8%	
D	Cycle Training (non-schools, non-bikeability)	£63	£66	4.8%	
D	Cycle Training (bikeability, inc schools)	£10	n/a		Change of Fee Structure Working with schools to provide bicycle training. Charge is to cover administration and risk of non-attendance.
D	Bikeability Level 1	n/a	£10		
D	Bikeability Level 2	n/a	£13		
D	Bikeability Level 1 & 2 Combined	n/a	£15		
D	Bikeability Level 3	n/a	£15		
D	Bikeability Balance	n/a	£10		
D	Bikeability holiday courses (child)	n/a	£25		
D	Bikeability Adult courses	n/a	£30		

		FEE 2025/26	PROPOSED FEE 2026/27	Increase %	Notes
Other Licences and Charges:					
D	Road Safety Training: School Streets online course (cost per place)	£20	£20	0.0%	
D	Road Safety Training: Biker Down (cost per place)	£15	£15	0.0%	
D	Road Safety Training: Rider Down (cost per place)	£15	£15	0.0%	
D	Recovery and storage of unauthorised signs	£179	£188	5.0%	
SL	Street Works Core Sampling - Charge per failed core test	£200 (this is an average cost - actual cost calculated from the Coring Advice Note published by SEHAUC)	£200.00	0.0%	
D	Switch out / Switch on of permanent traffic signals	£574	£602.00	4.9%	

			Fee 2025/26	Proposed Fee 2026/27	Increase %	Notes
Provision of Data:						
D	Highway search enquiries	One A4 plan covering 100 metres of highway	£83	£87	4.8%	
		Additional 100 metres	£28	£29	3.6%	
		Additional question	£28	£29	3.6%	
D	Provision of recorded injury accident Data		£179 + £57 per additional block of up to 10 accidents	£188 + £58 per additional block of up to 10 accidents	5.0%	
D	Provision of Traffic Data, per request per site:	data up to 1 year old	£179	£188	5.0%	
		data up to 3 years old	£144	£151	4.9%	
		data over 3 years old	£104	£109	4.8%	

		Fee 2025/26	Proposed Fee 2026/27					
Charges in relation to works occupying the carriageway during periods of overrun (S74) (maximum fee)								
Item	Description of street	Amount (£) (each of first three days)	Amount (£) (each subsequent day)	Amount (£) (each of first three days)	Amount (£) (each subsequent day)	Increase %	Notes	
SL	1	Traffic-sensitive or protected street not in road categories 2,3 or 4	5,000	10,000	5,000	10,000	0.0%	
SL	2	Other street not in road categories 2,3 or 4	2,500	2,500	2,500	2,500	0.0%	
SL	3	Traffic-sensitive or protected street in road categories 2	3,000	8,000	3,000	8,000	0.0%	
SL	4	Other street in road category 2	2,000	2,000	2,000	2,000	0.0%	
SL	5	Traffic-sensitive or protected street in road category 3 or 4	750	750	750	750	0.0%	
SL	6	Other street in road category 3 or 4	250	250	250	250	0.0%	

		Fee 2025/26	Proposed Fee 2026/27	Increase %	Notes
Charges in relation to works outside the carriageway during periods of overrun (S74) (maximum fee)					
Item	Description of street	Amount (£)	Amount (£)		
SL	1	Street not in road category 2, 3 or 4	2,500	2,500	0.0%
SL	2	Street in road category 2	2,000	2,000	0.0%
SL	3	Street in road category 3 or 4	250	250	0.0%

			FEE 2025/26	PROPOSED FEE 2026/27	Increase %	Notes
Highways Development Control Fees						
D	Street naming and numbering - Property name change		£113	£118	4.4%	
D	Changes to new addresses due to the development changing after the schedule has been issued.	Per plot	£113	£118	4.4%	
D	Street Naming and Numbering - New Developments	One address/plot	£107	£112	4.7%	
		2 - 5 addresses/plots	£168	£176	4.8%	
		6 - 10 addresses/plots	£312	£327	4.8%	
		11 - 20 addresses/plots	£495	£519	4.8%	
		21 or more addresses/plots	£26	£27	3.8%	
D	New Road Construction Supervision (S38)	% of works cost	12.5%	12.50%	0.0%	Benchmarked
D	Highways Works Supervision (S278)	% of works cost	12.5%	12.50%	0.0%	
D	S115 E Fee		£669	£701	4.8%	
Provision of Pre-Planning Application Advice						
D	Transport Assessment Scoping Note		£210	£220	4.8%	
D	Draft Transport Assessment		£707	£741	4.8%	
D	Provision of Private Access		£130	£136	4.6%	
D	Highway Advice for New Developments	Hourly rate will be used to provide a quote dependent on individual request. (If we can't resource a pre-app request in house, we may need to employ a consultant and re-charge their costs, plus a 10% administrative charge.)	£175 per hour	£183 per hour	4.6%	
D	Meeting charge	per hour per officer	£175	£183	4.6%	

		Fee 2025/26	Proposed Fee 2026/27	Increase %	Notes	
Sustainable Drainage Pre-Application Advice Fees						
D	SuDS advice for Major sites (written responses only).	Hourly rate will be used to provide a quote dependent on individual request.	£175 per hour	£183 per hour	4.6%	
D	Meeting charge	Per hour per officer	£175	£183	4.6%	

		Fee 2025/26	Proposed Fee 2026/27	Increase %	Notes	
Ordinary Watercourse and Land Drainage Consent Pre-application Advice						
D	Written advice for a general site enquiry or flood risk assessment enquiry.	Per enquiry	£334	£350	4.8%	
D	Meeting charge	Per hour per officer	£175	£183	4.6%	
D	Further written advice after meetings		£200	£210	5.0%	
D	Any additional correspondence/advice required upon application	Per hour per officer	£175	£183	4.6%	

3) Hire of Sports Facilities

Sports facilities at Henwick Worthy, Faraday Road, Moorside, The Diamond at Greenham, Holy Brook and Northcroft. The intention is to increase the charges for the use of Council sports facilities by 4.8% (rounded to the nearest £1), except for the peak artificial grass hire and tennis courts at Henwick Worthy which have been uplifted above inflation following a benchmarking exercise and public consultation. The proposed Henwick fees are significantly lower than those consulted on, following the Council's careful consideration of respondents' feedback:

Sports Pitches	2024/25
Total income	£116,905
Number of Transactions	2,300

			Fees and Charges 2025/26	Proposed Fees and Charges 2026/27	% Increase
Henwick Worthy Sports Ground:					
D	Cricket – 1 st Hand Wicket (per match)	Adult	£113.00	£118.00	4.42%
		Junior	£53.00	£56.00	5.66%
D	Cricket – 2 nd Hand Wicket (used grass)	Adult	£84.00	£88.00	4.76%
		Junior	£41.00	£43.00	4.88%
D	Football – Grass (per game)	Adult	£86.00	£90.00	4.65%
		Junior	£42.00	£44.00	4.76%
D	Rugby – Grass (per game)	Adult	£86.00	£90.00	4.65%
		Junior	£42.00	£44.00	4.76%
D	Rugby Training	Cost per Hour	£23.00	£24.00	4.35%
	Use of Portable Lights	Cost Per Hour	£23.00	£24.00	4.35%
D	Full Pitch Artificial Grass - peak	30 Mins	£46.00	£51.00	10.87%
		1hr Only	£92.00	£102.00	10.87%
		1hr 30mins (11 a side)	£140.00	£155.00	10.71%
D	Half Pitch Artificial Grass - peak	30 Mins	£26.00	£29.00	11.54%
		1hr Only (5 a side)	£51.00	£56.00	9.80%
		1hr 30mins	£78.00	£86.00	10.26%
D	Full Pitch Artificial Grass – off-peak	30 Mins	£22.00	£23.00	4.55%
		1hr Only	£43.00	£45.00	4.65%
		1hr 30mins (11 a side)	£65.00	£68.00	4.62%
D	Half Pitch Artificial Grass – off-peak	30 Mins	£12.00	£13.00	8.33%
		1hr Only (5 a side)	£22.00	£23.00	4.55%
		1hr 30mins	£34.00	£36.00	5.88%

			Fees and Charges 2025/26	Proposed Fees and Charges 2026/27	% Increase
Hardcourt Activities:					
D	Netball (per court per hr)	1hr Only	£22.00	£23.00	4.55%
		1hr 30 mins	£33.00	£35.00	6.06%
D	Tennis (per court per hr)	1hr Only	£12.00	£14.00	16.67%
		1hr 30 mins	£18.00	£20.00	11.11%
D	Basketball Hardcut and BMX Pump Track	Adult	Free	Free	
		Junior	Free	Free	
Faraday Road					
D	Football - Grass (Per Game)	Adult	£71.00	£74.00	4.23%
		Junior	£36.00	£38.00	5.56%
Moorside:					
D	Football - Grass (Per Game)	Adult	£48.00	£50.00	4.17%
		Junior	£24.00	£25.00	4.17%
The Diamond -Greenham:					
D	Football - Grass (Per Game)	Adult	£71.00	£74.00	4.23%
		Junior	£36.00	£38.00	5.56%
Holybrook Park:					
D	Football – Grass (per game)	Adult	£71.00	£74.00	4.23%
		Junior	£36.00	£38.00	5.56%
Northcroft Recreation Ground:					
D	Football - Grass (per game)	Adult	£71.00	£74.00	4.23%
		Junior	£36.00	£38.00	5.56%
MISC					
D	Schools LEA Rate Per Hour	60 mins	£26.00	£27.00	3.85%
		90 mins	£39.00	£41.00	5.13%
D	Open Space Hire	Community Events Other	Price on Application		
D	Peak Rate – Weekday evenings after 6pm and all day Saturday, Off-Peak Rate – Weekdays before 6pm and all day Sunday				

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 under the ownership of Newbury District Council until the point at which the affected housing stock was transferred to Sovereign Housing Association. The householders pay a fee to the Council which contributes to the maintenance costs.

5) Waste

The Garden Waste Scheme is proposed to increase by £5 per Council Tax Band. All other waste fees which are set locally are proposed to be increased by 4.8% on average:

2024/25	Total income	Number of Transactions
Garden Waste Subscriptions	£2,076,792	5,139
Waste Other	£220,574	3,017
Total	£2,297,366	£8,156

			Fees and Charges 2025/26	Proposed Fees and Charges 2026/27	Increase %	Notes
Waste Services						
D	Special Collection Charges (Bulky Household Collection)	Normal (within 7 days)	£63	£66.50	5.56%	
		Within 7 days by appointment inside property	£92	£96.50	4.89%	
D	Provision of wheelie bin		£37	£39.00	5.41%	
D	Provision of receptacles for collection of household waste for new developments		N/A	Price on Application		Price can vary dependant on property/development type. With charges ranging from £20 to £400 per unit and current market rates. Will require agreement of s106 for each development.

			Fees and Charges 2025/26	Proposed Fees and Charges 2026/27	Increase %	Notes
Waste Services						
D	Collection of garden waste for year (scheduled) - for 1st green bin (new subscriptions or renewals).	Council Tax Band				
		Band A	£40	£45	12.50%	
		Band B	£45	£50	11.11%	
		Band C	£50	£55	10.00%	
		Band D	£55	£60	9.09%	
		Band E	£60	£65	8.33%	
		Band F	£65	£70	7.69%	
		Band G	£70	£75	7.14%	
	Band H	£75	£80	6.67%		
D	Garden Waste service charge for 2nd to 5th green bins (For renewals only where one off set up payment has already been made).		£53	£56	5.66%	
D	Removal of fly tipping on private land		Price on Application	Price on Application		
D	Removal of graffiti up to 2m ² area		Price on Application	Price on Application		
SL	Section 33 Fixed Penalty Notice for Fly Tipping		£1,000	£1,000	0.00%	
	Section 33 Fixed Penalty Notice for Fly Tipping - if paid within 10 days		N/A	£500	N/A	

			Fees and Charges 2025/26	Proposed Fees and Charges 2026/27	Increase %	Notes
Waste Services						
SL	Section 34 Fixed Penalty Notice for Duty of Care offences		£600	£600	0.00%	
	Section 34 Fixed Penalty Notice for Duty of Care offences - if paid within 10 days		N/A	£300	N/A	

			Fees and Charges 2025/26	Proposed Fees and Charges 2026/27	Increase %	Notes
HWRC non-household waste charges:						
SD	Soil and Rubble	Less than two 50 litre bags or a single item no larger than 2000mm x 750mm x 700mm in size.	£0.00	£0.00		
		Per 25-litre bag or its equivalent, or for a single item exceeding the free limit above, or if a household makes over four visits within a four-week period.	£4.00	£4.20	5.00%	
		Standard Car/Hatchback	£18.00	£19.00	5.56%	
		Trailer	£30.00	£32.00	6.67%	
		Small Van /Estate Car	£36.00	£38.00	5.56%	
		Transit van or similar	£118.00	£124.00	5.08%	
SD	Plasterboard	Less than two 50 litre bags or a single item no larger than 2000mm x 750mm x 700mm in size.	£0.00	£0.00		
		Per 25-litre bag or its equivalent, or for a single item exceeding the free limit above, or if a household makes over four visits within a four-week period.	£3.00	£3.20	6.67%	
		Standard car / Hatchback	£17.00	£17.90	5.29%	
		Trailer	£28.00	£29.40	5.00%	
		Small Van / Estate car	£33.00	£34.60	4.85%	
		Transit Van or similar	£107.00	£112.40	5.05%	
D	Tyres	Motorised mini bike / motorised go-kart	£4.00	£4.20	5.00%	
		Standard tyre off rim (car/motorcycle)	£7.00	£7.40	5.71%	
		Standard tyre on rim (car motor cycle)	£10.00	£10.50	5.00%	
		Medium tyre off rim (large 4 x4 / large van)	£12.00	£12.60	5.00%	
		Medium tyre on rim (large 4 x 4 / large van)	£15.00	£15.80	5.33%	
		Miscellaneous tyres	£4.00	£4.20	5.00%	
	Gas canisters		£0.00	£0.00		
Charges for Non WBC Residents:						
D	Use of HWRCs	Charge per visit	£10.00	£10.50	5.00%	

Proposals – Resources Directorate

1) Electoral Services

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

2) Local Land Charges

Land Charges fees are proposed to be increased by 4.8% in line with budget build guidance. A detailed benchmarking exercise was undertaken during 2024/25:

Land Charges	2024/25
Total Income	£271,501
Number of Searches	1,383

		Fee (including VAT) 2025/26	Proposed Fee (including VAT) 2026/27	% Increase
SD	CON29 Enquiries Part 1 - Residential* (First Parcel)	£264.00	£276.00	4.5%
SD	CON29 Enquiries Part 1- Commercial** (First Parcel)	£291.00	£306.00	5.2%
SD	CON29 Enquiries Part 1 (Additional Parcel)	£69.00	£72.00	4.3%
SD	CON29 Part 2 Questions 4-22 (each)	£57.00	£60.00	5.3%
SD	Solicitor / Conveyancers Additional Questions (each)	£63.00	£66.00	4.8%
	*Residential definition	An individual residential property, including any garden and associated parking/garage		
	**Commercial definition	Shops, offices, factories, warehouses, business premises, farms, fields and land		

3) Legal Services Fees

Fees and Charges for Legal Services have been raised by 4.8% in line with budget build guidance:

Legal Services	2024/25
Total Income	£124,575
Transactions	198

	Charge	Rate	Fee 2025/26	Proposed Fee 2026/27	% Increase
D	Solicitors, Barristers, Chartered Legal Executives of 8 Years + PQE	Hourly	£194	£203	4.6%
D	Solicitors, Barristers and Chartered Legal Executives between 4 and 8 year PQE	Hourly	£179	£188	5.0%
D	All other fee earners (including Paralegals and Legal Executives but excluding Trainee Solicitors)	Hourly	£165	£173	4.8%
D	Trainee Solicitors	Hourly	£138	£145	5.1%

		Purpose of application	Fee 2025/26	Proposed Fee 2026/27	% Increase
D	Section 15A of the Commons Act 2006; Section 15 Growth and Infrastructure Act 2013	Landowners' Statements	£1,260	£1,320	4.8%
D	Section 15(1) of the Commons Act 2006	Registration of a new Town or Village green, other than by the Owner	No Fee	No Fee	
D	Section 15(8) of the Commons Act 2006	Registration of a New Town or Village Green by Landowner	No Fee	No Fee	
D	Section 19 of the Commons Act 2006	Correction, for the purpose of Section 19(2)(a) and [c] of an error made by the Registration Authority	No Fee	No Fee	
D	Section 19 of the Commons Act 2006	Correction, for a purpose described in Section 19(2)(b) or (e)	£224	£235	4.9%
D	Section 19 of the Commons Act 2006	Correction, for a purpose described in Section 19(2)(d) – payable per register unit	£34	£36	5.9%
D	Schedule 2, Paragraph 2 or 3 to the Commons Act 2006	Non-registration of Common Land or Town or Village Green	No Fee	No Fee	

		Purpose of application	Fee 2025/26	Proposed Fee 2026/27	% Increase
D	Schedule 2, Paragraph 4 to the Commons Act 2006	Waste Land of a Manor not Registered as Common Land	No Fee	No Fee	
D	Schedule 2, Paragraph 5, to the Commons Act 2006	Town or Village Green wrongly registered as Common Land	No Fee	No Fee	
D	Schedule 2, Paragraphs 6 and 9 to the Commons Act 2006	Deregistration of certain land registered as Common Land or as a Town or Village Green	£1,120	£1,174	4.8%

People Directorate Fees and Charges Proposals 2026/27

Statutory fees are not set by the Council and may be subject to change during the year. Statutory services are outside the scope of VAT. Non-statutory services that have an element of competition (e.g. printing) are subject to standard rated VAT. There are some exemptions to the standard rated tax rule.

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 that 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 individual's presenting care needs.
- 1.5 These allowances are then deducted from the total income to give an assessable income when an individual is receiving care in a non-residential setting.
- 1.6 From April 2012, any new or reviewed eligible individual requiring support from Adult Social Care receives this in the form of a Personal Budget through which they can arrange their support. As of 1 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 increases for 2026/27 are by the annual September CPI of 3.8% + 1.0%. The charge to other Local Authorities and Health organisations for West Berkshire Resource Centres will also be increased by 4.8% for 2026/27.

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

Other Day Centre services will be charged at the actual cost.

Some fees have been increased by more than 4.8% 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 and Integrated Care Boards who access services run by West Berkshire Council, are based upon current information in respect of cost and the estimated number of clients using the service.

Deputyship Fees are set by the Court of Protection.

Key to the follow tables

SL	Statutory by Legislation
SD	Statutory with Discretion
D	Discretionary
Note 1	Fee is below or above 4.8% due to rounding to the nearest £0.10 or £1.00.

CHARGE	UNIT	2024/25 INCOME	NUMBER OF CLIENTS	FEE 2025/26	PROPOSED FEE 2026/27	% Change	NOTES	
RESIDENTIAL AND NURSING CARE:								
SL	Residential and Nursing Care in Independent sector homes	Per Week	£5,944,856	575	Actual cost	Actual cost	Maximum charge subject to financial assessment	
SL	Residential Care in WBC Home - Notrees	Per Week	£321,437	29	£1,121.50	£1,175.30		4.8%
SL	Residential Care in WBC Home - Willows	Per Week	£724,855	45	£1,121.50	£1,175.30		4.8%
SL	Residential Care in WBC Home - Birchwood	Per Week	£1,114,273	53	£1,269.70	£1,330.60		4.8%
SL	Nursing Care in WBC Home - Birchwood	Per Week			£1,269.70	£1,330.60		4.8%
SL	Residential and Nursing care in WBC Homes - charge the assessed contribution whilst in hospital if bed retained at the home	Per Week	Included in above income	Included in above numbers	Assessed Charge	Assessed Charge		
SL	Residential and Nursing care in WBC Homes - charge the assessed contribution from date of admission even if client subsequently decides to leave the home during the review period	Per Week			Assessed Charge	Assessed Charge		

CHARGE	UNIT	2024/25 INCOME	NUMBER OF CLIENTS	FEE 2025/26	PROPOSED FEE 2026/27	% Change	NOTES		
COMMUNITY SUPPORT:									
SL	External Day activities	Per Day	£271,724	581	Actual cost	Actual cost		Maximum charge subject to financial assessment	
D	Transport	Per Trip			£5.00	£5.20	4.0%	* note 1	
SL	Technology Enabled Care (TEC) GPS Monitoring and Response Service	Per Day			£0.63	£0.63	0.0%	Refer to 1.8	
SL	Technology Enabled Care (TEC) Monitoring and Response Service	Per Day	£0.46	£0.46	0.0%	Refer to 1.8			
SL	Direct Payments (DP)	Per DP	£463,434	128	Actual cost	Actual cost			
SL	Personal Care	Per Hour	£3,250,289	751	£22.00	£22.00	0.0%	Refer to 1.9	
SL	Live-In Care	Per Week			Actual cost	Actual cost			
SL	Community Support	Per Hour	£1,557,585	590	£20.40	£20.50	0.5%	Refer to 1.9	
SL	Extra Care Housing (ECH) at Alice Bye Court for Community Support and Personal Care	Per Hour			Actual cost	Actual cost			
SL	Extra Care Housing (ECH) at Alice Bye Court for Core Care charge for on-site response service	Per Week			£33.80	£35.40	4.7%	* note 1	Maximum charge subject to financial assessment
SL	Extra Care Housing (ECH) at Audrey Needham House & Redwood House for Community Support and Personal Care	Per Hour			Actual cost	Actual cost			
SL	Extra Care Housing (ECH) at Audrey Needham House & Redwood House for Core Care charge for on-site response service	Per Week			£32.40	£34.00	4.9%	* note 1	
SL	Sleep In Care	Per Night			Actual cost	Actual cost			
SL	Waking Night cover	Per Night			Actual cost	Actual cost			
SL	Respite Care	Per Night	£16,532	21	Actual cost	Actual cost			
D	WBC Resource Centre	Per Day	£393,210	168	£64.70	£67.80	4.8%		
D	WBC Resource Centre outreach workers	Per Hour			£25.60	£26.80	4.7%	* note 1	
D	WBC Resource Centre transport	Per Trip			£5.00	£5.20	4.0%	* note 1	
D	WBC Resource Centre meals	Per Meal	£63,510	136	£6.80	£7.10	4.4%	* note 1	
D	WBC Resource Centre to other LA's and ICB's - Older People	Per Day	£58,556	3	£89.90	£94.20	4.8%		
D	WBC Resource Centre to other LA's and ICB's - Learning Disability	Per Day			£146.00	£153.00	4.8%		
D	WBC Resource Centre to other LA's and ICB's - Physical Disability	Per Day			£135.60	£142.10	4.8%		

1.8 Technology Enabled Care will not be increased for 2026/27, this is the actual cost of the service from the provider.

1.9 The rate for Personal Care and Community Support is based on the current average rate commissioned by the Council:

CHARGE	UNIT	2024/25 INCOME	NUMBER OF CLIENTS	FEE 2025/26	PROPOSED FEE 2026/27	% Change	NOTES						
ADMINISTRATION FEES:													
SD	Administration fee for commissioning care for full cost clients	Per Annum	£45,312	313	£365.00	£383.00	4.9%	* note 1					
SD	Setup fee for deferred payers	Set Up	£231,276	275	£1,200.00	£1,258.00	4.8%						
SD	Administration fee for deferred payers	Per Annum			£400.00	£420.00	5.0%	* note 1					
D	Support in making a Lasting Power of Attorney application	Per Application			£203.00	£213.00	4.9%	* note 1					
D	Next of kin support administration following the death of a Deputyship client	Per Hour			£134.20	£140.60	4.8%						
D	Support in making a Deputyship application	Per Application			£457.00	£480.00	5.0%	* note 1					
SL	Work up to the date that the Deputyship order is issued	Per Annum			£944.00	Fees are set by the Court of Protection			Dependent on client's capital				
SL	Deputyship - Annual management fee first year	Per Annum			£982.00								
SL	Deputyship - Annual management fee for subsequent years	Per Annum			£824.00								
SL	Deputyship - Property management fee	Per Annum			£380.00								
SL	Deputyship - Prepare and lodgement of annual return to OPG	Per Return			£274.00								
SL	Deputyship - Preparation of a basic HMRC income tax return	Per Return			£89.00								
SL	Deputyship - Preparation of a complex HMRC income tax return	Per Return			£140.00								
SL	Deputyship - travel	Per 1 hour			£51.00								
D	Support in making a Appointeeship application	Per Application			£169.20					£177.30	4.8%		
D	Administration fee to ICB for reimbursement of providers / client payments	Per Annum			£262.50					£275.10	4.8%		
D	Completion of Mental Capacity (COP3) application	Per Application	£160	3	£56.10	£58.80	4.8%						

CHARGE	UNIT	2024/25 INCOME	NUMBER OF CLIENTS	FEE 2025/26	PROPOSED FEE 2026/27	% Change	NOTES		
ADULT PLACEMENTS:									
SD	Band 1 - Full time placement	Per Week	£212,341	50	£271.25	£284.30	4.8%	Maximum charge subject to financial assessment	
SD	Band 2 - Full time placement	Per Week			£315.34	£330.50	4.8%		
SD	Band 3 - Full time placement	Per Week			£380.31	£398.60	4.8%		
SD	Band 1 - Respite	Per Night			£78.70	£82.50	4.8%		
SD	Band 2 - Respite	Per Night			£86.30	£90.40	4.8%		
SD	Band 3 - Respite	Per Night			£102.50	£107.40	4.8%		
SD	Band 1 - Over Night	Per Night			£55.60	£58.30	4.9%		* note 1
SD	Band 2 - Over Night	Per Night			£66.40	£69.60	4.8%		
SD	Band 3 - Over Night	Per Night			£77.20	£80.90	4.8%		
SD	Band 1 - Day support	Per Hour			£12.20	£12.80	4.9%		* note 1
SD	Band 2 - Day support	Per Hour			£14.60	£15.30	4.8%		
SD	Band 3 - Day support	Per Hour			£15.90	£16.70	5.0%		* note 1
SD	Management fee - Full time placement	Per Week			£51,921	7	£142.10		£148.90
SD	Management fee - Respite	Per Week	£42.50	£44.50			4.7%	* note 1	
SD	Management fee - Day support	Per Hour	£5.60	£5.90			5.4%	* note 1	

Phoenix Resource Centre	2024/25
Total Income	26,106
Number of transactions	108

CHARGE	UNIT	FEE 2025/26	PROPOSED FEE 2026/27	% Change
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PHOENIX RESOURCE CENTRE:

D	Ground floor Theatre (with lighting and audio system) from	Per Day	£113.70	£119.20	4.8%	
		Per Half Day	£59.50	£62.40	4.9%	* note 1
		Per Hour	£28.20	£29.60	5.0%	* note 1
D	Ground floor Theatre (with lighting and audio system) to	Per Day	£199.00	£208.60	4.8%	
		Per Half Day	£106.70	£111.80	4.8%	
		Per Hour	£51.20	£53.70	4.9%	* note 1
D	Audience seating (setting up and taking down)	Per Day	£93.30	£97.80	4.8%	
		Per Half Day	£93.30	£97.80	4.8%	
		Per Hour	£93.30	£97.80	4.8%	
D	First floor Theatre office	Per Day	£21.30	£22.30	4.7%	* note 1
		Per Half Day	£21.30	£22.30	4.7%	* note 1
		Per Hour	£21.30	£22.30	4.7%	* note 1
D	Ground floor frailty and dementia suite (Lilac Lounge)	Per Day	£113.20	£118.60	4.8%	
		Per Half Day	£59.40	£62.30	4.9%	* note 1
		Per Hour	£19.80	£20.80	5.1%	* note 1
D	Ground floor physical disability suite (Sunshine Room)	Per Day	£75.20	£78.80	4.8%	
		Per Half Day	£38.30	£40.10	4.7%	* note 1
		Per Hour	£13.40	£14.00	4.5%	* note 1
D	Ground floor sensory cooking room	Per Day	£75.20	£78.80	4.8%	
		Per Half Day	£38.30	£40.10	4.7%	* note 1
		Per Hour	£13.40	£14.00	4.5%	* note 1
D	Ground floor sensory room	Per Day	£75.20	£78.80	4.8%	
		Per Half Day	£38.30	£40.10	4.7%	* note 1
		Per Hour	£13.40	£14.00	4.5%	* note 1
D	Ground floor optimusic room	Per Day	£75.20	£78.80	4.8%	
		Per Half Day	£38.30	£40.10	4.7%	* note 1
		Per Hour	£13.40	£14.00	4.5%	* note 1
D	Ground floor dining room	Per Day	£113.70	£119.20	4.8%	
		Per Half Day	£59.50	£62.40	4.9%	* note 1
D	Ground floor dining room and kitchen	Per Day	£127.80	£133.90	4.8%	
		Per Half Day	£66.90	£70.10	4.8%	
D	Ground floor small activity room	Daily Rate	£37.30	£39.10	4.8%	
		Per Half Day	£19.10	£20.00	4.7%	* note 1
		Per Hour	£8.50	£8.90	4.7%	* note 1
D	First floor TT activity room	Per Day	£75.20	£78.80	4.8%	
		Per Half Day	£38.30	£40.10	4.7%	* note 1
		Per Hour	£13.40	£14.00	4.5%	* note 1

CHARGE	UNIT	FEE 2025/26	PROPOSED FEE 2026/27	% Change
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PHOENIX RESOURCE CENTRE CONTINUED:

D	First floor Moving and Handling training room 1	Per Day	£167.00	£175.00	4.8%	
		Per Half Day	£135.70	£142.20	4.8%	
		Per Hour	£46.20	£48.40	4.8%	
D	First floor Moving and Handling training room 1 - room only	Per Day	£83.40	£87.40	4.8%	
		Per Half Day	£69.30	£72.60	4.8%	
		Per Hour	£23.90	£25.00	4.6%	* note 1
D	First floor large meeting room without equipment	Per Day	£46.90	£49.20	4.9%	* note 1
		Per Half Day	£24.20	£25.40	5.0%	* note 1
		Per Hour	£9.90	£10.40	5.1%	* note 1
D	First floor large meeting room with equipment	Per Day	£61.20	£64.10	4.7%	* note 1
		Per Half Day	£29.80	£31.20	4.7%	* note 1
		Per Hour	£11.90	£12.50	5.0%	* note 1
D	First floor small meeting rooms	Per Day	£28.20	£29.60	5.0%	* note 1
		Per Half Day	£14.80	£15.50	4.7%	* note 1
		Per Hour	£5.50	£5.80	5.5%	* note 1
D	Accessible shower facility and personal care rooms	Per Hour	£12.70	£13.30	4.7%	* note 1

Hungerford Resource Centre	2024/25
Total Income	216
Number of transactions	6

CHARGE	UNIT	FEE 2025/26	PROPOSED FEE 2026/27	% Change
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HUNGERFORD RESOURCE CENTRE:

D	Ground floor main activity room	Per Day	£132.20	£138.50	4.8%	
		Per Half Day	£66.90	£70.10	4.8%	
		Per Hour	£23.40	£24.50	4.7%	* note 1
D	Ground floor computer suite	Per Day	£67.40	£70.60	4.7%	* note 1
		Per Half Day	£33.90	£35.50	4.7%	* note 1
		Per Hour	£11.90	£12.50	5.0%	* note 1
D	Ground floor quiet room	Per Day	£33.90	£35.50	4.7%	* note 1
		Per Half Day	£17.70	£18.50	4.5%	* note 1
		Per Hour	£6.90	£7.20	4.3%	* note 1
D	Ground floor hairdressing salon	Per Day	£33.90	£35.50	4.7%	* note 1
		Per Half Day	£17.70	£18.50	4.5%	* note 1
		Per Hour	£6.90	£7.20	4.3%	* note 1
D	First floor meeting room 1	Per Day	£67.40	£70.60	4.7%	* note 1
		Per Half Day	£33.90	£35.50	4.7%	* note 1
		Per Hour	£11.90	£12.50	5.0%	* note 1
D	First floor meeting room 2	Per Day	£67.40	£70.60	4.7%	* note 1
		Per Half Day	£33.90	£35.50	4.7%	* note 1
		Per Hour	£11.90	£12.50	5.0%	* note 1
D	Accessible shower facility and personal care rooms	Per Hour	£12.70	£13.30	4.7%	* note 1

Greenfield Resource Centre	2024/25
Total Income	101
Number of transactions	1

CHARGE	UNIT	FEE 2025/26	PROPOSED FEE 2026/27	% Change
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GREENFIELD RESOURCE CENTRE:

D	Atrium	Per Day	£132.20	£138.50	4.8%	
		Per Half Day	£66.90	£70.10	4.8%	
		Per Hour	£23.40	£24.50	4.7%	* note 1
D	Computer suite	Per Day	£67.40	£70.60	4.7%	* note 1
		Per Half Day	£33.90	£35.50	4.7%	* note 1
		Per Hour	£11.90	£12.50	5.0%	* note 1
D	Highview room	Per Day	£99.40	£104.20	4.8%	
		Per Half Day	£50.40	£52.80	4.8%	
		Per Hour	£17.70	£18.50	4.5%	* note 1
D	Shaw room	Per Day	£99.40	£104.20	4.8%	
		Per Half Day	£50.40	£52.80	4.8%	
		Per Hour	£17.70	£18.50	4.5%	* note 1
D	Windmill room	Per Day	£67.40	£70.60	4.7%	* note 1
		Per Half Day	£33.90	£35.50	4.7%	* note 1
		Per Hour	£11.90	£12.50	5.0%	* note 1
D	Sensory room	Per Day	£67.40	£70.60	4.7%	* note 1
		Per Half Day	£33.90	£35.50	4.7%	* note 1
		Per Hour	£11.90	£12.50	5.0%	* note 1
D	Small office	Per Day	£33.90	£35.50	4.7%	* note 1
		Per Half Day	£17.70	£18.50	4.5%	* note 1
		Per Hour	£6.90	£7.20	4.3%	* note 1
D	Accessible bath facility and personal care rooms	Per Hour	£12.70	£13.30	4.7%	* note 1
D	Security opening and locking building at weekends	Per Day	£24.20	£25.40	5.0%	* note 1

Social Care Training

1.10 West Berkshire Council Social Care Training courses are open for anyone to access to support the Private, Voluntary and Independent care sector. To support local and accredited social care providers, the charges for this are subsidised. Charging is essential to ensure that people book courses and attend. An increase of 4.8% has been applied to these charges for 2026/27.

1.11 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.

Social Care Training	2024/25
Total Income	34,923
Number of transactions	50

CHARGE	UNIT	FEE 2025/26	PROPOSED FEE 2026/27	% Change
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ADULTS AND CHILDREN'S COURSES:

D	Personal Assistants	Full Day	£56.10	£58.80	4.8%
D		Half Day	£33.60	£35.20	4.8%
D	Private Social Care and all others	Full Day	£116.60	£122.20	4.8%
D		Half Day	£65.00	£68.10	4.8%
D	Voluntary / Associated Social Care	Full Day	£65.00	£68.10	4.8%
D		Half Day	£33.60	£35.20	4.8%

CORPORATE COURSES:

D	Personal Assistants	Full Day	£56.10	£58.80	4.8%
D		Half Day	£33.60	£35.20	4.8%
D	Private Social Care and all others	Full Day	£116.60	£122.20	4.8%
D		Half Day	£65.00	£68.10	4.8%
D	Voluntary / Associated Social Care	Full Day	£116.60	£122.20	4.8%
D		Half Day	£65.00	£68.10	4.8%

FOSTER CARE COURSES:

D	Personal Assistants	Full Day	£56.10	£58.80	4.8%
D		Half Day	£33.60	£35.20	4.8%
D	Private Social Care and all others	Full Day	£116.60	£122.20	4.8%
D		Half Day	£65.00	£68.10	4.8%
D	Voluntary / Associated Social Care	Full Day	£65.00	£68.10	4.8%
D		Half Day	£33.60	£35.20	4.8%

OTHER COURSES FOR PRIVATE, VOLUNTARY, AND INDEPENDENT SECTOR:

D	Associated Organisations	Full Day	£202.80	£212.50	4.8%
D	Non Associated Organisations	Full Day	£525.40	£550.60	4.8%

2 Education: Family Hubs

- 2.1 The Family Hubs may enter into hire agreements 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 at 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-ins held by Health Professionals
- 2.2 The Family Hubs started to charge for activity sessions provided to the 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 Key to the follow tables:
 SL Statutory by Legislation
 SD Statutory with Discretion
 D Discretionary

Note 1: Fee is below or above 4.8% due to rounding to the nearest £0.05

Family Hubs								
Room Hire	Unit	2024/25 Income	Number of clients	Fees 2025/26	Proposed Fees 2026/27	% change	Notes	
East District - Calcot:								
D	Non profit Organisation	per hour	£364	12	£12.75	£13.35	4.7%	*note 1
D	Profit Organisation	per hour			£25.00	£26.20	4.8%	
D	Statutory Services	per hour			£7.80	£8.15	4.5%	*note 1
Central District - Thatcham Park Lane:								
D	Non profit Organisation	per hour	£45,031	129	£12.75	£13.35	4.7%	*note 1
D	Profit Organisation	per hour			£25.00	£26.20	4.8%	
D	Statutory Services	per hour			£7.80	£8.15	4.5%	*note 1

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

Family Hubs Additional Fees and Charges (Out of hours)						
	Unit	Fees 2025/26	Proposed Fees 2026/27	% change	Notes	
D	Caretaker Opening Charge		12.85	13.50	5%	Charges after 6pm Weekdays and on Saturdays
D	Caretaker Waiting Time Charge	per hour				Charges after 6pm Weekdays and on Saturdays
	1 Hour		N/A	N/A	0.0%	
	2 hours		£8.85	£9.25	4.6%	
	3 Hours		£13.35	£14.00	4.9%	
	4 Hours		£17.70	£18.55	4.8%	
	5 Hours		£21.65	£22.70	4.8%	
	6 Hours		£26.05	£27.30	4.8%	
D	Fees for afterhours bookings	One-off	£4.45	£4.65	4.6%	*note 1

Family Hubs Activity Sessions						
	Band	Unit	Fees 2025/26	Proposed Fees 2026/27	% change	Notes
D	A	per session	£0 - £3.85	£0 - £4.00	3.9%	*note 1
D	B	per session	£3.86 - £12.75	£4.01 - £13.35	4.7%	*note 1
D	C	per session	£12.76 - £25.00	£13.36 - £26.20	4.8%	

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	A	Per learner per session
Baby massage	B	Per family per session
Paediatric First Aid	C	Per adult one off session

3 Education: Home to School Transport

The Standard Rate has increased by £54 per year from £1,038 (academic year 2025/26) to £1,092 (academic year 2026/27) to reflect increasing transport costs. The rate represents £5.75 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							
Band		2024/25 Income	Number of fare payers	Fees 2025/26	Proposed Fees 2026/27	% change	Notes
D	Standard rate	£533,230	525	£1,038	£1,092	5%	Fare Payer charges
D	Replacement bus pass admin fee	£645	43	£15	£15	0	
D	Rail pass admin fee	£60	3	£20	£20	0	

4 Children's Social Care

- 4.1** Section 20 Parental Contribution Policy relates to situations where a child is accommodated by a Local Authority under Section 20 of the Children Act 1989.
- 4.2** Section 20 allows Local Authorities to provide accommodation for a child with parental consent, without a court order, if doing so safeguards or promotes the child's welfare. It is a voluntary arrangement where parents agree to the child being looked after by the Local Authority.
- 4.3** Under Schedule 2, Part III of the Children Act 1989, Local Authorities must consider whether to recover contributions toward the child's maintenance from anyone liable (usually the parents). Individual financial circumstances will be considered.
- 4.4** The rate is set at 50% of the lowest foster care rate for the youngest age band. For 2026/27, the rate has been increased by 4.8% to £139.81 per week:

	CHARGE	UNIT	2024/25 INCOME	NUMBER OF CLIENTS	FEE 2025/26	PROPOSED FEE 2026/27	% Change
PARENTAL CONTRIBUTIONS:							
SD	Parental contribution for children accommodated under section 20	Per Week	£0	-	£133.41	£139.81	4.8%

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Fees & Charges: Public Protection Partnership 2026/27

The Public Protection Partnership (PPP) provides chargeable services on behalf of two authorities, Bracknell Forest Council and West Berkshire Council. Where services are provided to Wokingham Borough Council, the applicable fees will be levied.

Fees effective from 1 April 2026

Please Note:

- All Statutory Fees and those linked to national schemes are based on fees published on 01 September 2025 and may be subject to change by Central Government or the management of the schemes.
- The Hourly rate is **£74 ph** for 2026/27, if there is a minimum number of hours or it is capped it is indicated in the text below.
- Class A Statutory Fees are marked with **Green** and Class B Discretionary Fees are headed **Blue**
- There are some additional fees which will be due when making an application, these are listed separately (if known) and with a note if amounts vary.
- If you have any questions regarding fees and charges, please contact PPP Customer Delivery team using our [Make an enquiry form](#).

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LICENCES, REGISTRATIONS AND CONSENTS

Pre Application Advice

We provide chargeable pre-application advice for the following licenses and consents:

License/Consents	2026/27 Fee	2025/26 Fee	% Increase
Gambling Act	£74 ph	£69ph	7.2%
Licensed Premises Notifications	£74 ph	£69ph	7.2%
Licensing Act 2003	£74 ph	£69ph	7.2%
Scrap Metal	£74 ph	£69ph	7.2%
Sex Establishments	£74 ph	£69ph	7.2%
Skin Piercing & Dermal Treatments	£74 ph	£69ph	7.2%
Street Trading Consents	£74 ph	£69ph	7.2%

Animal Licences

Animal Licences – (Class A – Fee Discretionary)	2026/27 Fee	2025/26 Fee	% Increase	
<p>*The application fee stated is for licensing administration- an additional charge will be made for a new or renewal inspection at cost by City of London inspectors</p> <p>**the granting fee stated is for licensing administration-an additional charge will be made for the cost of a midterm inspection at cost carried out by City of London inspectors</p> <p>*** Additional vets fee payable</p> <p>Inspections required beyond the above mentioned due to additional visits and aborted visits will be charged at an additional fee</p>				
NEW - Animal Boarding Establishment - combined (dogs and cats)	Application Fee	£ 222* plus inspection costs	£207	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^Not directly comparable, as CoL charges are now additional to the two hour admin fee (uplifted by 7.2%)
	Total Fee (minimum)	£370 plus inspection costs	£483 minimum	^ See above
RENEWAL - Animal Boarding Establishment - combined (dogs and cats)	Application Fee	£185* plus inspection costs	£172.50	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276	^ See above
	Total Fee (minimum)	£333 plus inspection costs	£448.50 minimum	^ See above

NEW - Animal Boarding Establishment - single species (dogs or cats))	Application Fee	£148* plus inspection costs	£138	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£296 plus inspection costs	£414 minimum	^ See above
RENEWAL - Animal Boarding Establishment - single species (dogs or cats))	Application Fee	£111* plus inspection costs	£103.50	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£259 plus inspection costs	£379.50 minimum	^ See above
NEW - Home boarder	Application Fee	£148* plus inspection costs	£138	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£296 plus inspection costs	£414 minimum	^ See above
RENEWAL - Home boarder	Application Fee	£111* plus inspection costs	£103.50	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£259 plus inspection costs	£379.50 minimum	^ See above
NEW - Home Boarder - Franchisee arrangers licence (excludes inspection fee per host)	Application Fee	£148* plus host inspection costs	£138	7.2%
	Granting Fee	Per inspection at inspection costs/hourly costs	Per inspection at hourly rate	^ See above
	Total Fee (minimum)	£148 + host inspection costs	£138 + host inspection fee	^ See above
RENEWAL - Home Boarder - Franchisee arrangers licence (excludes inspection fee per host)	Application Fee	£111* plus host inspection costs	£103.50	7.2%
	Granting Fee	Per inspection at inspection costs/hourly rate	Per inspection at hourly rate	^ See above
	Total Fee (minimum)	£111 + host inspection costs	£103.50 + host inspection fee	^ See above
Assessment of hobby host as part of a franchisee licence	Host inspection fee	(£244) at cost of inspection	£138	Increased to CoL inspection rate
NEW - Dog Day Care	Application Fee	£222* plus inspection costs	£207	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£296 plus inspection costs	£483 minimum	^ See above

RENEWAL - Dog Day Care	Application Fee	£185* plus inspection costs	£172.50	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£333 plus inspection costs	£448.50 minimum	^ See above
NEW - Dog Breeding Establishment (**exclusing vet fee)	Application Fee	£222* plus inspection costs	£207	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£370 plus inspection costs	£483 minimum	^ See above
RENEWAL - Dog Breeding Establishment	Application Fee	£185* plus inspection costs	£172.50	7.2%
	Granting Fee	148**plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£333 plus inspection costs	£448.50 minimum	^ See above
NEW - Dog Breeding Establishment (in domestic dwelling)(**exclusing vet fee)	Application Fee	£148* plus inspection costs	£138	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£296** plus inspection costs	£414 minimum**	^ See above
RENEWAL - Dog Breeding Establishment (in domestic dwelling)	Application Fee	£111* plus inspection costs	£103.50	7.2%
	Granting Fee	£148**plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£259 plus inspection costs	£379.50 minimum	^ See above
NEW - Pet Vending / Sale of pets	Application Fee	£148* plus inspection costs	£138	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£296 plus inspection costs	£414 minimum	^ See above
RENEWAL - Pet Vending / Sale of pets	Application Fee	£111*plus inspection costs	£103.50	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£259 plus inspection costs	£379.50 minimum	^ See above
NEW - Animal for Exhibition	Application Fee	£222* plus inspection costs	£207	7.2%
	Granting Fee	148** plus inspection costs	Minimum 4 hours at £276*	^ See above
	Total Fee (minimum)	£370 plus inspection costs	£483 minimum	^ See above
RENEWAL - Animal for Exhibition	Application Fee	£185* plus inspection costs	£172.50	7.2%
	Granting Fee	£148** plus inspection costs	Minimum 4 hours at £276*	^ See above

	Total Fee (minimum)	£333 plus inspection costs	£448.50 minimum	^ See above
Riding Establishment - Inspections are carried out annually, regardless of the star rating or length of licence, by a qualified Veterinarian Officer. ***Vets fees will be recharged separately.				
NEW - Main inspection fee, plus fee per horse (***excluding vets fee)	Application Fee	£148	£138	7.2%
	Granting Fee	Minimum 4 hours at £296	Minimum 4 hours at £276*	7.2%
	Total Fee (minimum)	£444 minimum***	£414 minimum**	7.2%
RENEWAL - Main inspection fee, plus fee per horse (***excluding vets fee)	Application Fee	£111	£103.50	7.2%
	Granting Fee	Minimum 4 hours at £296	Minimum 4 hours at £276*	7.2%
	Total Fee (minimum)	£407 minimum***	£379.50 minimum**	7.2%
Fee per horse, for the first 10 horses		£18.50	£17.25	7.2%
Fee per horse, for next 11-50 horses		£12.50	£11.75	6.4%
Fee per horse, for every horse 51 & over		£10.50	£9.70	8.2%
NEW - Primate Keepers (***excluding vets fee)	Application Fee	£148 plus inspection costs	N/a	New fee, New legislation
	Granting Fee	Minimum 4 hours at £296 plus inspection costs	N/a	New fee, New legislation
	Total Fee (minimum)	£444 minimum*** plus inspection costs	N/a	New fee, New legislation
RENEWAL - Primate Keepers (***excluding vets fee)	Application Fee	£111 plus inspection costs	N/a	New fee, New legislation
	Granting Fee	Minimum 4 hours at £296 plus inspection costs	N/a	New fee, New legislation
	Total Fee (minimum)	£407 minimum*** plus inspection costs	N/a	New fee, New legislation
Primate Keeper (Variation)		£222 plus inspection costs	N/a	New fee, New legislation
Other Fees				
Additional mid licence visit		£148 plus cost of inspection	£138	7.2%
Variation to the licence fee (inclusive of one visit)		£222	£207	7.2%

Replacement licence fee (lost or stolen paperwork, change of name, etc.)		£37	£34.50	7.2%
Re-evaluation of star rating (inclusive of one visit)		£74 plus cost of inspection	£138	1 hr plus cost of inspection now
Transfer due to death of licensee	Admin cost	£37	£34.50	7.2%

Wild Animals and Zoos

Wild Animals & Zoos	Duration	2026/27 Fee	2025/26 Fee	% Increase
NEW - Dangerous Wild Animal Consent (***) excluding vets fee)	2 years	£592 plus inspection costs	£552	7.2%
RENEWAL - Dangerous Wild Animal Consent (***) excluding vets fee)	2 years	£370 plus inspection costs	£345	7.2%
NEW and RENEWAL - Zoo Licences Periodical inspections (***) excluding Vets Fees)	Up to 6 years	£2,590.00	£2415	7.2%

Explosives Licences – Statutory

Description	Duration	2026/27 All Council Areas	2025/26 All Council Areas	% Increase
Licence to store explosives where a separation distance is required by law e.g. over 250kg hazard class 4 fireworks	1 year	£202	£202	0%
	2 years	£266	£266	0%
	3 years	£333	£333	0%
	4 years	£409	£409	0%
	5 years	£463	£463	0%
Renewal of licence to store explosives where a separation distance is required by law e.g. over 250kg hazard class 4 fireworks	1 year	£94	£94	0%
	2 years	£161	£161	0%
	3 years	£226	£226	0%
	4 years	£291	£291	0%

	5 years	£357	£357	0%
Licence to store explosives where no minimum separation distance is required by law e.g. up to 250kg hazard class 4 fireworks	1 year	£119	£119	0%
	2 years	£154	£154	0%
	3 years	£190	£190	0%
	4 years	£226	£226	0%
	5 years	£260	£260	0%
Renewal of licence to store explosives where no minimum separation distance is required by law e.g. up to 250kg hazard class 4 fireworks	1 year	£59	£59	0%
	2 years	£94	£94	0%
	3 years	£132	£132	0%
	4 years	£166	£166	0%
	5 years	£202	£202	0%
Varying the name of licensee or address of site		£40	£40	0%
Any other kind of variation		Cost Recovery	Cost Recovery	
Transfer of licence		£40	£40	0%
Replacement Licence		£40	£40	0%
Full year registration for sale of fireworks (capped fee)		£500.00	£500.00	0%

Gambling Act 2005 – Statutory

Description	Type	2026/27 All Council Areas	2025/26 All Council Areas	% Increase
Casinos (regional)	New Application	£15,000	£15,000	0%
	Provisional Statement	£15,000	£15,000	0%
	Application with Provisional Statement	£8,000	£8,000	0%
	Variation	£7,500	£7,500	0%
	Transfer/Reinstatement	£6,500	£6,500	0%
	Annual Fee	£15,000	£15,000	0%
Casinos (large)	New Application	£10,000	£10,000	0%
	Provisional Statement	£10,000	£10,000	0%
	Application with Provisional Statement	£5,000	£5,000	0%
	Variation	£5,000	£5,000	0%
	Transfer/Reinstatement	£2,150	£2,150	0%
	Annual Fee	£10,000	£10,000	0%
Casinos (small)	New Application	£8,000	£8,000	0%

	Provisional Statement	£8,000	£8,000	0%
	Application with Provisional Statement	£3,000	£3,000	0%
	Variation	£4,000	£4,000	0%
	Transfer/Reinstatement	£1,800	£1,800	0%
	Annual Fee	£5,000	£5,000	0%
Bingo Clubs	New Application	£3,500	£3,500	0%
	Provisional Statement	£3,500	£3,500	0%
	Application with Provisional Statement	£1,200	£1,200	0%
	Variation	£1,750	£1,750	0%
	Transfer/Reinstatement	£1,200	£1,200	0%
	Annual Fee	£1,000	£1,000	0%
Betting Premises	New Application	£3,000	£3,000	0%
	Provisional Statement	£3,000	£3,000	0%
	Application with Provisional Statement	£1,200	£1,200	0%
	Variation	£1,500	£1,500	0%
	Transfer/Reinstatement	£1,200	£1,200	0%
	Annual Fee	£600	£600	0%
Tracks	New Application	£2,500	£2,500	0%
	Provisional Statement	£2,500	£2,500	0%
	Application with Provisional Statement	£950	£950	0%
	Variation	£1,250	£1,250	0%
	Transfer/Reinstatement	£950	£950	0%
	Annual Fee	£1,000	£1,000	0%
Family Entertainment Centres	New Application	£2,000	£2,000	0%
	Provisional Statement	£2,000	£2,000	0%
	Application with Provisional Statement	£950	£950	0%
	Variation	£1,000	£1,000	0%
	Transfer/Reinstatement	£950	£950	0%
	Annual Fee	£750	£750	0%
Adult Gaming Centres	New Application	£2,000	£2,000	0%
	Provisional Statement	£2,000	£2,000	0%
	Application with Provisional Statement	£1,200	£1,200	0%

	Variation	£1,000	£1,000	0%
	Transfer/Reinstatement	£1,200	£1,200	0%
	Annual Fee	£1,000	£1,000	0%
Lotteries & Amusements	New Application	£40	£40	0%
	Annual Fee	£20	£20	0%
All licences	Notification of change	£50	£50	0%
	Copy of licence	£25	£25	0%
Club gaming or machine permit	New Application	£200	£200	0%
	Existing holder	£100	£100	0%
	Renewal	£200	£200	0%
	Annual Fee	£50	£50	0%
	Variation	£100	£100	0%
	Copy of licence	£15	£15	0%
Club Gaming or Machine Permit (holds a club Premises Certificate under Licensing Act 2003)	New Application	£100	£100	0%
	Renewal	£100	£100	0%
Licensed Premises Notifications		All Council Areas		
To make available up to 2 gaming machines on premises which hold on-premises alcohol licence	Notification of intention	£50	£50	0%
Gaming Machine Permit (more than 2 machines) on-premises which hold on premises alcohol licence	Application (existing holder)	£100	£100	0%
	New Application	£150	£150	0%
	Annual Fee	£50	£50	0%
	First Annual Fee (payable within 30 days of date permit takes effect)	£50	£50	0%
	Variation	£100	£100	0%
	Transfer	£25	£25	0%
	Change of name	£25	£25	0%
	Copy of permit	£15	£15	0%

Hackney Carriage and Private Hire Licences

Vehicle Licences		All Council Areas (where applicable) 2026/27 Fee	2025/26 Fee	% Increase
Hackney Carriage Vehicle – NEW		£333	£310.50*	7.2%
Hackney Carriage Vehicle – RENEWAL		£296	£276*	7.2%
Private Hire Vehicle – NEW		£333	£310.50*	7.2%
Private Hire Vehicle – RENEWAL		£296	£276*	7.2%
Home to school – NEW and RENEWAL	Bracknell only	£185	£172.50	7.2%
Private Hire Vehicle with Dispensation - NEW		£333	£310.50*	7.2%
Private Hire Vehicle with Dispensation - RENEWAL		£296	£276*	7.2%
Temporary Vehicle Licence	Up to 3 months	£296	£276	7.2%
Driver Licences				
Driver – NEW	3 year Includes initial tests and safeguarding training	£370.50	£348	6.5% (calc £ x 4.5 +£37.50)
Driver – RENEWAL	3 year Includes tests and safeguarding training	£333.50	£313.50	6.4% (calc £x 4 + £37.50)
Home to school – NEW & RENEWAL Bracknell only	3 year Includes initial tests and safeguarding training	£259.50	£237.60	9.2% (calc £ x 2.9 + £37.50)
Conversion of driver licence to another type	1.5hrs (inc retaking tests)	£111	£103.50	7.2%
Disability Awareness Training		At cost	At cost	

Private Hire Operators (PHO)

Private Hire Operator	Number of Vehicles	2026/27 Fee	2025/26 Fee	% Increase
NEW	1	£555.00	£517.50	7.2%
	2	£647.50	£603.75	7.2%
	3	£740.00	£690	7.2%
	4	£832.50	£776.25	7.2%
	5	£925.00	£862.50	7.2%
	6	£1,017.50	£948.75	7.2%
	7	£1,110.00	£1035	7.2%
	8	£1,202.50	£1121.25	7.2%
	9	£1,295.00	£1207.50	7.2%
	10	£1,387.50	£1293.75	7.2%
	11	£1,480.00	£1387	7.2%
	12	£1,572.50	£1466.25	7.2%
	13	£1,665.00	£1552.50	7.2%
	14	£1,757.50	£1638.75	7.2%
	15	£1,850.00	£1725	7.2%
	16	£1,942.50	£1811.25	7.2%
	17	£2,035.00	£1897.50	7.2%
	18	£2,127.50	£1983.75	7.2%
	19	£2,220.00	£2070	7.2%
	20	£2,312.50	£2156.25	7.2%
	20+	£2,312.50	£2156.25	7.2%
Per vehicle calculation of 3.5 hours (at £74.00 hourly rate) plus an hour per year (years 2-5) for first vehicle, plus 15 minutes per additional vehicle per years (years 1-5) up to a maximum of 20 vehicles				
Private Hire Operator	Number of Vehicles	2026/27 Fee	2025/26 Fee	% Increase
RENEWAL	1	£407.00	£379.50	7.2%
	2	£499.50	£465.75	7.2%
	3	£592.00	£552	7.2%
	4	£684.50	£638.25	7.2%
	5	£777.00	£724.50	7.2%
	6	£869.50	£810.75	7.2%
	7	£962.00	£897	7.2%
Per vehicle calculation of 1.5 hours (at £74 hourly rate) plus an hour per year (years 2-5) for first				

vehicle, plus 15 minutes per additional vehicle per years (years 1-5) up to a maximum of 20 vehicles	8	£1,054.50	£983.25	7.2%
	9	£1,147.00	£1069.50	7.2%
	10	£1,239.50	£1155.75	7.2%
	11	£1,332.00	£1242	7.2%
	12	£1,424.50	£1328.25	7.2%
	13	£1,517.00	£1414.50	7.2%
	14	£1,609.50	£1500.75	7.2%
	15	£1,702.00	£1587	7.2%
	16	£1,794.50	£1673.25	7.2%
	17	£1,887.00	£1759.50	7.2%
	18	£1,979.50	£1845.75	7.2%
	19	£2,072.00	£1932	7.2%
	20	£2,164.50	£2018.25	7.2%
20+	£2,164.50	£2018.25	7.2%	

Other Private Hire & Hackney Carriage Charges

Other charges		2026/27 Fee All Council Areas (where applicable)	2025/26 Fee	% Increase
Transfer of vehicle to new owner		£74	£69	7.2%
Variation to a Private Hire Operator		£74	£69	7.2%
Change of vehicle		£92.50	£86.25	7.2%
Replacement Licence		£37	£34.50	7.2%
Replacement Badge	Badge was £5	£37 + Badge Costs (£5)	£34.50 + Badge Costs (£5)	7.2%
Replacement Vehicle Licence Plate	Plate was £26	£37 + Plate Costs (£6)	£34.50 + Plate Costs (£26)	7.2%
Knowledge Test	First attempt included in initial fee	£92.50	£86.25	7.2%
Missed Appointment		£37	£34.50	7.2%
Disclosure and Barring Service Check (DBS)		At cost	At cost	

Advertising on a Hackney carriage - NEW	Bracknell Only	£74	£69	7.2%
Advertising on a Hackney Carriage - RENEWAL	Bracknell Only	£37	£34.50	7.2%
Change of address (PH & HC)		£18.50	£17.25	7.2%
Backing Plate	£26 at cost	£26	£26 at cost	
Medical Exemption		£37	£34.50	7.2%
Refund Processing Fee		£37	£34.50	
Change of vehicle registration	Sticker and licence was £31	£37 + sticker and licence costs (£31)	£34.50 + sticker and licence costs (£31)	7.2%
Pre-application advice, hourly rate	Min 1 hour	Hourly rate	£69	7.2%

Hairdresser Registration

Description	2026/27 Fee All Council Areas	2025/26 Fee	% Increase
Hairdresser/barber registration	£37	£34.50	7.2%

Licensing Act 2003 – Statutory

Description	2026/27 Fee All Council Areas	2025/26 Fee All Council Areas	% Increase
Pre-application advice, hourly rate	£74	£69	7.2%
Premises Licence Application – “one off” fees set by statute based upon rateable value (RV) of premises (Class B – Statutory Fee) *	All Council Areas	All Council Areas	
Band A – RV up to 4,300	£100	£100	0%
Band B – RV 4,300 to 33,000	£190	£190	0%
Band C – RV 33,001 to 87,000	£315	£315	0%
Band D – RV 87,001 to 125,000	£450	£450	0%
Band E – RV 125,001 and above	£635	£635	0%

Premises Licence – Annual Fee (Class B – Statutory Fee) *			
Band A – RV up to 4,300	£70	£70	0%
Band B – RV 4,300 to 33,000	£180	£180	0%
Band C – RV 33,001 to 87,000	£295	£295	0%
Band D – RV 87,001 to 125,000	£320	£320	0%
Band E – RV 125,001 and above	£350	£350	0%
Annual charge multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises - Band D	£640	£640	0%
Annual charge multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises - Band E	£1050	£1050	0%
Club Premises Certificate Application – “one off” fees set by statute based upon rateable value (RV) of premises (Class B – Statutory Fee)	All Council Areas	All Council Areas	
Band A – RV up to 4,300	£100	£100	0%
Band B – RV 4,300 to 33,000	£190	£190	0%
Band C – RV 33,001 to 87,000	£315	£315	0%
Band D – RV 87,001 to 125,000	£450	£450	0%
Band E – RV 125,001 and above	£635	£635	0%
Club Premises Certificate – Annual Fee (Class B – Statutory Fee)			0%
Band A – RV up to 4,300	£70	£70	0%
Band B – RV 4,300 to 33,000	£180	£180	0%
Band C – RV 33,001 to 87,000	£295	£295	0%
Band D – RV 87,001 to 125,000	£320	£320	0%
Band E – RV 125,001 and above	£350	£350	0%

*There are additional fees for premises licence applications, and the annual fee for exceptionally large scale events (5,000+), unless certain conditions apply. Please read Regulation 4(4) and 4(5) of The Licensing Act 2003 (Fees) Regulations 2005

	2026/27	2026/27	2025/26	2025/26	% Inc
Additional fees	Additional Premises	Additional annual fee	Additional Premises	Additional annual fee	
Number in attendance at any one time	licence fee	payable if applicable	licence fee	payable if applicable	

5,000 to 9,999	£1,000	£500	£1,000	£500	0%
10,000 to 14,999	£2,000	£1000	£2,000	£1000	0%
15,000 to 19,999	£4,000	£2,000	£4,000	£2,000	0%
20,000 to 29,999	£8,000	£4,000	£8,000	£4,000	0%
30,000 to 39,999	£16,000	£8,000	£16,000	£8,000	0%
40,000 to 49,999	£24,000	£12,000	£24,000	£12,000	0%
50,000 to 59,999	£32,000	£16,000	£32,000	£16,000	0%
60,000 to 69,999	£40,000	£20,000	£40,000	£20,000	0%
70,000 to 79,999	£48,000	£24,000	£48,000	£24,000	0%
80,000 to 89,999	£56,000	£28,000	£56,000	£28,000	0%
90,000 and over	£64,000	£32,000	£64,000	£32,000	0%
Other fees					
Application for the grant or renewal of a personal licence		£37	£37		0%
Temporary event notice		£21	£21		0%
Theft, loss, etc.of premises licence or summary		£10.50	£10.50		0%
Application for a provisional statement where premises being built etc.		£315	£315		0%
Notification of change of name or address		£10.50	£10.50		0%
Application to vary licence to specify individual as premises supervisor		£23	£23		0%
Application for transfer of premises licence		£23	£23		0%
Interim authority notice following death etc.of licence holder		£23	£23		0%
Theft, loss etc.of certificate or summary		£10.50	£10.50		0%
Notification of change of name or alteration of rules of club		£10.50	£10.50		0%
Change of relevant registered address of club		£10.50	£10.50		0%
Theft, loss etc.of temporary event notice		£10.50	£10.50		0%
Theft, loss etc.of personal licence		£10.50	£10.50		0%
Duty to notify change of name or address		£10.50	£10.50		0%
Right of freeholder etc.to be notified of licensing matters		£21	£21		0%
Application for a minor variation		£89	£89		0%
Community Premises applying for the mandatory alcohol condition to be disapplied		£23	£23		0%

Application for the grant or renewal of a personal licence	£37	£37	0%
Temporary event notice	£21	£21	0%
Theft, loss, etc.of premises licence or summary	£10.50	£10.50	0%
Application for a provisional statement where premises being built etc.	£315	£315	0%
Notification of change of name or address	£10.50	£10.50	0%
Pre-application work, hourly rate	£74	£69	7.2%
Film Classification and Issue of Certificate	£18.50 per 15 minutes or part thereof of the film	£17.25 per 15 minutes or part thereof of the film	7.2%

Petroleum Licences – Statutory

Petroleum Licences	2026/27 Fee	2025/26 Fee	% Increase
Not exceeding 2,500 litres	£48	£48	0%
Not exceeding 50,000 litres	£65	£65	0%
Exceeding 50,000 litres	£137	£137	0%

Scrap Metal

Description		2026/27 Fee	2025/26 Fee	% Increase
Scrap Metal site –NEW	3 Years	£592	£552	7.2%
Scrap Metal site - RENEWAL	3 Years	£555	£517.50	7.2%
Scrap Metal mobile collector - NEW	3 Years	£296	£276	7.2%
Scrap Metal mobile collector - RENEWAL	3 Years	£259	£241.50	7.2%
Scrap Metal - Variation of Licence		£296	£276	7.2%
Scrap Metal - change of site manager		£74	£69	7.2%
Scrap Metal - copy of licence		£18.50	£17.25	7.2%
Scrap Metal - Change of Name		£37	£34.50	7.2%

Sex Establishments – Statutory

		2026/27	2025/26	% Increase
Description	Type	All Council Areas	All Council Areas	
Sex establishments	Initial	£6,728	£6,728	0%
Sex establishments	Renewal	£5,085	£5,085	0%
Sex establishments	Transfer	£1,340	£1,340	0%
Sex establishments	Variation	£1,340	£1,340	0%

Skin Piercing & Dermal Treatments

Description	Type	2026/27 Fee	2025/26 Fee	% Increase
Skin piercing Registrations (one off registration) - (Class A – Fee Discretionary)	Individual (4hrs)	£296	£276	7.2%
	Premises (5hrs)	£370	£345	7.2%
	Joint application (7hrs)	£518	£483	7.2%
Pre-application work, hourly rate	Min. 1 hour	£74	£69	7.2%

Street Trading Consents

Description	Type	Bracknell Forest 2026/27 Fee	West Berkshire 2026/27 Fee	Bracknell Forest 2025/26 Fee	% inc	West Berkshire 2025/26 Fee	% inc
Street Trading Consents - (Class A – Fee Discretionary)	Daily	£74	£74	£69	7.2%	£69	7.2%
	1 Week	£185	£185	£172.50	7.2%	£172.50	7.2%
	Monthly Rate	£296	£296	£276	7.2%	£276	7.2%
	3 months	£814	£814	£759	7.2%	£759	7.2%
	6 months	£1,017.50	£1,017.50	£948.75	7.2%	£948.75	7.2%
	Annual Fee	£1,720.50	£1,720.50	£1604.25	7.2%	£1604.25	7.2%
	6 months max. 2 trading days a week incl. Fri, Sat & Sun	£814	N/A	£759	7.2%	N/A	N/A

	6 months max. 2 trading days a week Mon-Thurs only	£610.50	N/A	£569.25	7.2%	N/A	7.2%
	Ice cream van (per van) 6 month	£962	£999	£851	13.3%	£942.50	6%
	Ice cream van (per van) 1 month	£259	£296.00	£221	17%	£282.90	4.7%
Variation fee		£111	£111	£103.50	7.2%	£103.50	7.2%
Refund for Street Traders	In the event that following consultation the application is refused or deemed withdrawn by officers, a sum of 50% of the application fee is payable as a refund. If the application is refused by a Panel, no refund of the application fee is payable.						
Pre-application work, hourly rate	Min. 1 hour	£74	£74	£69	7.2%	£69	7.2%

ENVIRONMENTAL PROTECTION

Abandoned vehicles – Statutory

		2026/27	2025/26	% Increase
Description		Bracknell Forrest Only	Bracknell Forrest Only	
Removal (prescribed fee)	Less than 3.5 tonnes	£192	£150	28%
Removal (prescribed fee)	Between 3.5 and 7.5 tonnes	£256	£200	28%
Removal (prescribed fee)	Between 7.5 tonnes and 18 tonnes	£448	£350	28%
Removal (prescribed fee)	Over 18 tonnes	£448	£350	28%
Daily Storage (prescribed fee)	Less than 3.5 tonnes	£26	£20	30%
Daily Storage (prescribed fee)	Between 3.5 and 7.5 tonnes	£32	£25	28%
Daily Storage (prescribed fee)	Between 7.5 tonnes and 18 tonnes	£38	£30	27%
Daily Storage (prescribed fee)	Over 18 tonnes	£45	£35	29%
Enforcement Disposal costs (prescribed fee)	Less than 3.5 tonnes	£96	£75	28%
Enforcement Disposal costs (prescribed fee)	Between 3.5 and 7.5 tonnes	£128	£100	28%

Enforcement Disposal costs (prescribed fee)	Between 7.5 tonnes and 18 tonnes	£160	£125	28%
Enforcement Disposal costs (prescribed fee)	Over 18 tonnes	£192	£150	28%
Fixed Penalty Notice	Reduced to £120.00 if paid within 7 days	£200	£200	0%
Enforcement invoice costs		£77	£77	0%

Fly Tipping Environment Protection Act 1990

		Bracknell Forest Only		
Description		2026/27 FPN	2025/26 FPN	% Increase
Section 33 of the Environmental Protection Act 1990	Fixed Penalty Notice	£400	£400	0%
Section 34 of the Environmental Protection Act 1990	Fixed Penalty Notice	£300	£300	0%

Anti-Social Behaviour Act

Description		2026/27 Fee	2025/26 Fee	% Increase
Anti-Social Behaviour Act	High Hedges Fee (Class A – Fee Discretionary)	£ 1,517.00	£1414.50	7.2%

Dog Warden Services

Description	2026/27 Fee	2025/26 Fee	% Increase
Stray Dogs – not taken to kennel	Call-out - £130 Statutory Fee - £25	Call-out - £130 Statutory Fee - £25	0 %
Stray Dogs – taken to kennel	Call-out - £130 Statutory Fee - £25 Returning dog from kennels to owner £130	Call-out - £130 Statutory Fee - £25 Returning dog from kennels to owner £130	0%

	Any kennelling and veterinary fees incurred are charged based on cost recovery.	Any kennelling and veterinary fees incurred are charged based on cost recovery.	
Kennels cost	Recharge based on cost. These are subject to variation depending on Kennel's used.	Recharge based on cost. These are subject to variation depending on Kennel's used.	
Dog fouling fixed penalty charge	£100	£100	
Miscellaneous stray dog activities e.g. microchipping.	Cost recovery charged at £74 ph	Cost recovery charged at £69ph	7.2%
Debit and credit card administration costs are subject to payment to Noah's Ark when applicable.	Cost recovery currently £45	Cost recovery currently £45	7.2%

Environmental Permitting Regulations 2016 – Statutory

		2026/27	2025/26	% Increase
Scheduled Processes – (Class B – statutory Fee)		All Council Areas	All Council Areas	
Standard Process		£1,650	£1,650	0%
Additional fee for operating without a permit		£1,188	£1,188	0%
Service Stations (PVR 1 & PVR II combined)		£257	£257	0%
Service Station (PVR 1)		£155	£155	0%
Dry Cleaners		£155	£155	0%
Vehicle Refinishers		£362	£362	0%
Mobile Screening & Crushing Plant for each of the 1 st and 2 nd applications		£1,650	£1,650	0%
Mobile Screening & Crushing Plant for the 3 rd to 7 th applications		£985	£985	0%
Mobile Screening & Crushing Plant for the 8 th and subsequent applications		£498	£498	0%

Substantial changes (variation)				0%
Standard Process		£1,050	£1,050	0%
Standard process where substantial change results in a new PPC activity or any other solvent emission activity		£1,650	£1,650	0%
Reduced Fee Activities		£102	£102	0%
Annual Subsistence Charge (Statutory)				
Standard Process or any other solvent activity	Low	£772	£772	0%
	Medium	£1,161	£1,161	0%
	High	£1,747	£1,747	0%
Service stations PVR II	Low	£113	£113	0%
	Medium	£226	£226	0%
	High	£341	£341	0%
Vehicle Refinishers and other reduced fees	Low	£228	£228	0%
	Medium	£365	£365	0%
	High	£548	£548	0%
Dry cleaners/PVR1	Low	£79	£79	0%
	Medium	£158	£158	0%
	High	£237	£237	0%
Mobile Screening & Crushing Plant	Low	£626	£626	0%
	Medium	£1,034	£1,034	0%
	High	£1,551	£1,551	0%
Mobile Screening & Crushing Plant for 2 nd permit	Low	£646	£646	0%
	Medium	£1,034	£1,034	0%
	High	£1,551	£1,551	0%
Mobile Screening & Crushing Plant for 3 rd to 7 th permit	Low	£385	£385	0%
	Medium	£617	£617	0%
	High	£924	£924	0%
Mobile Screening & Crushing Plant for the 8 th and subsequent permits	Low	£198	£198	0%
	Medium	£314	£314	0%
	High	£473	£473	0%

Late payment charge	If invoice issued & not paid within 8 weeks	£52	£52	0%
Payment in 4 instalments		Additional £38	Additional £38	0%
Transfer and Surrender				
Transfer		£169	£169	0%
Partial Transfer		£497	£497	0%
Surrender		£0	£0	0%
Transfer Reduced fees		£0	£0	0%
Partial Transfer Reduced Fees		£47	£47	0%

Private Sector Housing

Description	2026/27 Fee	2025/26 Fee	% Increase
Inspection of Housing Premises for Immigration purposes (Class A – Fee Discretionary)	£518	£476	8.8%
Enforcement Notices served under Housing Act 2004	Hourly Rate	Hourly Rate	7.2%
HMO Licence NEW - assisted application	£1,480	£1380	7.2%
Stage 1	£888	£828	
Stage 2	£592	£552	
HMO Licence RENEWAL	£999	£931.50	7.2%
Stage 1	£600	£559.00	
Stage 2	£399	£372.50	
Caravan Site Licences			
Site licence new (plus additional fee per pitch)	£555	£517.50	7.2%
New licence additional fee per pitch	£20	£18.50	8.1%
Transfer of licence	£222	£207	7.2%
Alteration of conditions	£296	Hourly Rate	Previously an hourly rate
Annual inspection fee – per pitch	£17.75	16.50	7.6%
Enforcement action -per hour	Hourly Rate	Hourly Rate	7.2%
Deposit, vary or deleting site rules	£148	£138	7.2%
Mobile Homes Regulations 2020			
Application Fee – Fit and Proper Test	£148	£138	7.2%

(any application taking more than two hours to process will be charged at an additional hourly rate of £74/ph or part thereof)			
Annual Check Fee – Fit and Proper Test	Hourly Rate	Hourly Rate	7.2%
Where the authority has to assist with appointing a site manager the costs will be specified in the agreement between the parties			

Private Water Supplies

Description		2026/27 Fee	2025/26 Fee	% Increase
Risk assessment (for each assessment)	Every 5 years. Min. charge 1 hour, simple risk assessment and report typically 5 hours	At Hourly Rate	At Hourly Rate	7.2%
Sampling visit (for each sampling visit) *	Charge for a visit, taking a sample and delivery to the laboratory. Typically 2.5 hours	At Hourly Rate	At Hourly Rate	7.2%
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.	At Hourly Rate	At Hourly Rate	7.2%
Regulation 9 Supply Analysis of Group A Parameters		Laboratory Costs **	Laboratory Costs **	
Regulation 9 Supply Analysis of Group B Parameters		Laboratory Costs **	Laboratory Costs **	
Regulation 10 Supply Parameters		Laboratory Costs **	Laboratory Costs **	
Analysis of Single Dwelling Supplies (upon request)		Laboratory Costs **	Laboratory Costs **	

* A local authority should not charge for the Officer time for a sample that is taken and analysed solely to confirm or clarify the results of a previous sample. A local authority can charge for a sample visit to verify the effectiveness of improvements, e.g. following completion of actions specified in a Notice.

** Laboratory fees set annually

Other Fees

	Hourly rate applies minimum of 2 hours	2026/27 Fee	2025/26 Fee	% Increase
Environmental Information Request - Individual, Non-Commercial	Hourly rate applies minimum of 2 hours	£148 minimum	£138 minimum	7.2%
Environmental Information Request - Commercial and Government	Hourly rate applies minimum of 2 hours	£148 minimum	£138 minimum	7.2%
Civil Actions (Class A – Fee Discretionary)		£148 minimum	£138 minimum	7.2%
Safety Certification and administration	Hourly rate applies minimum of 2 hours	£148 minimum	£138 minimum	7.2%
Pre-Application Advice, hourly charge		£74	£69	7.2%

TRADING STANDARDS

Buy with confidence

Description	Employee numbers	2026/27 Fee	2025/26 Fee	% Increase
Application Fee (set nationally by Buy with Confidence scheme)	1-5 employees	£159	£155	2.6%
	6-20 employees	£220	£215	2.3%
	21-49 employees	£277	£270	2.6%
	50+ employees	POA	POA	
Annual fee (set nationally by Buy with Confidence scheme)	1-5 employees	£295	£285	3.5%
	6-20 employees	£440	£430	2.3%
	21-49 employees	£580	£570	1.8%
	50+ employees	POA	POA	
Members before 2017/18 Annual Fee (Bracknell Forest legacy members only)	1-5 employees	£147	£143	2.8%
	6-20 employees	£222.50	£216	3%
	21-49 employees	£296	£288	2.8%
<i>Additional Premises: For businesses that operate from more than one premises, an additional £92 per premises per year fee will be charged.</i>				
<i>Additional Trading Styles: £149 pa per additional trading style will be charged.</i>				

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* West Berkshire & Wokingham schemes administered by Hampshire County Council
 Fees are set nationally and will be updated in accordance with any changes to those fees

Primary Authority

Description	2026/27 Fee	2025/26 Fee	% Increase
Primary Authority Work hourly chargeable rate	£74	£69	7.2%
Application Fee - Set-up costs	£370*	£345*	7.2%
Annual charge - previous year usage 10 hours or less	£666**	£621**	7.2%
Annual charge - previous year usage 20 hours	£1,332.00*	£1242**	7.2%
Anything likely to be in excess of 20 hours	Individually assessed	Individually assessed	

* Work subsequent to the initial visit will be charged at our hourly rate of £74 per hour.

** Hours do not roll over into the next financial year.

Assured Care and Support (Wokingham Only)

Description	Employee numbers	2026/27 Fee	2025/26 Fee	% Increase
Membership Fee	1-5 employees	£112	£105	6.7%
	6-20 employees	£225	£210	7.1%
	21+ employees	£561.75	£525	7%

Weights and Measures

Description		2026/27 Fee	2025/26 Fee	% Increase
Weights and Measures Fees	Includes the cost of maintaining calibration of equipment annually (Based on ACTSO guidance)	£74 p/h	£69 p/h	7.2%

Other Fees

Description		2026/27 Fee	2025/26 Fee	% Increase
Food export certificates	Full cost recovery based on hourly rate - These will be completed within 10 working days.	£74 minimum	£69 minimum	7.2%
Food export certificates - expedited	These will be completed within 5 working days.	£111 minimum	N/A	New Fee
Food Hygiene Rating Scheme rescore	2 hours	£185	£172.50	7.2%
General Business Advice (Non-Primary Authority)	Hourly rate (first 30 minutes free)	£74	£69	7.2%
Resident Request for Advice	Hourly rate	£74	£69	7.2%

Some animal inspections are currently undertaken by the City of London. Where these inspections are undertaken, the cost will be added to the PPP fees. The current fees are set out below. Please note these are the 2025/26 fees. The fees for 2026/27 have not been set by City of London as yet and the Annex will be updated in due course

LEVEL OF CHARGES 1st April 2025 - 31st March 2026 - all fees are subject to VAT at the current rate		Cost 2025 - 2026
Activity	Visit type	TOTAL (exc. VAT)
Animal Boarding Est (Kennel / Cattery)	New Licence application or 1st inspection by CoLC - combined (dogs & cats)	488
	Renewal Licence Inspection - combined (dogs & cats)	427
	New Licence application or 1st inspection by CoLC - single species (dogs or cats)	427
	Renewal Licence Inspection - single species (dogs or cats)	366
	Unannounced mid licence visit	244
Home boarder	New Licence application or 1st inspection by CoCL	305
	Renewal Licence Inspection	244
	Unannounced mid licence visit	244

Franchisee arrangers' licence	New Licence application or 1st inspection by CoCL of a home boarding arranger /franchisee	305
	Renewal Licence Inspection of a home boarding arranger /franchisee	244
	Assessment of a hobby host as part of a arranger /franchisee licence	244
	Unannounced mid licence visit	244
Dog Day Care	New Licence application or 1st inspection by CoCL - less than 10 dogs	366
	New Licence application or 1st inspection by CoCL - 10 or more dogs	488
	Renewal Licence Inspection - less than 10 dogs	305
	Renewal Licence Inspection - 10 or more dogs	366
	Unannounced mid licence visit	244
Dog Breeding Establishment	**New Licence application or 1st inspection by CoCL - vet inspection - dogs housed in kennel units	539
	Renewal License inspection - dogs housed in kennel units	427
	**New Licence application or 1st inspection by CoCL - vet inspection - dogs housed in home environment	385

	Renewal License inspection breeding - dogs housed in home environment	305
	Unannounced mid licence visit	244
*Riding Establishment	**New Licence application or 1st inspection by CoCL - inspection veterinary fee only (+ additional fee per horse)	539
	**Renewal Licence application - inspection veterinary fee only (+ additional fee per horse)	385
<u>Example of charge per horse in a yard with</u>	**Annual vet inspection veterinary fee - inspection veterinary fee only (+ additional fee per horse)	231
<u>60 horses</u>	Fee per horse for the first 10 horses	17
1st 10 horses @ £17 = £170	Fee per horse for next 11-50 horses	11
horses 11-50 @ £11 = £440	Fee per horse 51 horses & over	10
horses 51-60 horses @ £10 = £100	**Unannounced mid licence visit (on top of annual vet inspection)	308
Pet Vending / Sale of pets	New Licence application or 1st inspection by CoCL- up to 2 species	488
	New Licence application or 1st inspection by CoCL - more than 2 species	549

	Renewal Licence Inspection - up to 2 species	427
	Renewal Licence Inspection - more than 2 species	488
	Unannounced mid licence visit	244
Dangerous Wild Animals	**New Licence application or 1st inspection by CoCL vet inspection - commercial / outside premises (plus mileage over 100 miles @ 50p per mile)	539
	**Renewal License vet inspection commercial / outside premises (plus mileage over 100 miles @ 50p per mile)	385
	**New Licence application or 1st inspection by CoCL vet inspection - domestic dwelling (plus mileage over 100 miles @ 50p per mile)	385
	**Renewal License vet inspection - domestic dwelling domestic dwelling (plus mileage over 100 miles @ 50p per mile)	308
	**DWA on Location - 1st hour including travel and report writing	231
	**DWA on location visit additional charge per hour	77
Illegal Imports outside of CofL jurisdiction	Collection and Detention	366
	Mileage at 65p per mile	0.65

Zoos	**New or Periodical (Full Day) (Vet) without travel time (hourly rate to be added)	616
	**Informal / Special (Full Day) (Vet) without travel time (hourly rate to be added) includes report	693
	**Administration package (optional) - includes all additional support and administration required	1769
	**New or Periodical (Half Day) (Vet) without travel time (hourly rate to be added)	346.5
	**Informal / Special (Half Day) (Vet) without travel time (hourly rate to be added) includes report	423.5
	**Administration package (optional) - includes all additional support and administration required	915
	**Veterinary 14.1a exemption inspection	693
Animal for Exhibit on location	DWA on Location (Exhibit) - 1st hour including travel and report writing	244
	DWA on location visit additional charge per hour	77
Animal for Exhibition	New Licence application or 1st inspection by CoCL- Single species	488
	New Licence application or 1st inspection by CoCL - Multi species	549

	Renewal Licence Inspection - Single species	366
	Renewal Licence Inspection - Multi species	366
Shows-Exhibitions-AGO- Markets	Inspection (Full day per officer)	549
	Inspection (Half day per officer)	305
Animal Keepers Farm stock (Hobby / Domestic Address)	Inspection Visit	305
Animal Keepers / nondomestic address (Half Day)	Inspection Visit	366
Animal Keepers / nondomestic address (full day)		549
Reassessment of star rating	**1 x Veterinary Officer	308
	1 x Animal Health Inspector	244

Hourly Rate - Complaint visits/reports and other additional functions	**1 x Veterinary Officer	77
	1 x Animal Health Inspector	61

** RCVS Veterinary Surgeon.

AHI = Animal Health Inspector

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Appendix D

General Fund Revenue Budget 2026/27: Social Care Commissioning Budgets

Adult Social Care Commissioning

Adult Social Care / Primary Support Reason (PSR) & Age banding	Budget	Budget	Budget	Budget	Budget	Q3 Actuals	Q3 Actuals	Modelled	Modelled	Modelled	Modelled	2026/27
	2025/26 Expenditure	2025/26 Income	2025/26 Net Budget	2025/26 Client Numbers	2025/26 Average Unit Cost	Client Numbers	Average Unit Cost	2026/27 Client Numbers	2026/27 Average Unit Cost	Net Increase in Expenditure	Net Increase in Income	Net Revenue Budget
	£'000	£'000	£'000		£'000		£'000		£'000	£'000	£'000	£'000
Physical Support 18-64	3,495	(416)	3,080	162	21.58	165	18.98	176	22.14	400	(159)	3,321
Physical Support 65+	17,815	(6,658)	11,157	740	24.07	702	25.28	719	26.57	1,287	388	12,832
Sensory Support 18-64	286	(1)	285	9	31.77	11	27.35	11	29.82	42	(8)	318
Sensory Support 65+	228	(36)	192	7	32.57	7	23.30	8	16.52	(98)	4	98
Memory & Cognition 18-64	423	(67)	356	16	26.47	17	25.43	15	31.20	58	(8)	407
Memory & Cognition 65+	10,311	(3,444)	6,867	289	35.68	276	40.58	285	37.11	277	202	7,345
Learning Disability 18-64	29,245	(1,803)	27,442	441	66.31	426	68.00	463	67.41	1,948	(337)	29,053
Learning Disability 65+	3,745	(536)	3,210	67	55.90	57	63.55	58	66.23	68	43	3,320
Mental Health 18-64	5,643	(148)	5,495	192	29.39	180	35.76	197	38.23	1,872	(50)	7,316
Mental Health 65+	1,841	(141)	1,700	73	25.22	75	28.85	81	32.74	821	(61)	2,460
Other	1,499	(68)	1,431	107	14.01	124	12.00	131	12.46	128	7	1,567
Totals	74,531	(13,316)	61,214	2,103	35.44	2,040	37.08	2,143	37.95	6,803	21	68,039

The revenue provision in respect of the commissioning budget is generated through a model initially developed in financial year 2017/18 and refined in subsequent financial years. The model works on demographic trends of actual residents receiving services, alongside inflationary pressures incurred in the current financial year, projected for CPI + 1%. Included within the modelled data are savings generated through business-as-usual activities. Forecast savings built into the amounts above are as follows:

Commissioning Savings	£ms
Targeted Reviews of existing packages	2.17
Accessing Continuing Health Care Contributions	0.20
Total Estimated Savings	2.37

Children's Social Care

Children's Social Care / Service Type	Budget	Budget	Budget	Budget	Budget	Q3 Actuals	Q3 Actuals	Modelled	Modelled	Modelled	Modelled	2026/27
	2025/26 Expenditure	2025/26 Income	2025/26 Net Budget	2025/26 Client Numbers	2025/26 Average Unit Cost	Client Numbers	Average Unit Cost	2026/27 Client Numbers	2026/27 Average Unit Cost	Net Increase in Expenditure	Net Increase in Income	Net Revenue Budget
	£'000	£'000	£'000		£'000		£'000		£'000	£'000	£'000	£'000
UASC	1,135	(1,622)	(487)	29	39.47	23	49.05	26	49.37	172	219	(97)
Residential Care	6,042	0	6,042	17	349.94	22	464.32	24	499.41	5,716	0	11,758
Care Leavers	2,067	0	2,067	35	58.83	25	37.12	28	38.83	(967)	0	1,100
Parent & Baby Residential Placements	158	0	158	1	146.13	1	241.21	1	252.79	12	0	169
UASC Post 18	1,174	(908)	266	44	26.64	32	21.63	37	20.27	(421)	(170)	(324)
InHouse Fostering allowances & support	1,446	0	1,446	52	27.97	57	27.30	62	28.61	340	0	1,786
Adoption Placements & Allowances	121	0	121	13	9.25	13	12.08	13	12.66	46	0	168
Kinship / Connected Person	1,039	0	1,039	50	20.96	58	20.97	58	21.98	243	0	1,282
Independent Fostering Agencies	1,185	0	1,185	20	57.84	22	56.30	22	57.60	61	0	1,246
Special Guardianship	1,230	0	1,230	106	11.60	104	11.95	106	12.53	102	0	1,333
Disability Support	1,355	0	1,355	105	12.91	93	7.92	93	8.05	(610)	0	746
Residential Disability	2,792	(50)	2,742	10	282.30	10	323.18	10	279.47	(19)	50	2,773
Additional Placement Costs	400	0	400				0.00	0	0.00	1	0	400
Residence / Child Arrangement Orders	97	0	97	11	8.48	11	10.20	11	10.69	15	0	113
Totals	20,241	(2,580)	17,660	494	41.01	470	48.50	491	50.75	4,693	99	22,453

The revenue provision in respect of commissioning budget is generated based on the adult social care model. The model works on demographic trends of actual residents receiving services, alongside inflation pressures incurred in the current financial year, projected for CPI + 1%. Included within the modelled numbers are savings generated through business and these amounts principally relate to demographic changes and placement adjustments:

Commissioning Savings	£ms
Placement reviews	0.95

Appendix E

General Fund Revenue Budget 2026/27: Non-Social Care Commissioning Investments

Two investments have been supported as part of the planned revenue budget:

Investments into the Revenue Budget	£ms
Children's Services: Conversion of successful CIN pilot into revenue	0.34
Adults: Investment into the Safeguarding Board	0.08
Total investment proposed:	0.42

In historic financial years, the Council has implemented ambitious savings plans, against the backdrop of escalating social care pressures. For financial year 2026/27, a number of historic savings, which upon review have been deemed to be unachievable due to either marketplace factors (outsourcing of care homes and resources centres, increases in planning income), or decreased due to escalating inflationary pressures (staff efficiencies, eroded through national living wage rises, employer NI contribution changes), have been rebased or removed from the base budget. Relevant accounting adjustments have been processed through the revenue, capital, and Dedicated Schools Grant budgets to ensure alignment with relevant overarching accounting guidance:

Budget Realignments	£ms
Removal of Unmet Historic Savings Targets	
Transformation savings	1.00
Care Homes - externalisation of service	1.48
Externalisation of Resource Centres	0.47
Development & Regulation - unachievable fee income	0.41
Community Services - removal of unachievable income contributions	0.07
Councilwide unachievable historic efficiency targets	0.67
Adjustment of Accounting Treatment	
Transfer of revenue costs from capital	1.01
Transfer of revenue from the Dedicated Schools Grant	0.32
Reallocation of costs to ASC Discharge Fund	-0.49
Reallocation of costs to Public Transport Grants	-0.38
Realignment of green waste income budget	-0.30
Realignment of consultants & subscription budgets	-0.02
Total realignments proposed:	4.25

Appendix F

General Fund Revenue Budget 2026/27: Non-Social Care Commissioning Savings

Specific non-social care commissioned savings are detailed below. Social care commissioning savings relate to business-as-usual package reviews and forecast demographic changes; these are detailed in Appendix D. Standard fees and charges are uplifted annually, and disclosure is within Appendix C.

Saving	Saving Detail	2026/27
		£ms
Bone Lane Museum	Vacating the Bone Lane Museum Store (rental saving)	-0.02
Library Service	Deletion of vacant establishment hours and posts	-0.05
Resources Directorate	Deletion of establishment posts and vacant hours	-0.20
Economic Development	Removal of external consultancy budget	-0.04
Electric Vehicle Charge Points Income	Additional income through increased charges	-0.01
Garden Waste Charges Uplift	Additional income through increased charges	-0.05
Henwick Worthy - Additional Sports Hire Income	Additional income through increased charges	-0.03
Thatcham Town Council - Increased Contribution to Henwick Worthy	Additional income through increased charges	-0.03
Land Charges Income	Additional income through increased charges	-0.06
Standardised Fees & Charges Increases at CPI + 1%		
Adult Social Care	See fees and charges	-0.03
Education	See fees and charges	-0.02
Community Services	See fees and charges	-0.05
Environment	See fees and charges	-0.44
Development & Regulation	See fees and charges	-0.04
Finance, Property & Procurement	See fees and charges	-0.04
Strategy & Governance	See fees and charges	-0.06
Total Savings: Non Social Care Commissioning		-1.16

Appendix G

General Fund Revenue Budget 2026/27: Revenue Capital Financing Requirement

The revenue capital financing requirement is the revenue budget required to fund the debt financing of historic capital programme content and the projects in the planned capital programme for 2026/27.

The scale of the revenue capital financing requirement is driven by:

- Availability of external resources to fund capital projects (external grants, Community Infrastructure Levy and Section 106 monies)
- Availability of Balance Sheet resources to fund projects (otherwise known as internal borrowing)

The availability of Balance Sheet resources to fund capital expenditure and minimise required external debt financing is being constrained via consumption by the H N HNB deficit held on the Balance Sheet in Unusable Reserves under statutory override accounting arrangements.

The 2026/27 capital financing revenue provision budget includes the financing of EFS, which is subject to prescribed MRP. The table below details the division of financing costs provided as part of the net revenue budget proposal:

	2025/26	2026/27
Capital financing of historic and planned capital programme £ms	£14.32	£14.17
Capital financing of exceptional financial support £ms	£1.25	£2.71
Additional borrowing required from HNB deficit £ms	£0.53	£1.26
Total revenue budget requirement	£16.10	£18.15
Revenue pressure (budget investment required)	£3.30	£2.04

In respect of capital financing, underpinning assumptions and key prudential indicators are documented in the Capital Strategy and the Treasury Management Strategy, which form part of the revenue budget papers for Council approval. Alongside the prudential indicators, the Council adopts fiscal rules, a key consideration being that capital financing is a percentage of net revenue stream (i.e. revenue funding available to support the net revenue budget). Historically, the Council has operated with a 10% revenue capital financing provision as a percentage of net revenue stream. For 2026/27, the actual percentage is 11% and more than the historic fiscal rule. The implications arising are referred to in the Council's Treasury Management Strategy.

Appendix H

Financial Year 2026/27: 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 Block

The Schools Block funding received by a Local Authority is allocated to each school based on formula factors such as pupil numbers, deprivation, prior attainment, and school-specific elements like sparsity. Local Authorities cannot divert these funds for other purposes, ensuring that such amounts flow directly into school budgets.

DSG Schools Block acts as a pass-through funding mechanism, ensuring that financial resources are allocated directly to mainstream schools to support pupils' education.

Central Schools Services

The costs in this block are central Council staff and systems costs, which support schools in respect of centrally allocated services.

Early Years Block

The Early Years Block within the DSG provides funding to Local Authorities to deliver early years entitlements across all types of early years settings, including Private Voluntary and Independents, maintained nursery schools, and school-based nursery classes. It supports the delivery of funded hours for 0–5-year-olds, plus specific supplements such as Early Years Pupil Premium and Disability Access Fund. Funding levels are determined nationally and adjusted based upon census data.

High Needs Block

A specific ringfenced funding stream designed to support Authorities in meeting statutory duties for children and young people with special educational needs.

Proposed Dedicated Schools Grant Budget Financial Year 2026/27

The proposed budget is supported by the following Central Government funding (settlement issued December 2025). The funding streams detailed below are inclusive of allocations for academy schools and these amounts are passported by the Authority to the schools:

DSG School Block	
Categories	(£'m)
Schools block	147.14
Central school services block allocation	1.11
High needs block allocation	29.00
Early years block	32.92
Total DSG allocation	210.16

The following table summarises the forecast budget per block for financial year 2026/27:

DSG Income By Block	Budget 2025/26	Q3 Forecast	Budget 2026/27	Budget % Growth	Forecast % Growth
		Outturn 2025/26			
Schools Block	84.73	84.73	74.09	-12.56%	-12.56%
Central School Services Block	1.07	1.06	1.18	10.22%	11.04%
Early Years Block	27.37	27.03	32.26	17.87%	19.37%
High Needs Block	41.24	41.74	49.45	19.90%	18.48%
High Needs Block Shortfall	-14.05	-14.55	-16.98	20.88%	16.74%
Total (Excluding Academies)	140.36	140.01	139.99	-0.26%	-0.01%

The schools block consists of the passported individual school budgets, after accounting for the transfer of academy funds. The budget for the School Block after Academy Recoupmnt is £74.09m.

Central Schools Block (CSSB) Proposed Budget:

Central Schools Block (CSSB) Budget Requirement	Budet 2025/26 £m	Budget Requirement 2026/27 £ m	Change £ m	Change %
School admissions	0.24	0.24	0.00	1%
National Copyright Licences	0.18	0.20	0.02	11%
Servicing of Schools Forum	0.06	0.06	0.00	1%
Education Welfare	0.25	0.25	0.00	1%
Support for Inclusion	0.00	0.07	0.07	
Statutory & Regulatory duties	0.00	0.00	0.00	
Provision of Education Data	0.19	0.20	0.01	6%
Finance Support for the Educations service	0.09	0.09	0.00	5%
Strategic planning of the Education Service	0.07	0.07	0.00	6%
Support for Inclusion	0.00	0.00		
Total Budget Requirement	1.07	1.18	0.11	10%
Income from DSG	-1.07	-1.11	-0.04	4%
Net Surplus / Deficit	0.00	0.07	0.07	1%

Early Years Block Proposed Budget:

The passthrough rate has increased to 97% from 96% in 2026/27. This has resulted in providers receiving an increased funding rate and the Local Authority retaining less than anticipated in respect of central cost. Despite this, the early years block has a budgeted surplus of £0.1m.

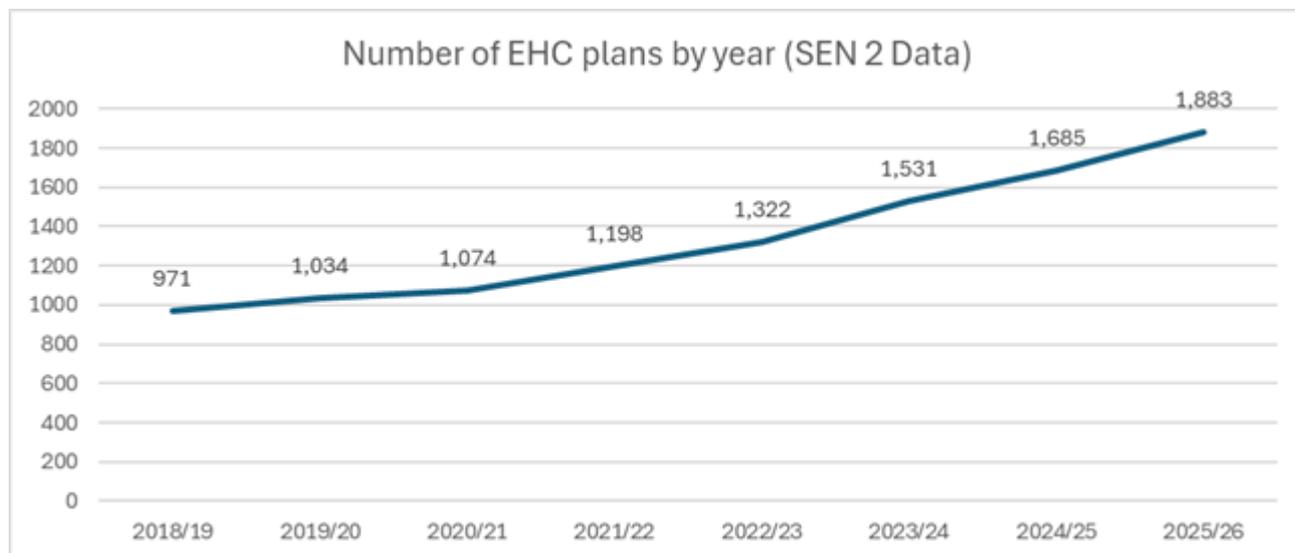
Early Years Block Budget		£m
Funds Delegated to Early Years Providers		
PVI Providers		8.03
Nursery classes in Mainstream Schools		2.17
Maintained Nursery Schools		1.21
2 Year Old Funding		0.76
2 Year old working parents		6.33
Additional 2 year old working parents hours to adjust for new 30 hour entitlement		2.21
Under 2's		8.47
Additional under 2 year old working parents hours to adjust for new 30 hour entitlement		1.77
Pupil Premium Grant and deprivation funding		0.42
Total Delegated Funds		31.37
Centrally Managed Funds		
Centrally Managed Funds		0.00
Central Expenditure on Children Under 5's		0.46
Early Development Intervention Team (EDIT)		0.11
SEN Inclusion Fund		0.11
Disability Access Fund		0.12
SSRs		0.09
Total Centrally Managed Funds		0.89
Total Expenditure		32.26
Early Years DSG Block Funding In Year		-32.56
In year surplus		-0.30
Early Years DSG Block Funding carried forward		0.18
Overall Net Surplus Position		-0.12

High Needs Block:

The table below summarises the variance between the income and expenditure on the HNB. The forecast deficit for 2026/27 is £16.98m. When combined with the Q3 2025/26 outturn forecasted closing balance (being £14.55m), the expected closing balance of the HNB is forecast to be a deficit of £31.53m as of 31 March 2027:

High Needs Block	2025/26 Budget £m	2025/26 Forecast £m	2026/27 Estimate £m	% Growth From 2025/26 Budget	% Growth from 2025/26 Forecast
Place Funding	7.19	7.10	7.08	-2%	0%
Top Up Funding	30.16	30.50	33.83	12%	11%
PRU Funding (Top Ups only)	2.45	2.43	2.62	7%	8%
Other Statutory Services	2.89	3.19	3.68	27%	15%
Non Statutory Services	1.99	1.87	2.02	2%	8%
Support Service Recharges	0.18	0.18	0.22	23%	23%
Total expenditure	44.87	45.27	49.45	10%	9%
HNB Allocation	-30.83	-30.72	-32.48	5%	6%
In year Overspend	14.04	14.55	16.98	21%	17%

High Needs Block (HNB) cost pressures remain a national issue, with many Local Authorities, including West Berkshire, having significant overspends and therefore setting deficit budgets. The HNB continues to be under considerable strain, due to an increased demand for independent and non-maintained special school placements and increased EHCPs (Educational Health Care Plan), in mainstream schools. The graph below shows the upward trend in Educational Health Care Plans on an annual basis.



The Heads Funding Group and Schools Forum have reviewed and support the proposed budget, including the HNB deficit, which for 2026/27 is budgeted to be £16.98m in addition to a Central School Services block deficit of £0.07m. A deficit recovery plan is currently being developed to mitigate the scale of the deficits, however, the HNB deficit is a national issue with many upper tier Authorities holding significant deficits on their Balance Sheets. The statutory accounting override applied to the HNB has been extended by Central Government until 31 March 2028.

Financial Year 2026/27: Budget Consultation Responses

West Berkshire Council Equity Impact Assessment

Revenue Budget Proposals Overview

January 2026

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Section 1: Summary details

Directorate and Service Area	Resources (Finance, Property and Procurement)
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Approval of the Revenue Budget for 2026/27 which includes a number of proposed savings generated by changes to service delivery and/ or increased fees and charges.
Is this a new or existing function or policy?	The Council sets a revenue budget every year to ensure that it has sufficient financial resources to deliver its strategic objectives.
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	<p>This considers the Revenue Budget proposals, for 2026/27. The Council is required to set a balanced budget on an annual basis. This document provides an overview of potential impacts, with further assessment of the specific potential impacts of individual proposals being details at Appendix I of the Revenue Budget paper.</p> <p>The Council must ensure that its 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:</p> <p>(1) A public authority must, in the exercise of its functions, have due regard to the need to:</p> <ol 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; This includes the need to: <ol style="list-style-type: none"> 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

	<p>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.</p> <p>(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.</p> <p>(3) Compliance with the duties in this section may involve treating some persons more favourably than others.</p> <p>The following list of questions are helpful to consider when reviewing whether the decision is relevant to equality:</p> <ul style="list-style-type: none"> • Does the decision affect service users, employees or the wider community? • 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? <p>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.</p>
Completed By	Sarah Clarke
Authorised By	
Date of Assessment	26/01/2026

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The budget contains a variety of savings and investment proposals. Those that may have a direct impact on residents have been consulted upon as part of the budget consultation exercise between December 2025 and January 2026.</p> <p>Individual proposals have specific equality impact assessments completed as part of the budget consultation exercise. The cumulative impact of budget savings proposals do not contribute overall to inequality in the district. There are a balanced range of savings proposals that will impact across many different groups across the district. There is an insignificant cumulative impact to service users across the district.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>It is possible that some of the individual savings proposals may have an adverse impact on the lives of some residents, service users, and/or staff.</p> <p>Where potential impacts have been identified, consideration has been given as to whether steps could be taken to mitigate the adverse impacts of these proposals. Staff may be impacted through any pause on investment activity or through recruiting to posts more slowly, but this should not have an adverse impact upon the lives of employees.</p>
<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact</p>	<p>Savings proposals with a direct impact on residents have been consulted upon as part of the budget consultation exercise between December 2025 and January 2026.</p> <p>Specific equity impact assessments were completed for individual proposals as part of the budget consultation exercise. The Council received a total of 291 responses to the budget consultations (147 in respect of the general consultation, 147 responses to the proposed fee increases at Henwick Worthy, and 41 responses in respect of the proposal to close the Adult Respite in the Community service.</p>

<p>on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<p>The general survey sought the views of residents, communities and other parties considered on how services should be prioritised and funded.</p>
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>Details of alternative options proposed are detailed in the individual consultation proposals and associated documents, which are produced at Appendix I.</p>

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	See the EqlAs relating to savings and income proposals, the budget consultation and the resultant responses and recommendations	See individual proposals at Appendix I	See individual proposals at Appendix I	See individual proposals at Appendix I
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	See the EqlAs relating to savings and income proposals, the budget consultation and the resultant responses and recommendations	See individual proposals at Appendix I	See individual proposals at Appendix I	See individual proposals at Appendix I
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Areas of deprivation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Displaced communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Care experienced people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The budget includes a proposal to introduce a council tax discount for care leavers			

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
The Armed Forces Community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	See individual proposals
Person Responsible for Review	See individual proposals
Authorised By	Sarah Clarke

EDI employee related EQiA's should now be sent to Human Resources hrenquiries@westberks.gov.uk

Balancing our budget 2026/27 – General survey

Consultation Summary Report

Why we consulted?

Councils across the country continue to face unprecedented financial pressures, and West Berkshire Council is no exception. The council is responding to increasing demands in adults' and children's social care services supporting our most vulnerable residents, and in other areas such as homelessness and home to school transport. The increases in demand, combined with higher inflation and increasing costs, are financially impacting the council and its suppliers.

In 2026/27, we need to find £6.4 million in savings or income generation. This figure assumes that Council Tax increases by the maximum 4.99%.

To fill the remaining gap, we have a range of options available, including changing how we provide services and making internal savings, for example: re-tendering contracts for better value for money, streamlining processes, and introducing new charges or increasing existing charges for some services.

In February 2026, we will set our budget for the financial year ahead (2026/27). To help shape that process, we asked local residents, communities and other parties for their views on how we could fund and prioritise the services we provide. We are also sought their views on two specific proposals.

For more information, please visit <https://www.westberks.gov.uk/balancing-our-budget>

Approach

We published the 'Balancing our Budget' consultation on our website on Monday, 1 December 2025 with feedback requested by midday on Monday, 12 January 2026.

Respondents were directed to a central index pageⁱ, which outlined the overall background to the exercise, and provided links to our 'Balancing our Budget 2026/27' survey, as well as the individual proposals on our Consultation and Engagement Hubⁱⁱ. Feedback was then invited through an online survey, and a hardcopy made available on request.

As well as publishing the exercise on our website, we also emailed members of the West Berkshire Community Panel (around 2,500 people).

We issued a press release on Monday, 1 December 2026 and further publicised our consultations through our social media accounts and residents' e-newsletters. We also placed posters in our main offices.

Consultation Response

Number of Responses

In total, 147 responses were received.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

Summary of Main Points

93.9% of respondents identified themselves as West Berkshire residents.

The top five services prioritised by respondents were:

1. Roads and Transport
2. Education
3. Children's Social Care
4. Waste and Recycling
5. Housing and Homelessness

This is closely followed by:

6. Economic Development and Regeneration
7. Adult Social Care

The options to help protect and improve the services we provide for local people that respondents were most supportive of were:

1. Growing the Local Economy
2. Focussing more on early prevention
3. Increasing Income through Commercial Activities

The least supported option was Increasing Existing Fees and Charges.

The main areas of comment were about:

- Economic growth
- Efficiency, transparency, and financial accountability
- Fees and charges
- Governance, decision-making, and leadership
- Human Resources e.g., staffing levels, staff pay and benefits, senior management structure
- Infrastructure e.g., roads, transport, housing
- Prevention and social care
- Prioritise core and essential services, instead of “nice-to-haves”

Summary of Responses by Question

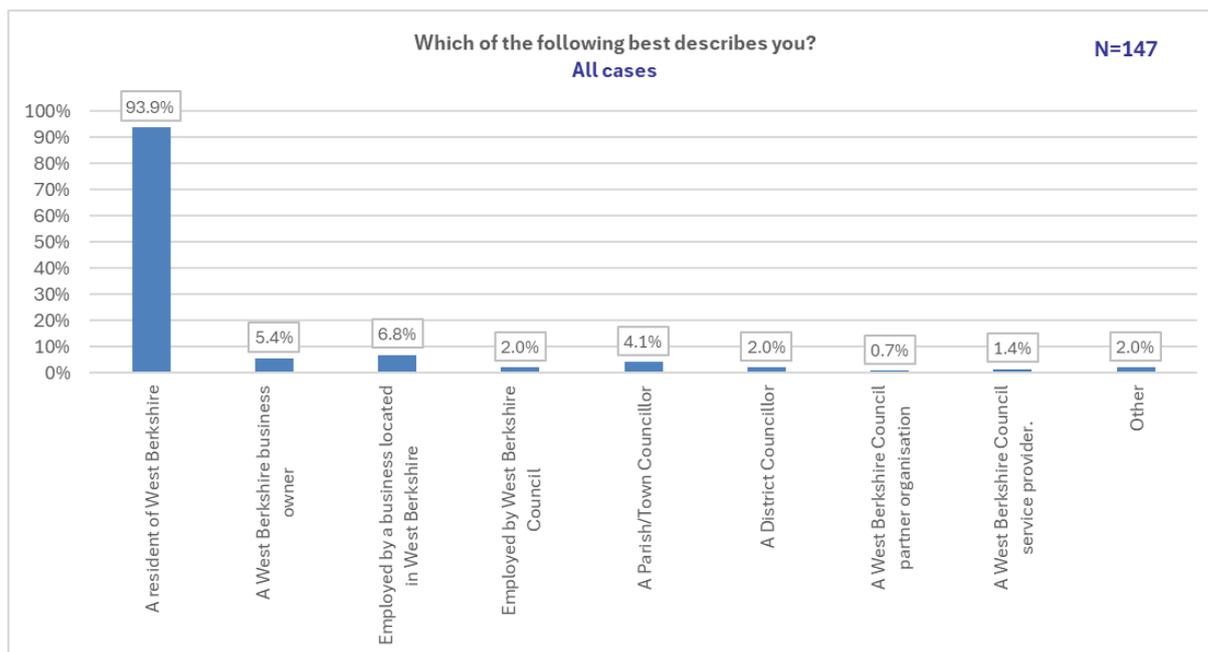
1. **Which of the following best describes you?** (N.B % will not total 100% as respondents were able to select more than one)

	Responses	Percent of Cases
A resident of West Berkshire	138	93.9%
A West Berkshire business owner	8	5.4%
Employed by a business located in West Berkshire	10	6.8%
Employed by West Berkshire Council	3	2.0%
A Parish/Town Councillor	6	4.1%

Balancing our budget 2026/27 – General survey

Consultation Summary Report

	Responses	Percent of Cases
A District Councillor	3	2.0%
A West Berkshire Council partner organisation	1	0.7%
A West Berkshire Council service provider	2	1.4%
Other	3	2.0%



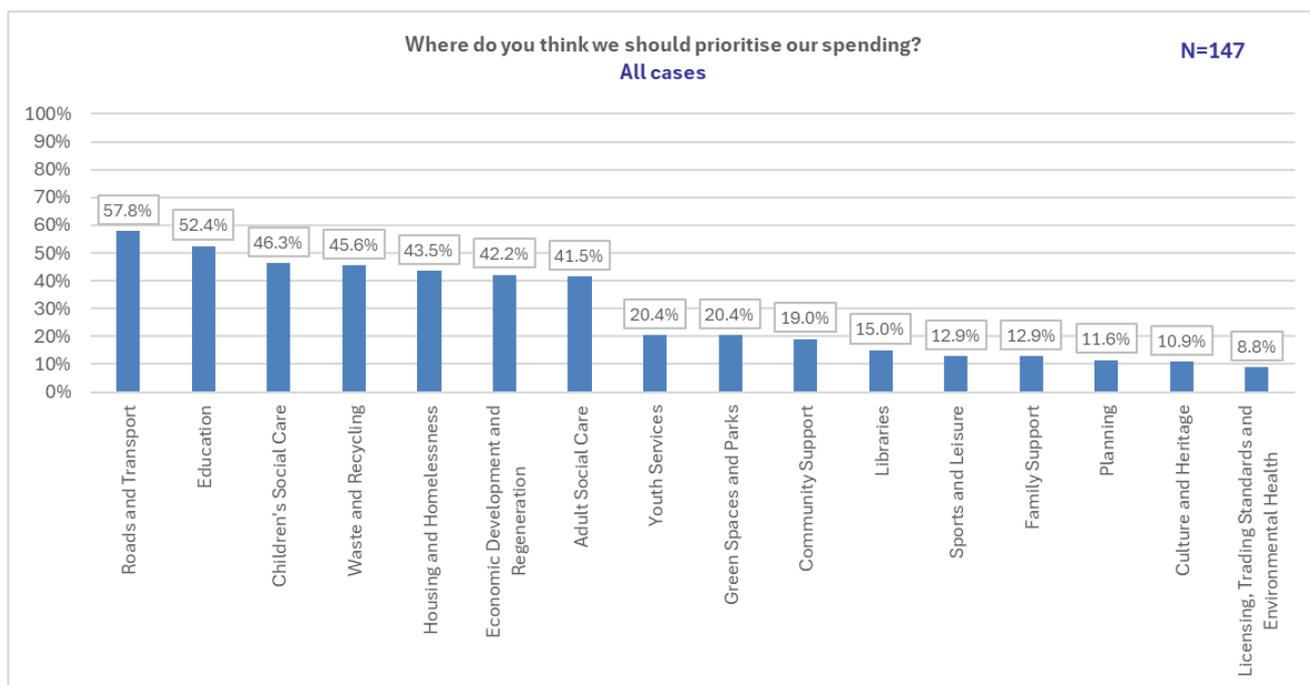
2. **Where do you think we should prioritise our spending? Please choose your top five.** (N.B % will not total 100% as respondents were able to select more than one)

	Responses	Percent of Cases
Roads and Transport	85	57.8%
Education	77	52.4%
Children's Social Care	68	46.3%
Waste and Recycling	67	45.6%
Housing and Homelessness	64	43.5%
Economic Development and Regeneration	62	42.2%
Adult Social Care	61	41.5%
Youth Services	30	20.4%
Green Spaces and Parks	30	20.4%
Community Support	28	19.0%
Libraries	22	15.0%
Sports and Leisure	19	12.9%

Balancing our budget 2026/27 – General survey

Consultation Summary Report

	Responses	Percent of Cases
Family Support	19	12.9%
Planning	17	11.6%
Culture and Heritage	16	10.9%
Licensing, Trading Standards and Environmental Health	13	8.8%



Summary of Comments Received:

Prioritise Essential Services

- Strong support for prioritising statutory and essential services.
- Preventative services should be protected because they reduce long-term costs.
- Some feel the council should “focus on the basics” and stop or scale back non-essential activities that don’t benefit the whole community.
- Some requested that the council stop spending on Diversity, Equity & Inclusion (DEI) and other non-essential programmes.

Waste and Recycling

- Waste and recycling services are seen as essential for health, environment, and quality of life.
- Some call for a return to weekly waste collection or a reverse of the three-weekly change.
- Reuse and recycling are valued.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

Roads, Transport, and Infrastructure

- Potholes and poor road maintenance cause high costs for residents and safety risks.
- Requests for full, proper, and timely pothole repairs and resurfacing.
- Concerns about new developments increasing traffic noise and pollution e.g., Sandford.
- 20mph schemes are not seen as a priority.
- Some feel that school transport costs are unfair and all families should pay to spread costs.

Housing, Homelessness, and Community Wellbeing and Safety

- Support for helping homeless people access safe accommodation and re-enter society.
- Affordable housing is needed for young people, workers, and older adults to prevent population decline.
- Concern about lack of activities for young people contributing to anti-social behaviour.
- Libraries valued for learning, digital access, and social connection.
- Licensing, trading standards, and environmental health keep people safe.

Financial Management and Council Spending

- Reduce internal costs e.g., councillor and staff benefits.
- Prioritise spending on residents.
- Some want more focus on increasing council income.
- Concerns that unpopular decisions may be reversed for political reasons rather than budgetary.

Sports, Leisure, and Public Health

- Investment in sports, green spaces, parks, and leisure is seen as important for community health.
- Keeping facilities free helps reduce long-term health and social care costs.
- Parks, green spaces, and leisure facilities should remain free to use and well maintained.

Economic Development and Local Business Support

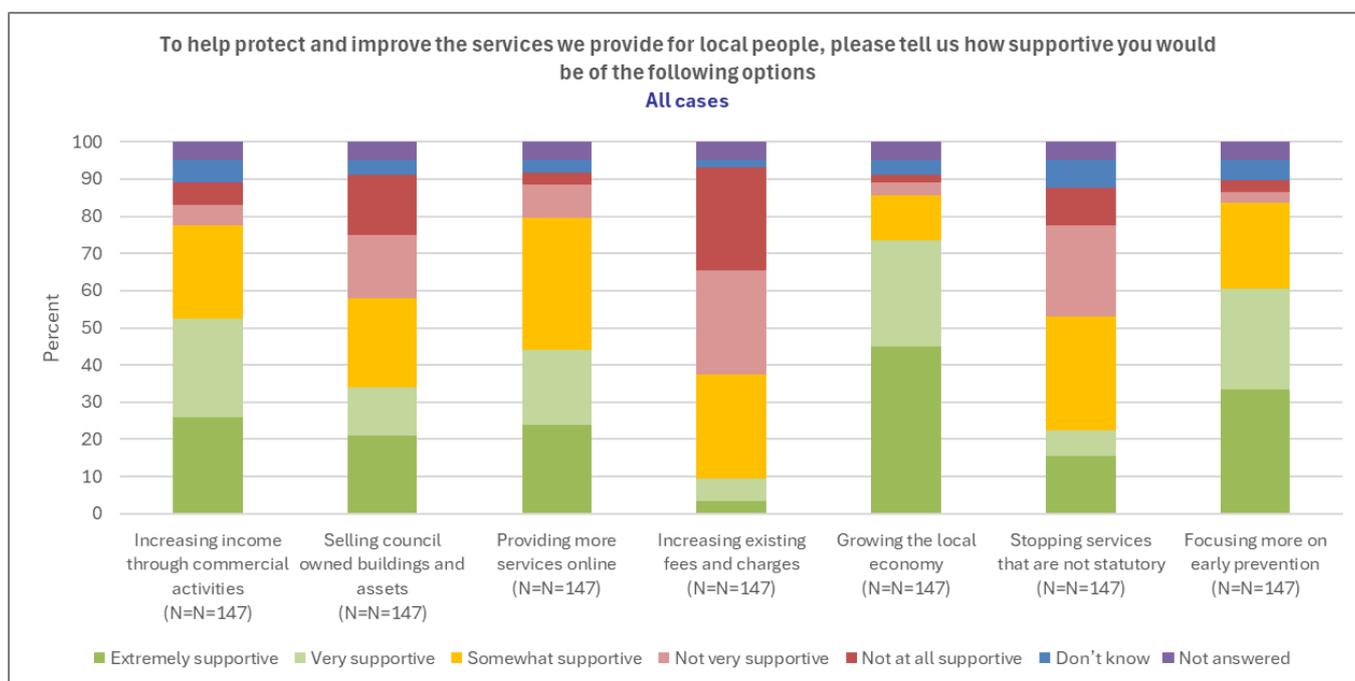
- Request for regeneration in West Berkshire to attract business.
- Prioritise services that make West Berkshire a good place to live.
- Lower commercial rents could help growth.
- Licensing, trading standards, and environmental health supports local businesses.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

3. To help protect and improve the services we provide for local people, please tell us how supportive you would be of the following options.

	Percent						
	Extremely supportive	Very supportive	Somewhat supportive	Not very supportive	Not at all supportive	Don't know	Not answered
Increasing income through commercial activities	25.9	26.5	25.2	5.4	6.1	6.1	4.8
Selling council owned buildings and assets	21.1	12.9	23.8	17.0	16.3	4.1	4.8
Providing more services online	23.8	20.4	35.4	8.8	3.4	3.4	4.8
Increasing existing fees and charges	3.4	6.1	27.9	27.9	27.9	2.0	4.8
Growing the local economy	44.9	28.6	12.2	3.4	2.0	4.1	4.8
Stopping services that are not statutory	15.6	6.8	30.6	24.5	10.2	7.5	4.8
Focusing more on early prevention	33.3	27.2	23.1	2.7	3.4	5.4	4.8



Balancing our budget 2026/27 – General survey

Consultation Summary Report

Summary of Comments Received:

Fee and Charges

- Raising fees reduces participation and revenue, increasing costs overall.
- Fees should only rise with inflation.
- Further fee increases may provoke a backlash.
- Rising fees feel like extra taxation.
- Increase in fees and charges should be the last resort.
- Increase fees for non-essential services.
- Stop cutting services and increasing fees.

Focus on Core Services

- Focus on doing the basics well.
- Core, universal services come first e.g., waste, roads, statutory duties and education.
- Potholes should be fully repaired and roads resurfaced where needed, as safe roads are a statutory duty. Poor road maintenance creates high costs for residents and increases accident risks.
- Focus on providing core services, statutory duties, and those that add value.
- Stop spending on Diversity, Equity and Inclusion.
- Challenge unsustainable statutory costs.
- Cutting non-statutory services without understanding consequences could be harmful.

Efficiency, Cost Management and Accountability

- The council should improve efficiency, not charge residents more.
- Shorten the decision-making process.
- Too much money is spent on council expenses with little accountability.
- Re-negotiate contracts and manage suppliers better.
- Be proactive, not reactive.
- Management structure is top-heavy, and these posts should be cut before frontline services are impacted.

Asset Management

- Assets create wealth. Selling them doesn't.
- Selling assets is short-term gain and only moves the problem down the road.
- Prefer using or renting buildings, not selling assets.
- Repurpose or sell underused council-owned buildings for income generation.
- Sell assets that are expensive to maintain (evaluate cost vs value/need).
- Sell council owned assets for market value.
- Sell office space and shift staff to remote-working.

Economic Growth and Income Generation

- Boosting the local economy is the best way to raise revenue without increasing costs for taxpayers.
- Grow the number of local businesses but don't increase tax on existing ones.
- Increase income from commercial activities but be mindful of risks.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

- Explore commercial income, using community focus groups for feedback.
- Support economic growth with incentives for start-ups.

Digital and Operational Changes

- Move most services online with a digital-first approach, supported by community help.
- Keep face-to-face services because many struggle with online access.
- Some online shifts can save money, but alternatives must remain.

Prevention and Social Care

- Early prevention can save money if benefits are reliable.
- Prevention should be evidence-based, with outcomes clearly measured.
- Early prevention work is important but must not reduce support for people with high needs.
- Voluntary groups should be part-funded to help meet social care needs.
- Challenge legal requirements for social care.

Community and Public Benefit

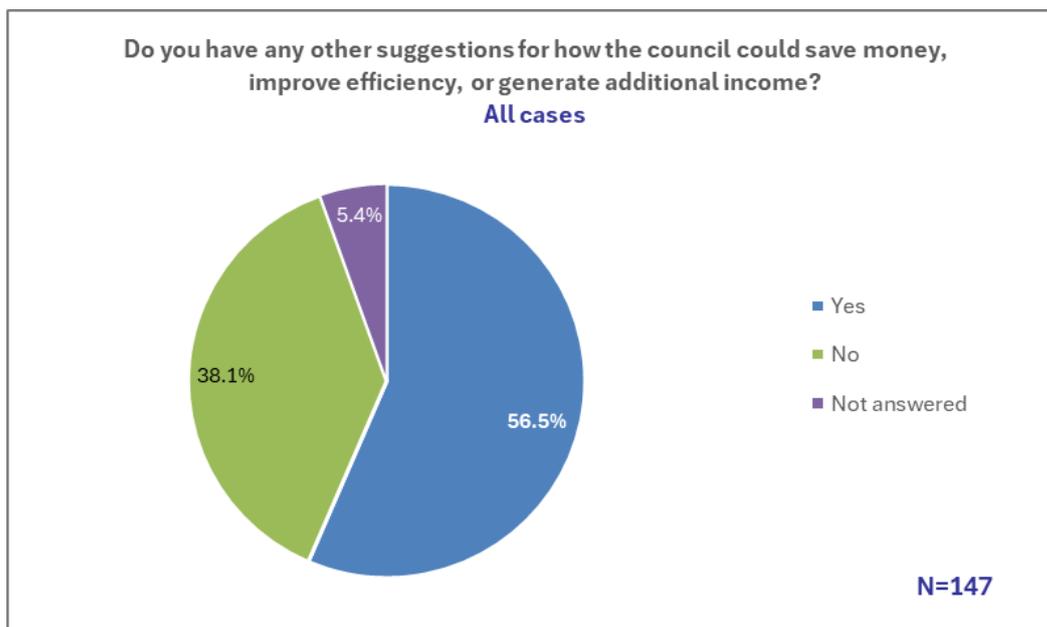
- Public services should prioritise community benefit, not operate like a business.
- Invest more in free-to-use sports, leisure, parks, and green spaces to boost health and cut future health and social care costs.
- Charging sports clubs is short-sighted and delivers little financial benefit.

4. Do you have any other suggestions for how the council could save money, improve efficiency, or generate additional income?

	Frequency	Percent (All cases)	Percent (Responses only)
Yes	83	56.5	59.7
No	56	38.1	40.3
Total	139	94.6	100.0
Not answered	8	5.4	
Total	147	100.0	

Balancing our budget 2026/27 – General survey

Consultation Summary Report



5. What are your suggestions for how the council could save money, improve efficiency, or generate additional income?

Summary of Comments Received:

Efficiency, Cost Management and Accountability

- Implement stricter financial diligence and accountability.
- Outsource or use in-house services based on cost-effectiveness.
- Cut council expenses instead of reducing public services.
- Review all services for necessity, effectiveness, and value for money.
- Review existing contracts to decrease costs.
- Hold contractors accountable.
- Reduce demand from service users rather than cut provider payments
- Look at best practice.
- Consultants may be needed to review spending.

Fees, Income Generation and Taxation

- Stop increasing fees whilst reducing services
- Raising fees reduces participation and revenue, increasing costs overall.
- Increase Council Tax for higher bands or wealthy households.
- Revaluate Council Tax bands where properties that have been extended.
- Explore sponsorships and partnerships with local businesses.
- Ensure council owned properties are making a profit
- Consider commercial ventures managed by experienced professionals.
- Charge for certain services, e.g., libraries, parking for bigger vehicles, soil-improver and community events.
- Increase developers' contribution.
- Charge staff for using the Station Car Park.
- Sell all WBC property.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

Service Prioritisation

- Focus on essential services e.g., road maintenance, waste collection, social care for those most in need.
- Scrap all net-zero projects.
- Reduce/stop spending on non-essential projects e.g., pedestrianisation, peace park, cycle lanes, 20mph zones, and Diversity, Equity and Inclusion
- Public services should prioritise community benefit.

Infrastructure

- Prioritise road repairs and pothole fixes over cosmetic changes and traffic schemes.
- Scrap or limit 20mph schemes unless supported by evidence.
- Ensure infrastructure is in place before approving new developments.
- Improve efficiency in waste and recycling collection e.g., larger bins, optimised schedules.
- Reduce recycling collection to 3-weekly (provide bigger bins).
- Reinstate 2 weekly bin/recycling collection or provide refund for reduced service.
- Make the tip accessible for all without booking.
- Hold developers to account and require affordable housing and adequate infrastructure.
- Reduce cost of Home to School Transport.

Community Engagement and Volunteering

- Increase the use of volunteers.
- Encourage retired residents and people receiving benefits to volunteer to support services.
- Promote community involvement in environmental maintenance.
- Seek sponsorship and donations from local businesses and the community.

Staffing

- Merge departments where functions overlap.
- Introduce performance-related pay.
- Stop working from home.
- Freeze or reduce high-level salaries.
- Review and restructure management to eliminate unnecessary layers.
- Review pension schemes.
- Use qualified, experienced professionals to manage commercial ventures.
- Reduce agency spending.
- Invest in council staff and resources to avoid increasing cost of outsourcing.
- Reduce holiday allowance.

Policy, Governance and Decision-making

- Reduce number of councillors and meetings.
- Freeze or reduce councillor allowances.
- Lobby central government for more funding and policy flexibility.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

- Consider joining larger unitary authorities for economies of scale.
- Be transparent with residents and back policy changes.
- Councillors should work together, not along party lines.
- Quicker decision-making.
- Close Parish/Town councils.

Prevention, Social Care and Benefits

- Tighten controls on benefit fraud and review care packages regularly.
- Focus social care spending on those that really need it.
- Provide childcare support for low-income families to enable work.
- Explore voucher systems for essentials instead of cash benefits.
- Focus on preventive services to reduce long-term costs e.g., health, social care, education.

Economic Development

- Attract businesses to the area by reducing business rates.
- Attract young people to the area.
- Encourage big companies to contribute more to local communities.
- Promote regeneration through reduced parking charges and improved town centres.
- Implement a district village growth policy.

6. Do you have any further comments?

Summary of Comments Received:

Fee and Charges

- Raising fees for services e.g., sports, leisure, parking, bins, is seen as counterproductive as it reduces participation, lowers revenue, and increases long-term costs.
- Improve efficiency instead of charging more.
- Don't increase parking charges and Council Tax.
- Invest more in free-to-use sports, leisure, parks, and green spaces to boost health and cut future health and social care costs.

Efficiency, Transparency, and Financial Accountability

- Better financial management, transparency and efficiency.
- Criticism of wasteful spending on projects e.g., Faraday Road, Victoria Park café, and high social care costs.
- Council is perceived as being poorly managed.
- Look for opportunities to improve efficiency, modernise services.
- Work with voluntary groups and neighbouring authorities for efficiency.
- Stop borrowing

Focus on Core Services

- Prioritise essential statutory services e.g., roads, waste, social care.
- Road maintenance and pothole repairs are seen as critical statutory duties.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

- Protect frontline services and ensure fairness across the district.

Community Focused Approach

- Public services should prioritise community benefit, not operate like businesses.
- Equal distribution of spending across rural and urban areas.
- Engage residents meaningfully in consultations e.g., listen to consultation responses the first time when decision-making.
- Hold consultation meetings outside normal working hours.

Preventative and Long-Term Value

- Focus on prevention and early intervention, especially in education and mental health.
- Fund EHCPs promptly, expand school nurture units, and recruit newly qualified teachers to reduce costs.

Staffing

- Reduce staff costs, including pensions.
- Stop inflation-busting salary increases.

Climate, Net Zero and Waste

- Questions about value for money on solar farms and climate projects.
- Reduce staffing for Net Zero initiatives.
- Charge for bigger bins.
- Waste collection should be simplified.
- Bring back fortnightly waste collections.

Economic Growth

- Reduce business rates and parking charges to attract shoppers and businesses.
- Make West Berkshire attractive for young people.

Governance, Decision-making and Leadership

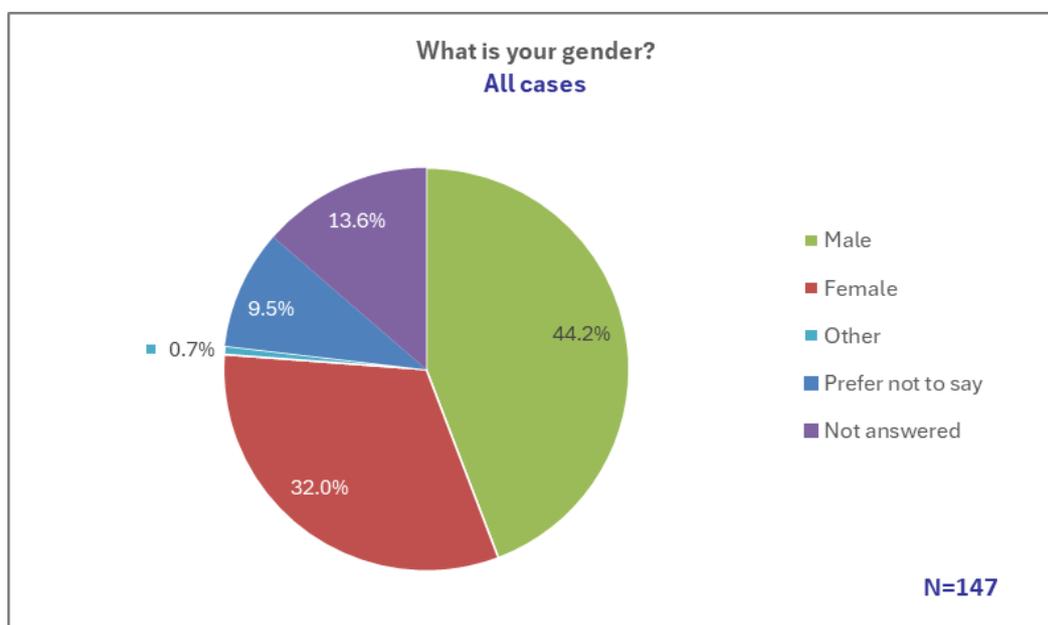
- Ensure leaders have strong financial skills and can make tough decisions.
- Abolish Parish/Town councils.
- Only consult when the decision can be affected.
- Cut councillor expenses
- Transparency and fairness in decision-making.
- Listen to consultation responses for the first time when making decisions.

Balancing our budget 2026/27 – General survey

Consultation Summary Report

7. What is your gender? (Optional)

	Frequency	Percent (All cases)	Percent (Responses only)
Male	65	44.2	51.2
Female	47	32.0	37.0
Other	1	0.7	0.8
Prefer not to say	14	9.5	11.0
Total	127	86.4	100.0
Not answered	20	13.6	
Total	147	100.0	



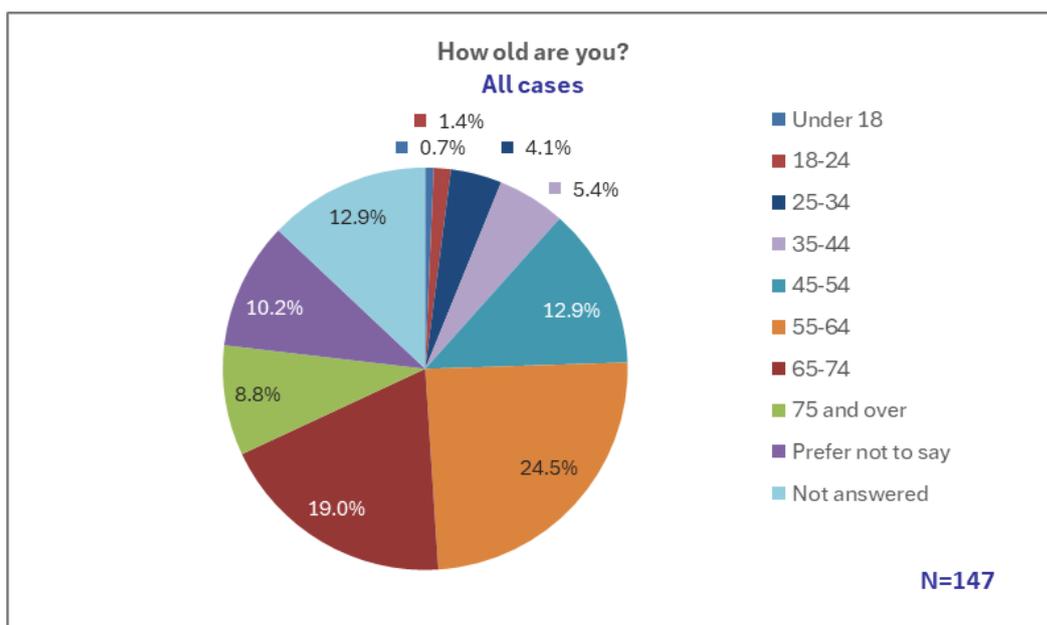
8. How old are you? (Optional)

	Frequency	Percent (All cases)	Percent (Responses only)
Under 18	1	0.7	0.8
18-24	2	1.4	1.6
25-34	6	4.1	4.7
35-44	8	5.4	6.3
45-54	19	12.9	14.8
55-64	36	24.5	28.1
65-74	28	19.0	21.9
75 and over	13	8.8	10.2
Prefer not to say	15	10.2	11.7

Balancing our budget 2026/27 – General survey

Consultation Summary Report

	Frequency	Percent (All cases)	Percent (Responses only)
Total	128	87.1	100.0
Not answered	19	12.9	
Total	147	100.0	



9. Please tell us your postcode, excluding the last two letters, e.g. RG14 5

Responses were received from the following areas:

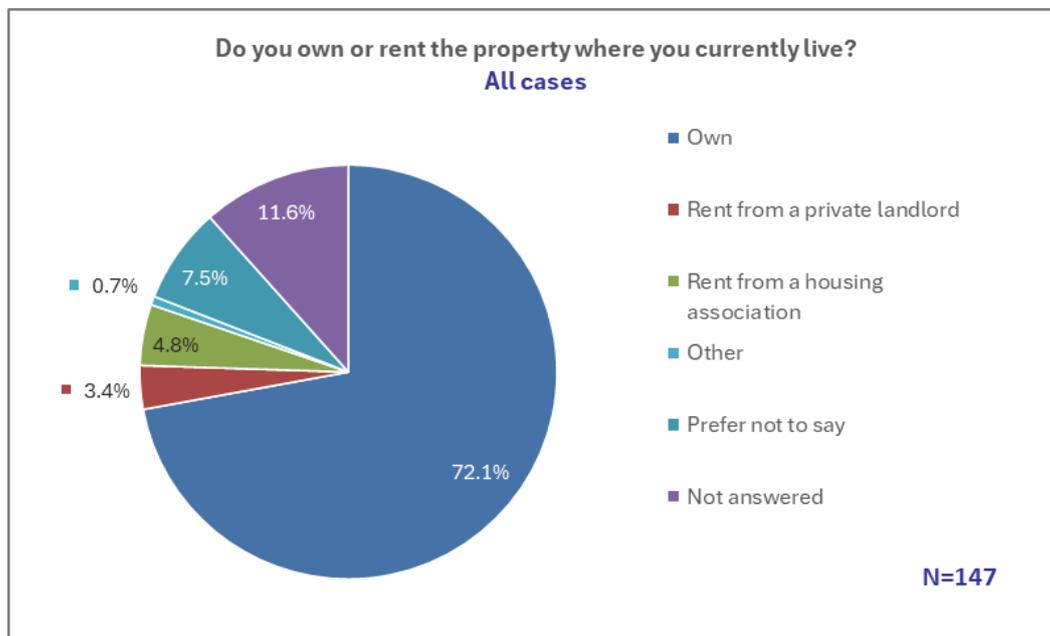
- RG8
- RG7
- RG31
- RG30
- RG20
- RG19
- RG18
- RG17
- RG15
- RG14

10. Do you own or rent the property where you currently live?

	Frequency	Percent (All cases)	Percent (Responses only)
Own	106	72.1	81.5
Rent from a private landlord	5	3.4	3.8
Rent from a housing association	7	4.8	5.4
Other	1	0.7	0.8
Prefer not to say	11	7.5	8.5
Total	130	88.4	100.0
Not answered	17	11.6	
Total	147	100.0	

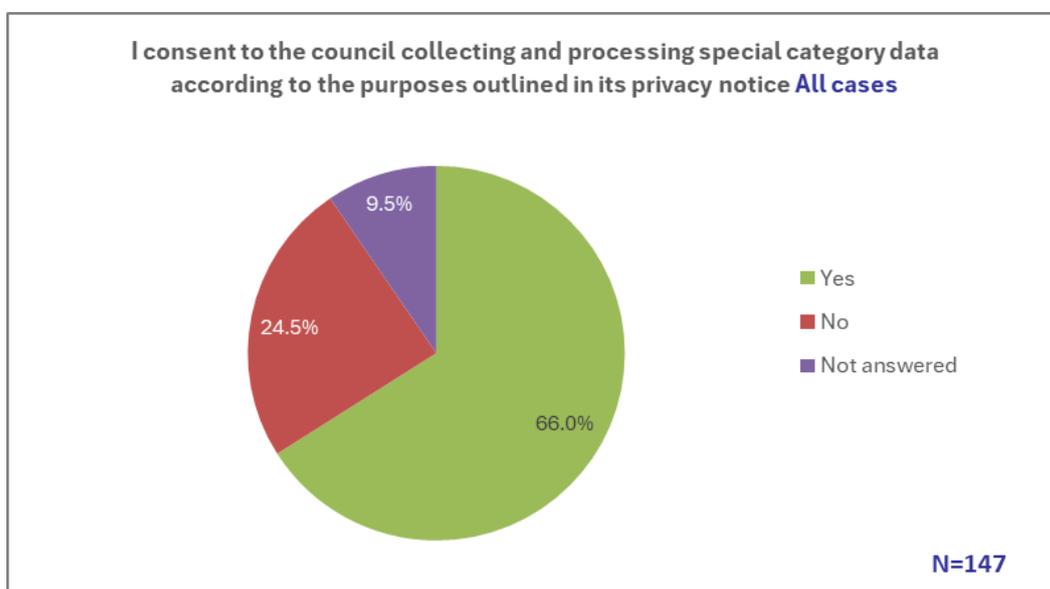
Balancing our budget 2026/27 – General survey

Consultation Summary Report



11. I consent to the council collecting and processing special category data according to the purposes outlined in its privacy notice.

	Frequency	Percent (All cases)	Percent (Responses only)
Yes	97	66.0	72.9
No	36	24.5	27.1
Total	133	90.5	100.0
Not answered	14	9.5	
Total	147	100.0	



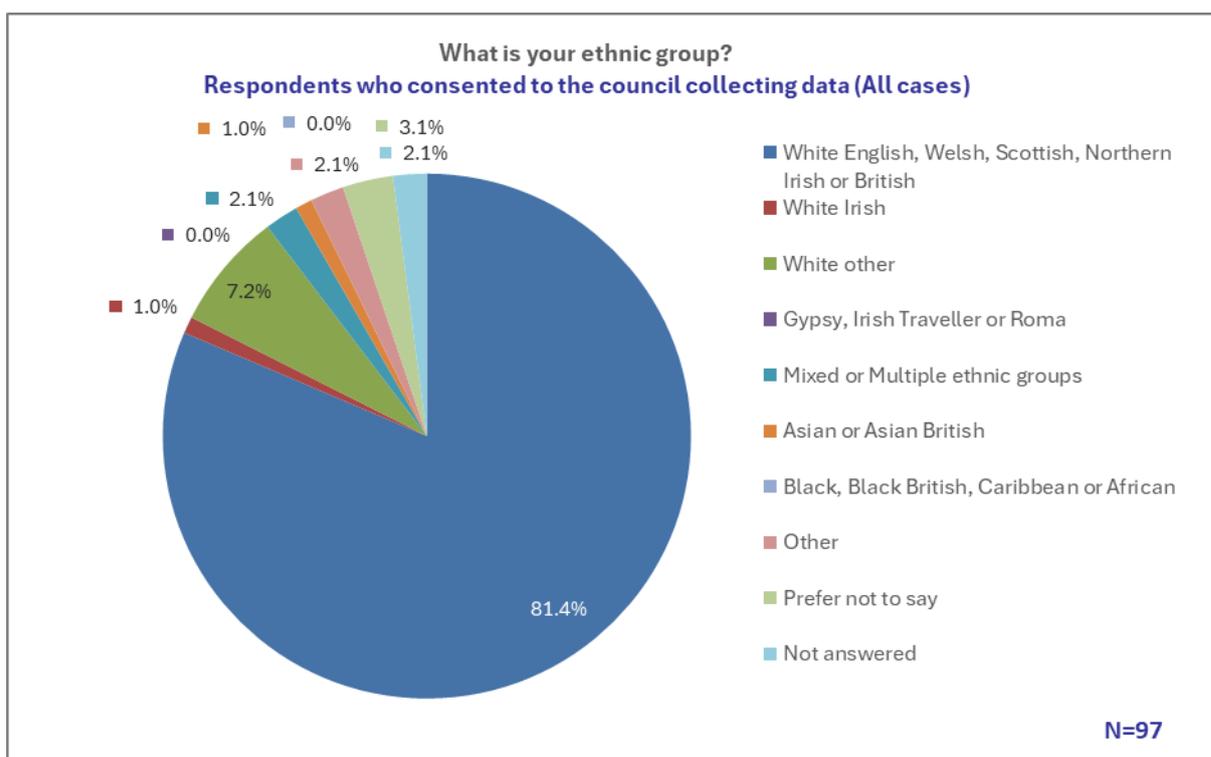
Balancing our budget 2026/27 – General survey

Consultation Summary Report

N.B. The following two questions are out of 97 (not 147), as respondents that have not consented to the council collecting and processing special category data have been excluded.

12. What is your ethnic group? (Optional)

	Frequency	Percent (All cases)	Percent (Responses only)
White English, Welsh, Scottish, Northern Irish or British	79	81.4	83.2
White Irish	1	1.0	1.1
White other	7	7.2	7.4
Gypsy, Irish Traveller or Roma	0	0.0	0.0
Mixed or Multiple ethnic groups	2	2.1	2.1
Asian or Asian British	1	1.0	1.1
Black, Black British, Caribbean or African	0	0.0	0.0
Other	2	2.1	2.1
Prefer not to say	3	3.1	3.2
Total	95	97.9	100.0
Not answered	2	2.1	
Total	97	100.0	

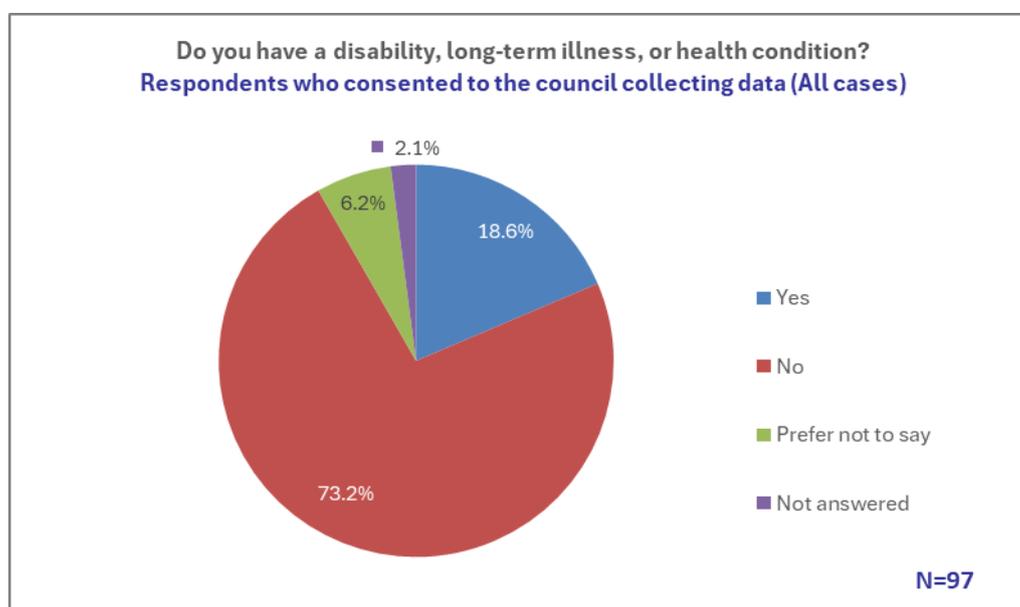


Balancing our budget 2026/27 – General survey

Consultation Summary Report

13. Do you have a disability, long-term illness, or health condition? (Optional)

	Frequency	Percent (All cases)	Percent (Responses only)
Yes	18	18.6	18.9
No	71	73.2	74.7
Prefer not to say	6	6.2	6.3
Total	95	97.9	100.0
Not answered	2	2.1	
Total	97	100.0	



Sarah Winter and Jenny Legge
Performance, Research and Consultation Team
Strategy and Governance
13/01/2026

Please note: In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore, this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

ⁱ <https://www.westberks.gov.uk/balancing-our-budget>

ⁱⁱ <https://www.westberks.gov.uk/consultations>

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Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

Why we consulted?

Councils across the country continue to face unprecedented financial pressures, and West Berkshire Council is no exception. The council is responding to increasing demands in adults' and children's social care services supporting our most vulnerable residents, and in other areas such as homelessness and home to school transport. The increases in demand, combined with higher inflation and increasing costs, are financially impacting the council and its suppliers.

In 2026/27, we need to find £6.4 million in savings or income generation. This figure assumes that Council Tax increases by the maximum 4.99%.

To fill the remaining gap, we have a range of options available, including changing how we provide services and making internal savings, for example: re-tendering contracts for better value for money, streamlining processes, and introducing new charges or increasing existing charges for some services.

In February 2026, we will set our budget for the financial year ahead (2026/27). To help shape that process, we asked local residents, communities and other parties for their views on how we could fund and prioritise the services we provide. We are also sought their views on two specific proposals.

For more information, please visit <https://www.westberks.gov.uk/balancing-our-budget>

Approach

We published the 'Balancing our Budget' consultation on our website on Monday, 1 December 2025 with feedback requested by midday on Monday, 12 January 2026.

Respondents were directed to a central index pageⁱ, which outlined the overall background to the exercise, and provided links to our 'Balancing our Budget 2026/27' survey, as well as the individual proposals on our Consultation and Engagement Hubⁱⁱ.

Each individual proposal page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we'd considered. Feedback was then invited through an online survey, and hard copies of the proposal documents and surveys were made available on request.

Each individual in receipt of services from ARC were written to separately.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 2,500 people),

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

Finally, we issued a press release on Monday, 1 December 2026 and further publicised our consultations through our social media accounts and residents' e-newsletters. We also placed posters in our main offices and made them available to Services to put up as required.

Proposal Background

West Berkshire Council's Adult Social Care Service currently provides an Adult Respite in the Community Service (ARC).

This service was originally set up to provide a short-term respite service but is being used as a regular service for nine clients that could be supported differently using alternative services.

Legislative and Statutory Requirements

The Care Act 2014 governs what services the council should provide as part of an individual's care package, what services the council doesn't need to provide, and how the council can charge for these services.

Proposal Details

To close the Adult Respite in the Community (ARC) Service and offer the nine client's alternative provision that could also meet their needs.

This proposal will save the council £28,300 per year.

Consultation Response

Number of Responses

In total, 41 responses were received.

There were 2 late submissions via email. The comments included have been considered.

We received 0 petitions.

Summary of Main Points

55.88% of respondents disagreed or strongly disagreed.

7.32% of respondents were people who use the service.

61.76% of respondents felt the changes might have a negative effect on people.

Respondents praised the need for the service and the benefits to both individuals and carers.

Respondents commented on the need for a smooth transition to minimise disruption and an alternative service needs to be of the same standard.

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

Concerns for individuals who may not understand what is happening would have a negative impact on carers also.

Respondents said that respite services should not be lost, they are important for people's mental health and wellbeing.

Summary of Responses by Question

1. Which of the following best describes you?

	Number	%
A resident of West Berkshire	36	87.50%
A user of the Adult Respite in the Community service	3	7.32%
A West Berkshire business owner	1	2.44%
Employed by a business located in West Berkshire	4	9.76%
Employed by West Berkshire Council	6	14.63%
A Parish/Town Councillor	0	0.00%
A District Councillor	0	0.00%
A West Berkshire Council partner organisation	0	0.00%
A West Berkshire Council service provider	3	4.88%
Other - please specify	8	7.32%

Other

Employee of ARC

Parish Council

A user in receipt of Adult Social care in West Berkshire.

A clinical NHS employee.

Employed by a Supermarket - part time hours amount of which the ARC user can cope with

ARC

ARC worker

I am an Adult Respite carer [casual]

A worker of the ARC service

There were two further submissions after the deadline. The comments have been considered in the response.

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

- 2. To what extent do you agree or disagree with our proposal to cease directly providing adult respite in the community services, which will be commissioned from alternative providers?**

	Number	%
Strongly agree	9	26.47%
Agree	3	8.82%
Neither agree nor disagree	3	8.82%
Disagree	7	20.59%
Strongly Disagree	12	35.29%
Total	34	99.99%

- 3. Is there anything you think we should be aware of in terms of how this proposal might impact people? For example, do you think it will affect some individuals more than others?**

	Number	%
Yes	22	64.71%
No	12	35.29%
Total	34	100%

- 4. What do you think we should be aware of in terms of how this proposal might impact people?**

Service users need continuity and consistency and a potential change in service could have a negative impact. As the service users are used to the venues, they attend these should be continued to being with for continuity.

One respondent felt that Shared Lives (the proposed alternative) would not be able to do all the social events that ARC currently provides.

Individuals will be sensitive to any changes, and this will need to be managed well.

- 5. Do you think our proposed change might have a negative effect on you or other people?**

	Number	%
Yes	21	67.76%

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

	Number	%
No	38.24%	13
Total	100	34

6. What suggestions, if any, do you have for how we could minimise the negative effect should we proceed?

In summary:

- People will need support to transition to an alternative provision.
- Standards need to be maintained in a new service.
- Maintain respite services for the health and wellbeing of carers.
- Where there are friendship groups this should be maintained.

7. Do you have any suggestions on how we might save money or increase income in the Adult Respite in the Community service?

	Number	%
Yes	11	35.35%
No	23	67.65%
Total	34	100%

8. What suggestions do you have for how we might save money or increase income in the Adult Respite in the Community service?

Reduce the number of sessions offered from 2 to 1 per month.
Utilise students to support individuals.
Partner with other organizations.

9. Do you have any further comments?

Feedback included recognition that the service is appreciated by both users and family, the use of capital assets need to be managed effectively, if making a saving by switching the provider is possible it should be done, respite should not be lost as it is important for people's mental health and wellbeing.

10. What is your gender? (Optional)

	Number	%
Male	15	48.39%
Female	14	45.16%
Other	0	0.00%
Prefer not to say	2	6.45%

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

	Number	%
Total	31	100%

11. How old are you? (Optional)

	Number	%
Under 18	0	0.00%
18-24	0	0.00%
25-34	1	3.23%
35-44	5	16.13%
45-54	6	19.35%
55-64	6	19.35%
65-74	8	25.81%
75 and over	1	3.23%
Prefer not to say	4	12.90%
Total	31	100%

12. Please tell us your postcode, excluding the last two letters, e.g. RG14 5

RG8 8
 RG18 9
 RG31 7ZL
 RG14 5
 RG7 5
 RG315
 RG18 3
 RG7 6
 rg31 6
 RG14 3aa
 RG14 1
 RG18 4BZ
 RG20 0
 RG20 4
 RG18
 RG18 3
 RG14 6
 RG7 3
 RG14 7
 RG14
 rg147eb
 RG14 7

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

rg31 4
RG8 7
rg198
RG14 2
Rg14 1rj
Rg14 7
RG14 6

13. What is your ethnic group? (Optional)

	Number	%
White English, Welsh, Scottish, Northern Irish or British	1	4.00%
White Irish	22	88.00%
White other	0	0.00%
Gypsy, Irish Traveller or Roma	1	4.00%
Mixed or Multiple ethnic groups	0	0.00%
Asian or Asian British	1	0.00%
Black, Black British, Caribbean or African	0	0.00%
Other ethnic group	0	0.00%
Prefer not to say	0	
Total	25	100%

14. Do you have a disability, long-term illness, or health condition? (Optional)

	Number	%
Yes	13	52.00%
No	11	44.00%
Prefer not to say	1	4.00
Total	25	100%

Officer conclusion and recommendation can be found in the associated Overview of Responses and Recommendations document.

Melanie O'Rourke
Service Director
Adult Social Care
13/01/26

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers

Consultation Summary Report

***Please note:** In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

ⁱ <https://www.westberks.gov.uk/balancing-our-budget>

ⁱⁱ <https://www.westberks.gov.uk/consultations>

Overview of Responses and Recommendations

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers			Service Director: Melanie O'Rourke		20/01/2026 (Corporate Board)																																		
Proposals:			To close the Adult Respite in the Community (ARC) Service and offer the nine client's alternative provision that could also meet their needs.																																				
Total budget 2025/26:		£28,300	Initial proposed saving / Anticipated additional income 2026/27:		£28,300	Recommended saving / Anticipated additional income 2026/27:																																	
No. of responses:		In total, 41 responses were received. The breakdown of responses is as follows:																																					
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NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report for this proposal. These can be found in the agenda pack or on our [Consultation and Engagement Hub](#).

Overview of Responses and Recommendations

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers		Service Director: Melanie O'Rourke Author: Melanie O'Rourke	20/01/2026 (Corporate Board)
	<ul style="list-style-type: none"> - Employed by a Supermarket - part time hours amount of which the ARC user can cope with - ARC - ARC worker - I am an Adult Respite carer [casual] - A worker of the ARC service <p>- 1 response came in after the deadline. The comments have been included in the response.</p> <p>We received 0 petitions.</p>		
Key issues raised:	<p>55.88% of respondents disagreed or strongly disagreed. 7.32% of respondents were people who use the service. 61.76% of respondents felt the changes might have a negative effect on people.</p> <p>Respondents praised the need for the service and the benefits to both individuals and carers. Respondents commented on the need for a smooth transition to minimise disruption and an alternative service needs to be of the same standard. Concerns for individuals who may not understand what is happening would have a negative impact on carers also. Respondents said that respite services should not be lost, they are important for people's mental health and wellbeing.</p>		
Equality issues:	No changes to the Equalities Impact Assessment.		
Suggestions for minimising any negative effects of	Suggestion	Council response	
	People will need help to transition to alternative provision	This would be managed on and individual basis.	

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Overview of Responses and Recommendations

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers		Service Director: Melanie O'Rourke Author: Melanie O'Rourke	20/01/2026 (Corporate Board)
the proposed change:	There are well trained workers within the ARC service.	There is potential for them to become Shared Lives Carers	
	Alternative provision needs to be of the same standard.	A transfer would be carefully managed to ensure standards were not compromised.	
	It needs to be properly run and have regular checks with the provider.	Shared Lives in an 'in-house' service and has close oversight from Adult Social Care which would identify and remedy if any issues that arose.	
	It appears that this is only a small group that could be merged with other services.	The intention is to use the Shared Lives service which has capacity to support these individuals.	
	Respite services should not be lost they are important for people's mental health and wellbeing.	The intention is not to lose respite services but to deliver them in a different way.	
	Where there are friendship networks through ARC these should be maintained.	This can be scoped as part of a transition plan.	
Suggestions for other savings options:	Suggestion	Council response	
	Reduce the sessions to 1 per month rather than 2.	If the assessed need identifies more than 1 session per month we have a duty under the Care Act 2014 to provide this.	
	Could students be used to reduce costs?	Students would only be able to support for a short period of time and would not offer consistency.	
	Partner with other organisations such as Alzheimer's Society.	This would still incur costs to the local authority, and any partner would need to be aligned to the needs of people with Learning Disabilities.	
Suggestions for income generation:	Suggestion	Council response	
	Raise council tax	The council is limited in how much income can be raised through Council Tax. An Adult Social Care precept is factored into Council Tax to respond to the pressures.	
	Keep services open but charge more.	There are limitations as to how much we can charge for services based on individuals' financial circumstances.	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report for this proposal. These can be found in the agenda pack or on our [Consultation and Engagement Hub](#).

Overview of Responses and Recommendations

Budget proposals 2026/27: To cease directly providing adult respite in the community services, which will be commissioned from alternative providers	Service Director: Melanie O'Rourke Author: Melanie O'Rourke	20/01/2026 (Corporate Board)
Officer conclusion and recommendation as a result of the responses:	It is noted that the largest proportion of responses were against the proposal and valued the service provision. The service has evolved into a long-term respite service over a period of time rather than a short-term resource and currently supports 9 people. Concerns generally related to disruption to individuals and carers. However, officers are confident that alternative solutions can be found that meets individuals or group's needs.	

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report for this proposal. These can be found in the agenda pack or on our [Consultation and Engagement Hub](#).

West Berkshire Council
Equity Impact Assessment

Contents

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Section 1: Summary details

Directorate and Service Area	Adult Social Care & Public Health
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Adult Respite in the Community (ARC) ARC is a service that provides respite to primarily learning disability (LD) clients in the community.
Is this a new or existing function or policy?	existing
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	The original concept was for it to be used as a short term service but it is being used as a regular service for 11 LD clients that could be supported differently. To end ARC service as this service is no longer an efficient use of resources and the service can be offered through other existing services.
Completed By	Richard Pask
Authorised By	Melanie O'Rourke
Date of Assessment	14.11.25

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The Care Act 2014 governs what services the Council should provide as part of an individual's care package, what services the Council does not need to provide and how the Council can charge for these services. https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance</p> <p>The Adult Respite in the Community Service (ARC) is a service that provides respite to primarily learning disability (LD) clients in the community.</p> <p>The original concept was for it to be used as a short term service but it is being used as a regular service for 11 LD clients that could be supported differently.</p> <p>To end ARC service as this service is no longer an efficient use of resources and the service can be offered through other existing services.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>The Adult Respite in the Community Service (ARC) is a service that provides respite to primarily learning disability (LD) clients in the community.</p> <p>The original concept was for it to be used as a short term service but it is being used as a regular service for 11 LD clients that could be supported differently.</p> <p>To end ARC service as this service is no longer an efficient use of resources and the service can be offered through other existing services.</p>
<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research findings, feedback from service</p>	<p>There are currently 11 clients using this service and the service can be provided via other alternative services that are available. Services can be provided by shared lives, within their current budget, or through leisure services or the voluntary sector which again would be nil cost.</p>

<p>users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>The alternative is to do nothing, but this is a n expensive service for a very small number of clients that could be delivered through other services.</p>

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (* Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Most of the clients using this service are between 18 to 65. Ending this service will mean a change in their service.	Ensure alternative provision is available	Jo England/Melanie O'Rourke	April 2026
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All the clients that use this service have a learning disability. Ending this service will mean a change in their service.	Ensure alternative provision is available	Jo England/Melanie O'Rourke	April 2026
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Areas of deprivation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Displaced communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Care experienced people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All the clients that use this service are Adult Social Care clients. Ending this service will mean a change in their service.	Ensure alternative provision is available	Jo England/Melanie O'Rourke	April 2026
The Armed Forces Community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	1 December 2026
Person Responsible for Review	Richard Pask/Jo England
Authorised By	Melanie O' Rourke

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

Consultation Summary Report

Why we consulted?

Councils across the country continue to face unprecedented financial pressures, and West Berkshire Council (“the Council”) is no exception. The Council is responding to increasing demands in adults’ and children’s social care services supporting our most vulnerable residents, and in other areas such as homelessness and home to school transport. The increases in demand, combined with higher inflation and increasing costs, are financially impacting the Council and its suppliers.

In 2026/27, we need to find £6.4 million in savings or income generation. This figure assumes that Council Tax increases by the maximum 4.99%.

To fill the remaining gap, we have a range of options available, including changing how we provide services and making internal savings, for example: re-tendering contracts for better value for money, streamlining processes, and introducing new charges or increasing existing charges for some services.

In February 2026, we will set our budget for the financial year ahead (2026/27). To help shape that process, we asked local residents, communities and other parties for their views on how we could fund and prioritise the services we provide. We are also sought their views on two specific proposals.

For more information, please visit <https://www.westberks.gov.uk/balancing-our-budget>

Approach

We published the ‘Balancing our Budget’ consultation on our website on Monday, 1 December 2025 with feedback requested by midday on Monday, 12 January 2026.

Respondents were directed to a central index pageⁱ, which outlined the overall background to the exercise, and provided links to our ‘Balancing our Budget 2026/27’ survey, as well as the individual proposals on our Consultation and Engagement Hubⁱⁱ.

Each individual proposal page included further details on the specifics of what the proposal contained and what we thought the impact might be, along with any other elements we’d considered. Feedback was then invited through an online survey, and hard copies of the proposal documents and surveys were made available on request.

As well as publishing the consultations on our website, we also emailed members of the West Berkshire Community Panel (around 2,500 people), we also emailed the consultation documents to all regular users of the artificial pitch facility.

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

Consultation Summary Report

Finally, we issued a press release on Monday, 1 December 2026 and further publicised our consultations through our social media accounts and residents' e-newsletters. We also placed posters in our main offices and made them available to Services to put up as required.

Proposal Background

Henwick Worthy Sports Ground offers a wide range of outdoor sports facilities including a floodlit artificial pitch suitable for football and hockey. The pitch is available for hire every day from 10am to 10pm. Peak hours are defined as weekday evenings from 6pm to 10pm, and all day on Saturday. Bookings can be made for half or full pitch use.

The site is owned and managed by West Berkshire Council, but is maintained by Krinkels UK Ltd, the Council's grounds maintenance contractor. There is no formal volunteer programme associated with the pitch operations, although our regular community sports clubs often contribute to the sporting offer at the site through coaching and match-day support to help manage teams and supporters.

From 1 October 2024 to date, the artificial pitch at Henwick Worthy Sports Ground has been booked 1,429 times, generating £86,663 in income. This reflects strong and consistent community demand, with usage spanning local football clubs, schools, and recreational groups. The facility plays a key role in supporting grassroots sport and active lifestyles across the district.

In the 2024/25 financial year, our expenditure on this facility was £262,479, our total income was £176,886, made up from booking income, grants and contributions from Thatcham Town Council, and rental payments from local sports clubs. Our total net expenditure (the total spend minus any income) was £85,594.

We carried out benchmarking of artificial pitch hire charges across a range of providers in the public, private, and charitable sectors, to inform our proposal. While charges vary significantly, the analysis indicates that:

- demand for artificial pitches remains high, particularly during weekday evenings (peak times)
- the competitive landscape and usage levels suggest there is scope to increase our hire fees above the rate of inflation without adversely affecting demand

It is important to note that true comparisons are difficult due to:

- variations in pricing structures, including pitch size (full, half, 5-a-side etc.), sport type, and booking duration
- discounting and incentivisation schemes, such as community rates, block booking discounts, and school partnerships
- seasonal pricing, with different rates applied in summer and winter months

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

Consultation Summary Report

- Despite these differences, the benchmarking shows that full pitch peak-time hire charges (60 mins) range from £60 to £159 per hour, with most being between £105 and £125 per hour.

Legislative and Statutory Requirements

There are no legal or statutory requirements.

Proposal Details

To increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground by 35%:

Artificial Full Pitch (11 a side) Peak-time Charges

Period	Current cost	Proposed cost
30 mins	£46.00	£62.00
60 mins	£92.00	£124.00
90 mins	£140.00	£189.00

Artificial Half Pitch (5 a side) Peak-time Charges

Period	Current cost	Proposed cost
30 mins	£26.00	£35.00
60 mins	£51.00	£68.85
90 mins	£78.00	£105.30

We also propose to extend the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground to include all day Sunday.

Off-peak charges are unaffected by this proposal but will, as in previous years, be uplifted by inflation rounded up or down to the nearest £1. It is hoped that this will encourage more daytime and other off-peak usage of the facility by community groups, schools, and casual users. We will do additional promotion of the facility to these groups.

No reduction in service hours or removal of facilities is proposed. The artificial pitch will remain fully operational.

It is anticipated that this proposal would generate an additional income of approximately £32,600 annually.

While future usage levels may fluctuate, the revised fee structure provides a robust financial buffer and a clear path towards meeting strategic income goals.

Whilst the proposed uplift is financially significant it would support the continued investment in pitch maintenance and upgrades, and the long-term sustainability of the service.

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

Consultation Summary Report

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

Consultation Summary Report

Consultation Response

Number of Responses

In total 103 responses were received.

Summary of Main Points

The consultation on the proposed 35% increase in artificial pitch fees and reclassification of Sundays as peak time revealed strong opposition from stakeholders. Respondents highlighted significant risks, including reduced accessibility for children and low-income families, financial strain on clubs, and negative impacts on health, wellbeing, and community cohesion.

Newbury and Thatcham Hockey Club raised very strong opposition. As they are a primary user, it is worth specifically documenting their concerns. They have stated that the proposed changes will increase their costs by around £20,000 next season, with nearly 40% of this due to Sundays being reclassified as Peak times. This would force the club to either cut services, raise fees significantly, or consider relocating. As Sundays are mainly for junior and disability sessions, the change risks pricing out families and discouraging young players, undermining participation and inclusivity.

Concerns were raised about transparency and fairness, particularly as grass pitch fees remain unchanged.

Respondents suggested easing the impact of the proposed fee increase by applying smaller, inflation-level rises or introducing the increase gradually over time. They recommended offering targeted subsidies for juniors and disability sessions, along with block booking discounts and loyalty schemes to keep participation affordable. Other ideas included generating income through advertising, charging higher rates for non-local users, and encouraging community fundraising initiatives to reduce reliance on fee increases. Improving facilities was also highlighted, such as building additional pitches, allowing smaller pitch bookings, and making better use of underutilised courts. Finally, respondents stressed that any changes should align with health, inclusion, and Sport England objectives to support the Council's Leisure Strategy and maintain equitable access to sport.

Summary of Responses by Question

1. Which of the following best describes you?

(N.B % will not total 100% as respondents were able to select more than one)

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

Consultation Summary Report

	Number	%
A resident of West Berkshire	94	91.26%
A user of the artificial pitch	71	68.93%
A West Berkshire business owner	6	5.83%
Employed by a business located in West Berkshire	3	2.91%
Employed by West Berkshire Council	1	0.97%
A Parish/Town Councillor	1	0.97%
A District Councillor	0	0.00%
A West Berkshire Council partner organisation	0	0.00%
A West Berkshire Council service provider	0	0.00%
Other - please specify	4	3.88%

2. Have you ever hired the artificial pitch at Henwick Worthy Sports Ground?

	Yes		No	
	Number	%	Number	%
During peak time, i.e. weekday evenings (6pm to 10pm) and all-day Saturday	41	40.59%	60	59.41%
During off-peak time	43	42.57%	58	57.43%

3. How often do you hire the artificial pitch at Henwick Worthy Sports Ground?

Respondents skipped this question if they had never hired the artificial pitch at Henwick Worthy Sports Ground.

During peak time, i.e. weekday evenings (6pm to 10pm) and all-day Saturday

	Number	%
Very frequently	22	56.41%
Frequently	7	17.95%
Occasionally	5	12.82%
Rarely	1	2.56%
Very rarely	4	10.26%
Total	39	100.00%

During off-peak time

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

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	Number	%
Very frequently	17	40.48%
Frequently	7	16.67%
Occasionally	12	28.57%
Rarely	3	7.14%
Very rarely	3	7.14%
Total	42	100.00%

4. To what extent do you agree or disagree with the following proposals?

To increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground by 35%. For example, the 60mins/full pitch charge would increase from £92 to £124

	Number	%
Strongly agree	6	6.25%
Agree	13	13.54%
Neither agree nor disagree	3	3.13%
Disagree	8	8.33%
Strongly Disagree	66	68.75%
Total	96	100.00%

To extend the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground to include all day Sunday

	Number	%
Strongly agree	8	8.33%
Agree	7	7.29%
Neither agree nor disagree	5	5.21%
Disagree	7	7.29%
Strongly Disagree	69	71.88%
Total	96	100.00%

Summary of 'Please explain the reasons for your response(s):

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Local parents and sports enthusiasts emphasised the vital role of clubs like Newbury and Thatcham Hockey Club in promoting health, social skills, and resilience for children and adults. Team sports are seen as essential for countering the negative effects of excessive screen time and supporting mental well-being.

The proposed significant rise in artificial pitch hire fees at Henwick, for some sessions and the further financial impact of reclassifying Sundays as peak time, would significantly impact grassroots hockey and football. Clubs fear they will have to raise membership costs, making participation unaffordable for many families and threatening the survival of community sports programs and events.

Higher costs contradict public health goals, risk widening inequalities, and could lead to reduced physical activity, harming mental health and increasing NHS burdens.

Respondents suggest maintaining off-peak rates for junior sessions, improving facility management, and exploring fairer funding options instead of imposing steep hikes.

5. Is there anything you think we should be aware of in terms of how these proposals might impact people? For example, do you think they will affect some individuals more than others?

	Number	%
Yes	74	77.08%
No	22	22.92%
Total	96	100.00%

6. What do you think we should be aware of in terms of how these proposals might impact people?

The responses emphasised the immense value of local sports clubs, particularly Newbury and Thatcham Hockey Club, in fostering community connections, physical health, and mental well-being.

The proposed increase in artificial pitch hire fees, including reclassifying Sundays as peak time, is strongly opposed. Respondents argue that this change would significantly raise costs for clubs, forcing them to increase membership fees and match charges. For families, especially those with multiple players or lower incomes, this could make participation unaffordable, leading to reduced membership and even club closures. The impact would be particularly severe on junior hockey sessions, grassroots football, and inclusive programs for children with disabilities.

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Concerns extend beyond affordability to broader social and health implications. Higher costs risk excluding disadvantaged groups, worsening inequalities, and undermining efforts to combat childhood obesity and mental health challenges. Many respondents highlight that sport is a lifeline for neurodiverse individuals and those struggling with well-being. Limiting access could increase anti-social behaviour and place additional strain on public health services, contradicting national and local strategies aimed at promoting active lifestyles.

The response also criticises the lack of consideration for the Hockey Club as the primary user of the facility and questions the fairness of targeting artificial pitches while grass pitches remain unaffected.

Overall, contributors stress that the proposed changes could turn community sport into an elitist activity, erode volunteer-driven programs, and damage the social fabric that these clubs have worked hard to build.

7. Do you think our proposed changes might have a negative effect on you or other people?

	Number	%
Yes	83	86.46%
No	13	13.54%
Total	96	100.00%

8. What suggestions, if any, do you have for how we could minimise the negative effect should we proceed?

Many respondents suggest not increasing charges at all, arguing that recreational facilities should remain affordable and accessible to promote health and well-being. If an increase is unavoidable, they recommend keeping it in line with inflation or introducing a smaller, gradual rise rather than a steep hike. Several propose not making Sundays peak time, or at least protecting Sunday mornings for junior sessions, and ensuring any changes do not penalise children's or disability sports.

Other ideas include discounts or subsidies for block bookings, repeat users, and long-term contracts, as well as loyalty schemes for regular clubs. Flexible pricing models, such as lower rates for junior and inclusive sessions, were suggested to maintain accessibility. Respondents also recommend spreading increases across all users rather than targeting specific times and providing clear justification for any rise.

Additional proposals include using underutilised facilities like tennis/netball courts, building a second pitch with external funding, and generating revenue through advertising or sponsorship instead of raising hire fees.

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9. Do you have any suggestions on how we might save money or increase income at Henwick Worthy Sports Ground?

	Number	%
Yes	66	68.75%
No	30	31.25%
Total	96	100.00%

10. What suggestions do you have for how we might save money or increase income at Henwick Worthy Sports Ground?

Several suggestions focused on generating income through new services and better use of existing facilities. Introducing paid parking, opening a café on weekends, and allowing catering vans or food stalls during events were seen as easy wins. Sponsorship and advertising opportunities, partnerships with local businesses, and hosting community events such as charity matches, school competitions, and parkruns were also highlighted as ways to bring in revenue.

Increasing hire fees moderately, charging groups that currently use pitches for free, and offering referral incentives or discounts for block bookings could encourage more consistent usage.

Improving management and reducing waste were key cost-saving ideas. Better control of pitch access to prevent unpaid use, avoiding unnecessary floodlight operation, and considering in-house management instead of outsourcing were suggested.

Energy efficiency measures such as switching to LED lighting, installing solar panels, and adding EV chargers could reduce long-term costs while creating new income streams. Investing in drainage and reviewing ground staff practices would help avoid unnecessary cancellations and lost revenue.

Facility improvements were seen as essential to boost income. Repurposing underused tennis and netball courts for football, hockey, or padel was a recurring theme, alongside floodlighting smaller pitches for year-round use. Building a second hockey pitch and adding more 3G football surfaces were considered high priorities to meet demand and attract more bookings.

Flexible pricing strategies, such as lower rates for juniors and underrepresented groups, were suggested to increase participation. Overall, respondents emphasised balancing community access with smart investments to maximise usage and revenue.

11. Do you have any further comments?

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Concerns were raised that higher fees would force clubs to raise their own charges, leading to reduced membership, fewer services, and even club closures, ultimately resulting in less revenue for the council. Several comments highlighted the importance of maintaining affordable access, particularly for juniors and underrepresented groups, and warned that pricing people out of facilities would harm physical and mental health at a time when healthcare systems are already under strain.

A common response called for the Council to consider the long-term benefits of sport and exercise, rather than short-term financial gains, and to conduct a full cost-benefit analysis to understand the wider social and health impacts.

Respondents also criticised the scale of the proposed increase, describing it as excessive, unfair, and poorly planned. Many argued that benchmarking against other local authorities and exploring alternative revenue streams would be more appropriate than imposing steep charges. Suggestions included charging businesses and trainers who currently use facilities for free, introducing dog licenses, and improving utilisation of existing pitches through better planning and floodlighting.

Several comments stressed that sport should be encouraged, not penalised, and warned that the Council risks losing demand and damaging community engagement if prices rise too sharply. Overall, the feedback urged the Council to prioritise inclusivity, transparency, and long-term community wellbeing over short-term profit.

12. What is your gender? (Optional)

	Number	%
Male	50	53.76%
Female	36	38.71%
Other	0	0.00%
Prefer not to say	7	7.53%
Total	93	100.00%

13. How old are you? (Optional)

	Number	%
Under 18	0	0.00%
18-24	2	2.15%
25-34	9	9.68%
35-44	23	24.73%

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	Number	%
45-54	28	30.11%
55-64	10	10.75%
65-74	7	7.53%
75 and over	3	3.23%
Prefer not to say	11	11.83%
Total	93	100.00%

14. Please tell us your postcode, excluding the last two letters, e.g. RG14 5

After reviewing the list of postcodes, the majority fall within the RG14 and RG18 postal regions. RG14 appears most frequently, followed closely by RG18. There are also several entries for RG19 and RG20, but these occur less often than RG14 and RG18. A few outliers include RG7, RG8, RG26, and RG31, which are mentioned only once or twice.

In summary, most people in this list are concentrated in the RG14 (Newbury area) and RG18 (Thatcham area) regions, with smaller clusters in RG19 and RG20.

15. I consent to the council collecting and processing special category data according to the purposes outlined in its privacy notice.

	Number	%
Yes	76	79.17%
No	20	20.83%
Total	96	100.00%

16. What is your ethnic group? (Optional)

	Number	%
White English, Welsh, Scottish, Northern Irish or British	3	3.95%
White Irish	67	88.16%
White other	1	1.32%
Gypsy, Irish Traveller or Roma	3	3.95%
Mixed or Multiple ethnic groups	0	0.00%
Asian or Asian British	0	0.00%
Black, Black British, Caribbean or African	2	2.63%
Other ethnic group	0	0.00%

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	Number	%
Prefer not to say	0	0.00%
Total	76	100.00%

17. Do you have a disability, long-term illness, or health condition? (Optional)

	Number	%
Yes	18	23.68%
No	56	73.68%
Prefer not to say	2	2.63%
Total	76	100.00%

Officer Conclusions and Recommendations: Officer conclusions and recommendations can be found in the associated Overview of Responses and Recommendations (ORR) document.

Paul Hendry
Countryside Manager
Environment
21/01/2026

Please note: *In order to allow everyone who wished the opportunity to contribute, feedback was not sampled. Therefore this wasn't a quantitative, statistically valid exercise. It was neither the premise, purpose, nor within the capability of the exercise, to determine the overall community's level of support, or views on the proposals, with any degree of confidence.*

The feedback captured therefore should be seen in the context of 'those who responded', rather than reflective of the wider community.

ⁱ <https://www.westberks.gov.uk/balancing-our-budget>

ⁱⁱ <https://www.westberks.gov.uk/consultations>

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground			Service Director: Jon Winstanley		
			Author: Paul Hendry		
Proposals:	To increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground by 35%.				
	To extend the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground to include all day Sunday.				
Total budget 2025/26:		Initial proposed saving / Anticipated additional income 2026/27:	Approx. £25,000	Recommended saving / Anticipated additional income 2026/27:	£8,000
No. of responses:	In total, 103 responses were received. The breakdown of responses is as follows:				
			Number	%	
	A resident of West Berkshire		94	91.26%	
	A user of the artificial pitch		71	68.93%	
	A West Berkshire business owner		6	5.83%	
	Employed by a business located in West Berkshire		3	2.91%	
	Employed by West Berkshire Council		1	0.97%	
	A Parish/Town Councillor		1	0.97%	
	A District Councillor		0	0.00%	
	A West Berkshire Council partner organisation		0	0.00%	
	A West Berkshire Council service provider		0	0.00%	
	Other - please specify below:		4	3.88%	

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground	Service Director: Jon Winstanley Author: Paul Hendry	
	<i>(N.B % will not total 100% as respondents were able to select more than one option)</i>	
Key issues raised:	<p>The consultation on the proposed 35% increase in artificial pitch fees and reclassification of Sundays as peak time revealed strong opposition from stakeholders. Newbury and Thatcham Hockey Club raised very strong opposition. They have stated that the proposed changes will increase their costs by around £20,000 next season, with nearly 40% of this due to Sundays being reclassified as peak charging days.</p> <p>The proposed fee increase is expected to reduce accessibility due to affordability, particularly for children, juniors, and low-income families many of whom use the facility on Sundays. Sundays appear critical for youth hockey, and the changes could significantly affect participation. Financial pressure on clubs is another major concern, as higher membership fees may price out families and potentially lead to club and age group closures. Health and wellbeing could also suffer, as increased costs discourage participation, negatively impacting physical fitness and mental health. Community and social interaction, which clubs provide, may decline, threatening their sustainability. Furthermore, the proposal undermines equality and inclusion, conflicting with Sport England objectives and inclusive sport policies. Educational institutions i.e. local schools and colleges may reduce sports provision due to higher costs, and in the long term, reduced grassroots participation could harm talent development and damage the council's reputation.</p>	
Equality issues:	<p>The proposal is likely to have an impact on several protected and vulnerable groups. Children and juniors, who rely heavily on affordable access for training and matches, would be most affected, particularly on Sundays when youth sessions are scheduled. Lower-income families face increased financial barriers due to higher fees, which could make participation unaffordable, while disabled and inclusive groups, such as those involved in disability hockey, risk losing vital opportunities if sessions become financially unviable. These changes undermine efforts to promote equality and inclusion in sport, contradicting national objectives set by Sport England and England Hockey. These are addressed in the EIA for the proposal.</p> <p>Beyond affordability, the proposal threatens community cohesion and social inclusion. Volunteer-led initiatives aimed at engaging children from state schools could be impacted, reinforcing perceptions of hockey as elitist and inaccessible. Schools may also reduce sports provision due to rising costs, limiting opportunities for competitive and team sports. Overall, the changes risk widening inequalities in health, wellbeing, and educational outcomes, while damaging grassroots development and Newbury's reputation for inclusive community sport.</p>	

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Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry	
Suggestions for minimising any negative effects of the proposed change:	Suggestion	Council response	
	Many respondents asked for no rise, a freeze, or only inflation-linked (c. 10%) / much smaller stepped increases spread over time.	The council has only ever increased fees at this site by approximately the rate of inflation. Artificial pitches require lighting and maintenance, and energy costs have risen significantly in recent years. Utilities costs have risen significantly above inflation for several years up to 2024/25.	
	Do not make Sunday peak (especially Sunday mornings used for junior development; some suggest off-peak after 6pm).	It is noted the particular impact of Sundays being considered as peak. This is one of our busiest days and Sundays are generally considered as peak periods in the private and public leisure sector. Many councils classify weekends (including Sundays) as peak, especially for artificial pitches and sports halls, though some councils keep Sunday mornings off-peak for junior training.	
	Uniform/consistent approach: avoid penalising one day/group; if increases are unavoidable, apply across all users, not just Sundays.	See above. The impact of Sundays as peak time is noted.	
	Protected groups and youth sport: keep junior and disability sessions lower/subsidised; discounts for charities; avoid penalising children's sport.	There may be an option to look at a discounted or loyalty pricing structure for protected groups or youth sports, if the proposed price increases are implemented.	
	Protect key development times (e.g., Sunday mornings) and maintain access for junior and disability sessions.	Many councils classify weekends (including Sundays) as peak, especially for artificial pitches and sports halls, though some councils keep Sunday mornings off-peak for junior training. There may be an option to apply discounted rates for certain groups.	

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry
	Review “peak/off-peak” definitions using utilisation data; several note Sunday evenings are quiet.	We may review utilisation in the evenings to see if there is an option to retain off peak at this time.
	Increase booking flexibility: allow one-third pitch bookings and smarter shared-half use so smaller teams aren’t forced into larger, costlier slots.	This is something we can consider in conjunction with the clubs and regular users.
	Consider a second pitch at Henwick (pursue grants/external funding).	This is potentially a matter for the Henwick Masterplan which is considering the overall future use of the site. Also has relevance to the Playing Pitch Strategy.
	Re-mark tennis/netball courts and add simple adaptations so they can host junior hockey; make better use of under-booked assets.	This facility has capability for hockey use as it is a ‘Gen 2’ surface suitable for mixed use. We do however need to consider the demand for tennis. This was a former tennis facility but we have lost the demand for tennis over the years. We need to provide opportunity to grow this demand once again.
	Improve wider facilities and train an on-site team to look after the venue.	Future management models for this site have been discussed but not progressed at this stage. Savings from a new management model are not guaranteed at least not in the short term.
	Provide a clear rationale for any changes, including a full cost-benefit analysis (health, social value) and an overall financial review (not just short-term revenue).	We appreciate the suggestion to provide a clear rationale for the proposed changes. While we absolutely recognise the importance of balancing financial sustainability with health and social value, it is very challenging for a local authority to quantify the wider social and welfare benefits of sports facilities in a way that is universally accepted. These benefits, such as improved mental health, community cohesion, and long-term health savings, are real but difficult to measure precisely.

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Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry
		At the same time, without a viable and financially sustainable facility, there is no sports provision at all. Maintaining the facility to a safe and high standard requires significant ongoing investment, and this means we must ensure income covers costs over the long term. Our goal is to strike a balance, keeping facilities accessible while ensuring they remain operational and fit for purpose for years to come.
	Address concerns about consultation credibility by publishing utilisation and pricing evidence, and responding transparently to feedback	Our responses here are comprehensive and transparent. Benchmarking can only provide a partial picture, as comparator facilities vary significantly in their characteristics and cost structures.
	Better promotion of available slots; advertising/sponsorship opportunities; fundraising; consider higher charges for non-residents; and manage any demand dip proactively.	We agree that loyalty discounts, resident or regular-user incentives, and better promotion of available slots are all valuable ideas that can help improve accessibility and engagement. Advertising, sponsorship, and community fundraising are also important opportunities we will continue to explore.
Suggestions for other savings options:	Suggestion	Council response
	As a resident within very close proximity to Henwick is has also been noticed recently that the floodlights on the pitch have been coming on during the weekday and staying on until the site closes at 22:00, in which for the majority of the time the surface is not being used.	Usage is actively monitored, and demand is consistently high, with all available hours fully booked. While lighting is required throughout occupancy for safety, we have invested in improved technology to keep energy costs as low as possible. We will monitor lighting use however so thank you for this suggestion. We are considering the conversion of lighting to LED.

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley	
		Author: Paul Hendry	
	A point should also be made to the constant condition of the artificial pitch enclosure (not the surface itself), which is frequently covered in litter, and damaged/broken equipment, and left unlocked the majority of the time, which results in groups utilising the pitch in an ad-hoc basis, while not paying for it.	We acknowledge that unofficial use of the facility is a periodic issue, ranging from boot camps to individual training sessions. Unfortunately, this is very difficult to police under current staffing constraints. We are looking at current locking and unlocking arrangements and are exploring/trialling digital locks at the site.	
	Maybe consider installation of solar panels and heat systems to lower long term costs of power to the changing rooms etc.	This is a good point which we will raise with colleagues and in the Environment team, they are involved in sustainable energy options elsewhere.	
	To save money across the district you should put an immediate freeze on nonessential spending and cancel the Lib Dem vanity projects.	The Council has already introduced a range of stringent measures to help manage the challenging financial situation. This includes a freeze on non-essential spending. New projects are also scrutinised by various boards to ensure they can deliver suitable benefits for the community or value-for-money before the Council allocates funding and resources to them.	
	Explore solar for floodlighting and broader partnerships (e.g., Newbury College Football Academy); improve marketing to fill slack times (walking football, etc.)	This is a good point which we will raise with colleagues and in the Environment team, there are involved in sustainable energy options elsewhere. We have worked closely with the Football Academy but there isn't enough capacity on the artificial pitch and their use of grass pitches had to be closely managed to prevent surface damage. The Masterplan exercise underway may present opportunities for a future partnership.	
	Community work parties	We have used the Probation Service in the past but there is very little financial advantage as they are very much restricted in what work they carry out.	

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry
	Fire the useless councillors making ridiculous decisions in our community	West Berkshire councillors are typically conscientious and diligent people who are passionate about serving their community. If residents have specific concerns about their ward councillor they can discuss this with them or use their vote at the next local elections.
	Instead of wasting money on Newbury Town FC for a new 3G pitch then direct them to use the Henwick Worthy pitches for their matches.	The Playing Pitch Strategy clearly identifies a strong need for more sports facilities in West Berkshire. Our focus is not on prioritising one over the other, but on creating solutions that allow both to be provided efficiently and sustainably.
	Reduce the number of staff at Market Street, Newbury, RG14 5LD	The Council has been implementing a number of solutions to reduce its costs and manage the difficult financial situation. For example, many teams have held vacancies or deleted posts from their structure. The use of agency staff has also been significantly reduced in recent years.
	Review management model (in-house vs. contracted) and align pricing across all sports surfaces for consistency.	This is an interesting point we have considered previously. Managing sports pitches in-house offers very limited financial advantage compared to contracted services because of the significant overheads involved, including staffing, maintenance, compliance, and operational costs. These overheads often outweigh any perceived savings, making external management a more cost-effective and sustainable option for delivering high-quality facilities. Future management models may ultimately have to be considered however.
	Sell the operation entirely/returning the facility back to open space.	The Playing Pitch Strategy identifies a need for more, not less, formal sports provision across the district to meet current and future demand. Returning this facility to open space would reduce opportunities for structured sport and contradict the strategic objectives aimed at increasing participation and improving health outcomes. Our focus must remain on retaining and optimising formal sports facilities rather than reducing them.

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry
Suggestions for income generation:	Suggestion	Council response
	Retain key junior windows on Sundays; pilot off-peak after 6pm and publish utilisation data.	Will consider all options for mitigating the impact of peak usage.
	Introduce quarter-pitch bookings, loyalty/block-booking discounts, and a regular vs. ad-hoc tariff.	We agree that loyalty discounts, resident or regular-user incentives, and better promotion of available slots are all valuable ideas that can help improve accessibility and engagement.
	Spread any increase across all users rather than penalising particular days/sports; ensure proportional/fair distribution	I understand this refers to the fact that grass pitches are not being considered for a fee increase. This is because, particularly at locations other than Henwick, the quality of our grass pitches does not justify an increase without significant capital improvements, improvements that may not achieve the desired results given the nature of the land
	Introduce loyalty/season tickets, block-booking discounts, and differentiated rates for regular vs. ad-hoc users; lower tariffs for children and under-represented groups.	We agree that loyalty discounts, resident or regular-user incentives and discounting for youth and family use are worthwhile and important considerations.
	Consider non-resident pricing and ensure grass-pitch charges and floodlight use are priced consistently across clubs.	We agree that loyalty discounts, resident or regular-user incentives and discounting for youth and family use are worthwhile and important considerations.
	Some argue the facility should be free/nominal cost as a public health asset; others propose selling the operation entirely.	Maintaining fees at current levels or nominal levels as in this suggestion, is not practical or sustainable for the council at present because the cost of operating and maintaining these facilities continues to rise. Inflation, staffing, utilities, and essential maintenance all require significant funding, and current income levels

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry
		do not cover these costs. Without appropriate fee adjustments, the council would need to divert funds from other critical services or reduce the quality and availability of the facilities. Additionally, keeping fees artificially low undermines the ability to invest in improvements, making the facilities less attractive and potentially reducing usage over time. A balanced approach is necessary to ensure financial sustainability while still supporting public health objectives
	Review demand (e.g., Sunday evenings often quiet)	We're keen to encourage use of the facility during quieter periods and will explore targeted marketing strategies to achieve this
	Allow smaller booking units (e.g., quarters), enable shared halves, and add lights to make sub-pitch bookings viable.	We will open a discussion with the main user and other clubs to consider whether there is a value in this.
	The new tennis/netball courts are frequently described as under-used; open them to other sports (junior hockey, football 5-a-side) or convert (e.g., padel).	We intend to persevere with marketing this facility primarily for tennis use, as it was developed to replace the former tennis courts and meets that specific need. However, we recognise the importance of maximising usage, so we will look to accommodate other sports during available time slots where practicable.
	Improve/floodlight the smaller artificial area and open it more widely; invite netball leagues and other clubs	This is a consideration within the emerging Henwick Masterplan document; we are also mindful of impacts of light on neighbours.
	Strong demand to build a second full-size, floodlit hockey pitch; would double capacity and keep more hockey activity at Henwick	This is a consideration within the emerging Henwick Masterplan document
	Add outdoor/indoor cricket nets, enhance drainage, and invest in	An interesting suggestion which we can explore with users.

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry
	netball courts to broaden year-round use	
	Advertise the hire space better; attract schools, academies, and clubs (e.g., Reading/Chelsea youth camps).	Agreed we will look at marketing opportunities.
	Run community events (charity matches, fetes, “party in the park”), enable food/drink vendors, and pursue sponsorship (e.g., local businesses)	We will certainly consider sponsorship and marketing opportunities, and other income streams as part of this exercise.
	Consider parking fees (e.g., £0.50–£1) and charge personal trainers/groups currently using space for free.	This is an option but without on street residential parking restrictions then we are concerned about displacement. This is worthy of further investigation however.
	Introduce loyalty/season tickets, block-booking discounts, and differentiated rates for regular vs. ad-hoc users; lower tariffs for children and under-represented groups.	We agree that loyalty discounts, resident or regular-user incentives and discounting for youth and family use are worthwhile and important considerations.
	Consider non-resident pricing and ensure grass-pitch charges and floodlight use are priced consistently across clubs.	We agree that loyalty discounts, resident or regular-user incentives and discounting for youth and family use are worthwhile and important considerations.
	Kick-off a marketing drive for the tennis/netball courts and smaller	We’re keen to encourage use of the facility during quieter periods and will explore targeted marketing strategies to achieve this

NB: This Overview of Responses and Recommendations paper should be read in conjunction with the Consultation Summary Report for this proposal. These can be found in the agenda pack or on our [Consultation and Engagement Hub](#).

Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground		Service Director: Jon Winstanley Author: Paul Hendry	
	pitch; invite netball leagues and schools.		
	Floodlight the smaller area; add refreshments and EV chargers; upgrade drainage and amenities.	This is a consideration within the emerging Henwick Masterplan document; we are also mindful of impacts of light on neighbours. We have installed/about to instal an EV charger in the car park and will certainly explore solar opportunities. We are currently looking at advertising opportunities and may well bring clubs into discussions regarding sponsorship.	
	Develop events and sponsorship packages; explore solar to reduce running costs.	See above	
	Provide a café and food vans to generate income.	While the idea of providing a café or food vans to generate income is understandable, there are several practical challenges. These include the need for appropriate infrastructure such as power and water supply, compliance with food hygiene and safety regulations, and the cost of managing or contracting the service. Additionally, demand can be highly seasonal and unpredictable, making it difficult to ensure consistent revenue. Introducing food vending could also require additional staffing and oversight, which adds to operational complexity. For these reasons, this option is not currently considered a sustainable solution.	
	Review demand (e.g., Sunday evenings often quiet)	We will continue to review the demand for the site at different times and explore if this can be reflected in future pricing models.	
Officer conclusion and recommendation as a result of the responses:	<p><u>Conclusion</u></p> <p>The consultation has highlighted significant concerns regarding the proposed 35% increase in artificial pitch fees and the reclassification of Sundays as peak time. Respondents emphasised the potential negative impacts on accessibility for children, juniors, and low-income families, as well as the broader implications for health, wellbeing, and community cohesion. Clubs fear financial strain that could lead to reduced participation or even reduced sessions and provision for some groups, undermining equality, inclusion, and long-term coaching development.</p>		

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground

Service Director: Jon Winstanley
Author: Paul Hendry

While these concerns are valid and must be acknowledged, the Council also has a responsibility to ensure that facilities remain financially sustainable and aligned with strategic objectives. A balanced approach is therefore essential, one that considers phased or inflation-linked increases, targeted discounts for juniors and inclusive sessions, and exploration of alternative revenue streams. This will help maintain affordability and community engagement while supporting the ongoing viability of the facility.

Recommendations

Main Recommendation for Implementation

1. Phased Implementation

Having fully reviewed the views of respondents, it is recommended that the planned fee increases are introduced gradually over three years (10.5% approx. per annum), allowing customers and other stakeholders time to adapt to above-inflation rises. This approach will mitigate immediate financial impacts and maintain participation levels. The proposed fees for the next three years are shown in the table below:

Artificial Full Pitch (11 a side) Peak-time Charges

Period	Current cost	Proposed cost consulted on	New Proposed Cost 2026/27	New Proposed Cost 2027/28	New Proposed Cost 2028/29
30 mins	£46.00	£62.00	£51.00	£56.00	£62.00
60 mins	£92.00	£124.00	£102.00	£112.00	£124.00
90 mins	£140.00	£189.00	£155.00	£171.00	£189.00

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground	Service Director: Jon Winstanley Author: Paul Hendry	
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<u>Artificial Half Pitch (5 a side) Peak-time Charges</u>					
Period	Current cost	Proposed cost consulted on			
30 mins	£26.00	£35.00	£29.00	£32.00	£35.00
60 mins	£51.00	£68.85	£56.00	£62.00	£69.00
90 mins	£78.00	£105.30	£86.00	£95.00	£105.00

Secondary Recommendations for Further Exploration

2. Sunday Peak Time Review
Reassess the reclassification of Sundays as peak time, given its impact on youth and disability sessions. Consider maintaining off-peak pricing for these groups or introducing targeted discounts. It is not recommended that Sunday is reclassified as peak time, until further assessments have been carried out.

3. Further Benchmarking & Engagement
Conduct additional benchmarking against comparable facilities and engage further with the Hockey Club and other stakeholders to ensure transparency and fairness in pricing.

4. Discounting & Loyalty Schemes
Explore discounts for juniors, disability sessions, and block bookings, alongside loyalty incentives for local community users to support inclusion and retention.

5. Alternative Revenue Streams

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Overview of Responses and Recommendations

Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground	Service Director: Jon Winstanley Author: Paul Hendry	
	<p>Investigate advertising and sponsorship opportunities and consider granting the Hockey Club greater autonomy in managing the facility to unlock operational efficiencies. The Club may wish greater autonomy over sponsorship opportunities.</p> <p>6. Parking Charges Assess the feasibility of introducing car parking charges, while addressing displacement risks through potential street parking restrictions.</p> <p>7. Income Target Adjustment Revise income targets downward to reflect the phased approach and time required for implementation and engagement.</p> <p>8. Policy Alignment Ensure all changes align with the Council's Leisure Strategy and Sport England objectives, supporting health, wellbeing, and equality.</p>	

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West Berkshire Council
Equity Impact Assessment

Budget proposals 2026/27: Henwick Worthy Sports Ground

January 2026

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Section 1: Summary details

Directorate and Service Area	Environment Department – Countryside Team
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Budget proposals 2026/27: To extend and increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground
Is this a new or existing function or policy?	New
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	<p>The Council consulted on increasing the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground by 35% and secondly to reclassify Sundays as peak time.</p> <p>The consultation received strong opposition from stakeholders. For example, Newbury and Thatcham Hockey Club raised very strong opposition. They have stated that the proposed changes will increase their costs by around £20,000 next season, with nearly 40% of this due to Sundays being reclassified as peak charging days.</p> <p>The proposed fee increase may reduce accessibility due to affordability, particularly for children, juniors, and low-income families many of whom use the facility on Sundays. Sundays appear critical for youth hockey, and the changes could significantly affect participation. Financial pressure on clubs is another major concern, as higher membership fees may price out families and potentially lead to club and age group closures. Health and wellbeing could also suffer, as increased costs discourage participation, negatively impacting physical fitness and mental health. Community and social interaction, which clubs provide, may decline, threatening their sustainability. The proposal may undermine equality and inclusion, and could be seen to be at conflict with Sport England objectives and inclusive sport policies. Educational institutions i.e. local schools and colleges may reduce sports provision due to higher costs, and in the long term, reduced grassroots participation could harm talent development and damage the council’s reputation.</p>

Completed By	Kofi Adu-Gyamfi, Service Lead – Climate Change
Authorised By	Jon Winstanley, Service Director – Environment Department
Date of Assessment	22 January 2026

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>Councils across the country continue to face unprecedented financial pressures, and West Berkshire Council (“the Council”) is no exception. The Council is responding to increasing demands in adults’ and children’s social care services supporting our most vulnerable residents, and in other areas such as homelessness and home to school transport. The increases in demand, combined with higher inflation and increasing costs, are financially impacting the Council and its suppliers.</p> <p>Henwick Worthy Sports Ground offers a wide range of outdoor sports facilities including a floodlit artificial pitch suitable for football and hockey. The pitch is available for hire every day from 10am to 10pm. Peak hours are defined as weekday evenings from 6pm to 10pm, and all day on Saturday. Bookings can be made for half or full pitch use.</p> <p>The site is owned and managed by West Berkshire Council, but is maintained by Krinkels UK Ltd, the Council’s grounds maintenance contractor. There is no formal volunteer programme associated with the pitch operations, although our regular community sports clubs often contribute to the sporting offer at the site through coaching and match-day support to help manage teams and supporters.</p> <p>From 1 October 2024 to date, the artificial pitch at Henwick Worthy Sports Ground has been booked 1,429 times, generating £86,663 in income. This reflects strong and consistent community demand, with usage spanning local football clubs, schools, and recreational groups. The facility plays a key role in supporting grassroots sport and active lifestyles across the district.</p> <p>In the 2024/25 financial year, our expenditure on this facility was £262,479, our total income was £176,886, made up from booking income, grants and contributions from Thatcham Town Council, and rental payments from local sports clubs. Our total net expenditure (the total spend minus any income) was £85,594.</p>
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Proposals

Explain the detail of the proposals, including why this has been decided as the best course of action.

Proposal Details

To increase the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground by 35%:

Artificial Full Pitch (11 a side) Peak-time Charges

Period	Current cost	Proposed cost
30 mins	£46.00	£62.00
60 mins	£92.00	£124.00
90 mins	£140.00	£189.00

Artificial Half Pitch (5 a side) Peak-time Charges

Period	Current cost	Proposed cost
30 mins	£26.00	£35.00
60 mins	£51.00	£68.85
90 mins	£78.00	£105.30

We also propose to extend the peak-time hire charges for the artificial pitch at Henwick Worthy Sports Ground to include all day Sunday.

This was decided on as the best course of action because it can help the Council to meet the increasing operational and maintenance costs associated with this facility. The charges in recent years have not kept up with the significant investments that the Council has been making in the facility.

Evidence / Intelligence

List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you

Benchmarking of artificial pitch hire charges across a range of providers in the public, private, and charitable sectors, was carried out to inform our proposal. While charges vary significantly, the analysis indicates that:

- demand for artificial pitches remains high, particularly during weekday evenings (peak times)
- the competitive landscape and usage levels suggest there is scope to increase our hire fees above the rate of inflation without adversely affecting demand.

<p>make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<p>It is important to note that true comparisons are difficult due to:</p> <ul style="list-style-type: none"> • variations in pricing structures, including pitch size (full, half, 5-a-side etc.), sport type, and booking duration • discounting and incentivisation schemes, such as community rates, block booking discounts, and school partnerships • seasonal pricing, with different rates applied in summer and winter months • Despite these differences, the benchmarking shows that full pitch peak-time hire charges (60 mins) range from £60 to £159 per hour, with most being between £105 and £125 per hour.
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>Alternatives considered include:</p> <ul style="list-style-type: none"> • Do nothing: this involves keeping the fees unchanged at 25/26 rates. This option was not deemed acceptable in the context of the rising operational costs and the Council's financial challenges. • Increase charges by inflation only: this option was not recommended because it will not help the Council to meet the operational costs and to continue investing in the facility for the safe enjoyment by customers. • Staggered increases to get to the charges consulted on over 3 years: this option is potentially deliverable, if decision makers give approval. It does not address the short-term funding gap. However, it provides a pathway to getting to a suitably funded facility in the medium term, whilst managing the concerns of site users about a sudden hike in fees.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed fee increase may reduce accessibility due to affordability, particularly for children, juniors, and low-income families many of whom use the facility on Sundays. Sundays appear critical for youth hockey, and the changes could significantly affect participation.	A staggered increase in fees over three years could help mitigate the impacts. If the proposed fee increase is to be applied in a single jump, then the Council could consider introducing a discount for younger customers. Delaying the reclassification of Sundays as peak time until further assessments are carried out can also help mitigate the short-term impacts.	Paul Hendry, Countryside Manager	Participation level and impact monitoring to be completed in June and December 2026.

Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Some disabled and inclusive groups, such as those involved in disability hockey, may risk losing vital opportunities if sessions become financially unviable.	A staggered increase in fees over three years could help mitigate the impacts. If the proposed fee increase is to be applied in a single jump, then the Council could consider introducing a discount for disability sports customers and groups. Delaying of the reclassification of Sundays as peak time until further assessments are carried out can also help mitigate the short-term impacts.	Paul Hendry, Countryside Manager	Participation level and impact monitoring to be completed in June and December 2026.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
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Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Areas of deprivation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Lower-income families face increased financial barriers due to higher fees, which could make participation unaffordable.	A staggered increase in fees over three years could help mitigate the impacts. If the proposed fee increase is to be applied in a single jump, then the Council could consider introducing a discount for customers from low-income demographics or in receipt of benefits. Delaying the reclassification of Sundays as peak time until further assessments are carried out can also help mitigate the short-term impacts.	Paul Hendry, Countryside Manager	Participation level and impact monitoring to be completed in June and December 2026.
Displaced communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Care experienced people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
The Armed Forces Community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	June 2026
Person Responsible for Review	Paul Hendry, Countryside Manager
Authorised By	Kofi Adu-Gyamfi, Service Lead – Climate Change

Financial Year 2026/27: Adequacy of Reserves and Robustness of Budget Estimates (Section 25 statement)

s151 Officer Statement

The purpose of this Section 25 Report is to set out the assessment made by the Section 151 Officer and conclusion regarding the Council's ability to set a balanced budget for financial year 2026/27. In making decisions regarding the revenue budget and setting the council tax, the Council has various legal and fiduciary duties, as summarised below:

Legal and Fiduciary Duties

The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the calculation of the council tax requirement and setting of the overall budget and council tax. The amount of council tax requirement should be sufficient to meet the council's legal and financial commitments and ensure proper discharge of its statutory duties, resulting in a balanced budget.

Section 25 of the Local Government Act 2003 requires that the Local Authority when making its budget calculations, the Chief Finance Officer (s151 Officer), must report to Council on the robustness of the underpinning estimates made for calculation purposes and the adequacy of financial reserves to support the budget proposed. Council has a statutory duty to have regard to the s151 Officer's report when making decisions on the budget adopted.

Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor expenditure and income against budgeted assumptions throughout the financial year. If monitoring establishes that the budgetary situation has deteriorated the Council must take such action necessary to deal with the situation, for example, reduction in spending, increase income, or where possible utilise reserves.

Section 114 of the Local Government Act 1988 requires that where the s151 believes that the expenditure of the Local Authority is likely to exceed (or is proposed to exceed), the resources (including sums borrowed), available to meet that expenditure, the 151 has a duty to make a report to Council.

In exercising its fiduciary duty, the Council should be satisfied that the proposals put forward:

- Are a prudent use of resources available
- The proposals strike a fair balance between the interests of local tax and rate payers, current and future, alongside the community's interests in adequate and efficient services, whilst complying with statutory duties.

Assessment of whether a legal budget can be set

The financial position of the Council remains challenging. The Council is in receipt of Exceptional Financial Support (EFS), for financial year 2024/25 (£13million) and received a provisional agreement for £3million of EFS for financial year 2025/26, in February 2025.

The provisional £3million of EFS for 2025/26 allowed the Council to set a balanced budget and avoid the issue of a s114 notice.

There are a number of significant factors driving the financial position of the Council, as follows:

- Funding constraint: A reduction in government funding support via the settlement from central government. Detailed in appendix A of the MTFS.
- Funding constraint: A significant reduction to the Council's tax base (council tax). Detailed in appendix B of the MTFS.
- Expenditure pressure: Increasing commissioning costs for both adults and children's social care. Detailed in appendix D of the Revenue Budget Financial Year 2026/27 report.
- Expenditure pressure: Increasing capital financing costs, not necessarily driven by future planned capital programmes, but driven through High Needs Block (HNB) deficit financing and the financing of Minimum Revenue Provision (MRP) associated with EFS.
- Reserves dependant on EFS. The reserves sufficiency statement is included in appendix E of the MTFS.

An amended request for EFS in relation to financial year 2025/26 and a further request to support the revenue budget in 2026/27 was made to central government in December 2025. The revised 2025/26 EFS request has increased from the original £3million to £20 million. As detailed in the reserves sufficiency statement, the Council is operating with low levels of usable revenue reserves, and a General Fund constructed from the original 2024/25 EFS request. The in year (2025/26) financial pressures (reported via quarterly budget monitoring to Executive), will significantly reduce the available General Fund to a level well below the s151 recommended 5% of net revenue budget. The revised 2025/26 request, (if approved), should provide greater resilience to the reserves, allowing for capacity to build volatility / risk reserves in support of the demand led services in 2026/27, whilst maintaining a General Fund minimum provision.

In respect of 2026/27, the net revenue expenditure budget (after increases in fees and charges and application of identified savings) is £210.9 million compared to Core Spending Power of £177.9 million. £3.0 million of reserves (created through application of EFS), is planned to support the net revenue budget with an EFS request of £30million required to enable the setting of a balanced revenue budget. EFS remains an interim financial support arrangement, subject to annual government approval. It is noted over the life of the MTFS, the requirement for EFS to balance the forecast revenue position, creates additional debt (via MRP), which has a General Fund impact on an annual basis and longer term financing implications.

Conclusions on setting a balanced budget

In determining whether it is reasonable to set a balanced budget for financial year 2026/27, the following has been considered:

- The utilisation of historic EFS and subsequent MRP impacts.
- The 2025/26 EFS request providing funds to enable the Council to be considered a going concern as at 31.3.2026, with sufficient opening balances to support the 2026/27 net revenue budget.
- The application for EFS to balance the gap between proposed net revenue expenditure and core spending power.

Assessment on whether the budget is reasonable and prudent

This s25 statement focuses on the statutory and fiduciary considerations a s151 Officer must make in determining if the budget being set is reasonable and prudent. In setting the budget the Council has a duty to:

- Continue to make provision to enable the meeting of statutory duties.

- Ensure governance processes are robust and support decision making.
- The MTFs reflects the significant challenges faced, whilst remaining responsive to wider economic factors, setting savings strategies which are monitored and delivered against.
- Understands the profile of existing and forecast liabilities, allowing for provision of repayment.
- Has appropriate levels of reserves and monitors liquidity.
- Prepares the annual statement of accounts in an accurate and timely manner.

Robustness of Estimates

The Council is operating in an extremely challenging financial environment, the robustness of estimates underpinning the proposed revenue budget have been reviewed as follows:

General Fund Revenue Budget	
Risk	
Non delivery of savings	The savings included in the MTFs have been through an enhanced officer and member challenge process. Savings will be monitored monthly in 2026/27 to ensure expected outcomes and enable early corrective action if savings are not delivered as planned.
Funding is lower than forecast	Enhanced procedures are being adopted to monitor and forecast collection rates and impacts on the tax base. 2026/27 marks a revaluation year for the ratable base (business rates), with appeals likely. Enhanced monitoring, supported by an externally commissioned, specialist partner will enable early identification of issues.
Property	The council is undertaking an asset review with a view to creating an asset disposal strategy and supporting plan. The impact of any disposals will be assessed on a business case basis prior to completion and approval by members. There is a risk of voids and capital works relating to the property portfolio (operational assets and investment holdings), as the Council does hold an aging asset estate.
Income, fees and charges budgets	The 2026/27 budget relies in part upon generation of fees and charges across Council services. The Council has historically operated a cost plus budgeting basis, with a number of income budgets requiring review and rebasing. Fees and charges will be reviewed and rebased as part of new budget setting processes for 2027/28.
Expenditure budgets	Significant growth has been factored into the 2026/27 net revenue budget. The Council has operated a cost plus budgeting basis, this process relies heavily on the base budgets accurately reflecting service delivery. The base budgets have not been reviewed and realigned in a number of financial years. Expenditure budgets are now being subject to greater review as part of the Financial Review Panel and will be subject to realignment as part of the 2027/28 budgeting process.
Pay and price inflation	The Council has budgeted for pay inflation of 3.5% and contractual inflation (unless specified in a contract) at CPI + 1%. Social care commissioning in particular is sensitive to price inflation with packages being driven by specific care needs as opposed to generic inflation.
Overspends on the capital programme	The future capital programme has been set with an envelope of £10million, inclusive of a £1.5million contingency budget. Significant slippage from 2025/26 will be unfunded in 2026/27 as capital financing capacity is being consumed by financing of EFS.
Interest rate rise increasing financing costs	Whilst economic forecasts propose interest rate reductions, the capital financing is based on current PVLB projections, if rates were to increase this would put further pressure on budgets. The Council (due to EFS) is carrying an MRP requirement which would be subject to charge at the PVLB rate as at 31.3.xx annually. The capital financing indicators, at current rates forecasts demonstrate financial distress.
Capital Financing Costs exceed budgeted levels	Capital financing costs are dependant on capital programme delivery, and revenue pressures generating a need for EFS. EFS from 2025/26 has become the main driver of the in year Capital Financing Requirement moves. Treasury indicators show that the Liability Benchmark will exceed CFR in financial year 2027/28 based on delivery of the proposed capital programme, existing EFS financing requirements and future EFS requirements, which in turn are dependant on the revenue budget being delivered as a minimum online. The Council currently operates an annuity based MRP policy, which in turns means the call on General Fund increases annually.
Local Government Reorganisation	No provision has currently been made to cover costs associated with Local Government Reorganisation. The Council is part of the Ridgeway proposal and any required funding in 2026/27 with regard to development of further proposal or initial works will be a call on reserves.
Exceptional Financial Support declined by central government	The MTFs shows a reoccurring requirement for EFS over the medium term. If EFS were declined, the Council would be required to enact a savings proposal in scale unseen in prior financial years. This puts the Council at risk of 114.

Growth of the Revenue Budget

Net Expenditure Growth Trends (£millions)	2022/23	2023/24	2024/25	2025/26	2026/27
Base Budget	138.5	151.3	163.6	167.1	184.2
Base Budget Growth	10.6	16.5	17.5	24.5	31.2
Savings Applied including one off savings reversed back into the subsequent years base budget	-5.3	-9.1	-16.5	-8.2	-4.5
Net Revenue Budget Approved/Proposed	143.8	158.8	164.6	183.4	210.9
Published / forecast outturn - overspends	4.7	3.10	6.80	8.50	
Growth - gross annual growth plus overspend, less savings	10.0	10.5	7.8	24.8	26.8

Historically the Council has delivered savings to help mitigate growth in the expenditure base. As years progress the complexity of saving required to mitigate rising costs is increased. Ambitious and challenging savings strategies have been identified in recent years, however, in some instances due to marketplace factors, savings have been undeliverable. Moving forward to balance the expenditure pressures, whilst also taking into consideration constrained funding, the Council will need to ensure savings allocated to the revenue budget are delivered. The current MTFS is set with future years savings targets of £15million annually, which is not insignificant. However, the targets set still result in the Council requiring increasing EFS in the medium term. EFS comes with a significant cost in the form at MRP.

EFS and Capital Financing

EFS as a percentage of CFR movement	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Movement in CFR	26.8	34.3	33.9	40.7	46.7
EFS Allocation	13.0	20.0	30.0	40.0	47.0
EFS as a percentage of CFR movement	48.5%	58.3%	88.5%	98.3%	100.6%

Comparison of CFRs and Liability Benchmark	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Closing CFR	319.7	354.0	387.9	428.6	475.3
Loans CFR	310.3	345.6	380.5	422.3	470.3
Liability Benchmark	259.9	309.3	369.1	435.4	490.0

The treasury indicators above show the impact of EFS and increasing revenue pressures. In 2026/27 the Council remains compliant with the prescribed Prudential Code indicators, and the locally set fiscal rule of capital financing budgets remaining within 10% of the Council's net revenue stream. However, in 2027/28 the indicators are compromised with the liability benchmark exceeding the Loans CFR and the CFR itself. In the context of the Prudential Code, it is rare for the Liability Benchmark to exceed the Loans CFR as the Loans CFR represents the theoretical maximum level of borrowing permitted. When this occurs, it indicates negative investable resources (i.e. CFR minus investable resources like reserves and cash balances). The Liability benchmark includes a £10million liquidity buffer, this combined with low reserves will drive the benchmark above the main CFR. If the benchmark is higher than external loans (loans CFR), it signals an immediate need to take on long term borrowing to fund capital and liquidity, as essentially the Authority has depleted all internal resources and is fully exposed to interest rate and refinancing risks for the full CFR. Furthermore, the ratio of capital financing to net revenue stream exceeds the 10% fiscal rule in 2027/28 (forecast ratio 12.1%). Capital financing impacts are largely felt a year in arrears due to MRP being applied at outturn, therefore 2027/8 impacts are driven by 2026/27 and preceding activity. In order for the indicators (and it should be noted the indicators remain compromised through the MTFS post 2027/28), significant

adjustment to spending plans in 2026/27 would be required. The indicators as forecast are dependent on the proposed revenue budget being delivered online, with no further impacts on reserves (reserve forecasts are a driver of the liability benchmark and indicators), and no increased requirement in 2026/27 for EFS.

Reserves

Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Opening Balances as at 1.4.xx annually	10.60	15.83	12.81	11.23	9.91
In year anticipated utilisation - planned in budget setting	-2.27				
Provision for any in year overspends and outturn adjustments	-12.50	-33.02	-41.58	-46.32	-45.18
Allocation of requested Exceptional Financial Support to balance budget	20.00	30.00	40.00	45.00	45.00
Allocation of requested Exceptional Financial Support to maintain General Fund				1.54	2.10
Projected Closing General Fund Balance	15.83	12.81	11.23	11.45	11.83
151 Recommend General Fund minimum level	9.20	10.55	11.05	11.44	11.83
Cumulative Exceptional Financial Support to balance budget and maintain General Fund	20.00	30.00	40.00	47.00	48.00

The reserves statement is included in appendix E of the MTFS. It should be noted that (excluding schools balances, Public Health, and the Insurance reserves), the reserves are generated through EFS and require (based on forecasts above) EFS to be maintained at the recommended 151 level. There currently is an un-forecast risk to the Council's General Fund from the schools' balances which have been diminishing over recent years. Under accounting regulations, once the overall schools' balances decline into deficit this will become chargeable against the Council's General Fund, increasing any EFS requirement. Detailed work is underway with the schools to enhance reporting and quantify the level of risk.

Conclusion

The Council's financial position is precarious. Funding is constrained and growth in the Council's tax base has not kept pace with increasing revenue costs. The 2026/27 net revenue budget has been subject to realignment of the council tax base and historic savings, which alongside annual standard growth (pay inflation, contractual inflation, social care demand), has created a funding gap, proposed to be supported by EFS. Should central government not support the revised 2025/26 (£20million) and 2026/27 (£30million) EFS requests this would put the council into a s114 position. In the medium term the Council remains under considerable financial pressure, with compromised financial indicators, highlighting a sustainability and s114 risk. The finances will remain under tight scrutiny, with monthly monitoring and reporting of the 2026/27 budget to be implemented.

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2025/26 Q3 Financial Performance Report

Committee considering report:	Executive
Date of Committee:	12 February 2026
Portfolio Member:	Councillor Iain Cottingham
Report Author:	Toby Bradley

1 Purpose of the Report:

Report financial performance of the Council's Revenue and Capital budgets following the Q3 2025/26 outturn. The report details variances between the 2025/26 Budget (set in February 2025) and the current forecast for the financial year end position. This allows the Executive to consider the authority's current financial position.

2 The Executive are informed of the following:

- a) **Revenue:** The forecast Q3 revenue outturn is £8.5m/ 4.5% adverse to Budget. Total net revenue is forecast at £192.0m in the Q3 outturn, vs £183.4m in the Budget.
- b) **Capital:** Following the Q2 reprofiling of £22.5m of capital budget, approved by the S151 officer in consultation with the portfolio holder for Finance, the revised position at Q3 for the expected capital expenditure in 2025/26 is £50.8m against an updated budget of £59.2m resulting in an underspend of £8.4m. Members are also informed of the budget adjustments to the 2025/26 capital programme.

3 Implications and Impact Assessment:

Implication	Commentary
Financial:	The Council currently has a General Fund Reserve of just over £10m, which has been built utilising previously requested Exceptional Financial Support from central government. The Q3 2025/26 forecast will effectively reduce the General Fund Reserve by £8.5m, taking the fund under the 151 recommended level as being financially sustainable. The pressures forecast at Q3 2025/26 relate predominantly to increasing commissioning social care costs (being £7.8m/ 92% of the adverse variance) over and above those anticipated at the time of budget setting. Budget setting activity for 2026/27 and beyond accurately reflects the expected level of

	<p>commissioning price inflation pressure experienced in 2025/26.</p> <p>In response to the Council’s overspend position, the Financial Review Panel (FRP) recommenced in November 2025. FRP is chaired by the deputy S151 officer, and is attend by the Leader of the Council, Finance Portfolio holder and relevant Service Director and Executive Director. Spend Panel commenced in December 2025. Spend Panel is chaired and led by the S151 officer and is attended by the CEO and Executive Directors. Spend Panel reviews all spend categories, with a particular focus on non statutory, non committed expenditure.</p> <p>It should be noted that the forecast position is in addition to the provisional EFS request submitted for financial year 2025/26 of £3million. The revenue budget for financial year 2025/26 was set with £183million of planned expenditure against funding of £180million, with £3million EFS balancing the budget position, therefore the forecast revenue deficit position at outturn is £11.5million against actual available funding. In December 2025, a revised EFS request of £20million for 2025/26 was submitted to MHCLG, to enable the Council to maintain the required S151 recommended General Fund level at outturn to support the 2026/27 revenue budget and provide greater resilience to the reserves in future financial years, particularly in response to high cost social care cases, which have exceeded budgeted expectations in 2025/26. The longer term impacts of the Q3 position have also been considered against the planned 2026/27 revenue budget, the budget proposals are due to be published in February 2026.</p> <p>Shannon Coleman-Slaughter, S151 Officer, 12.01.2026</p>
<p>Human Resource:</p>	<p>None</p>
<p>Legal:</p>	<p>None</p>
<p>Risk Management:</p>	<p>The Financial Review Panel (FRP) relaunched in November 2025 to allow greater focus on the risks and opportunities in each service. This forum scrutinises each services financial performance against Budget. FRP is also used as a mechanism to inform future budget builds and gain a more granular understanding of the expenditure and income drivers of each revenue service budget.</p> <p>Treasury Management Group is reviewing the current borrowing levels against adopted Prudential Indicators</p>

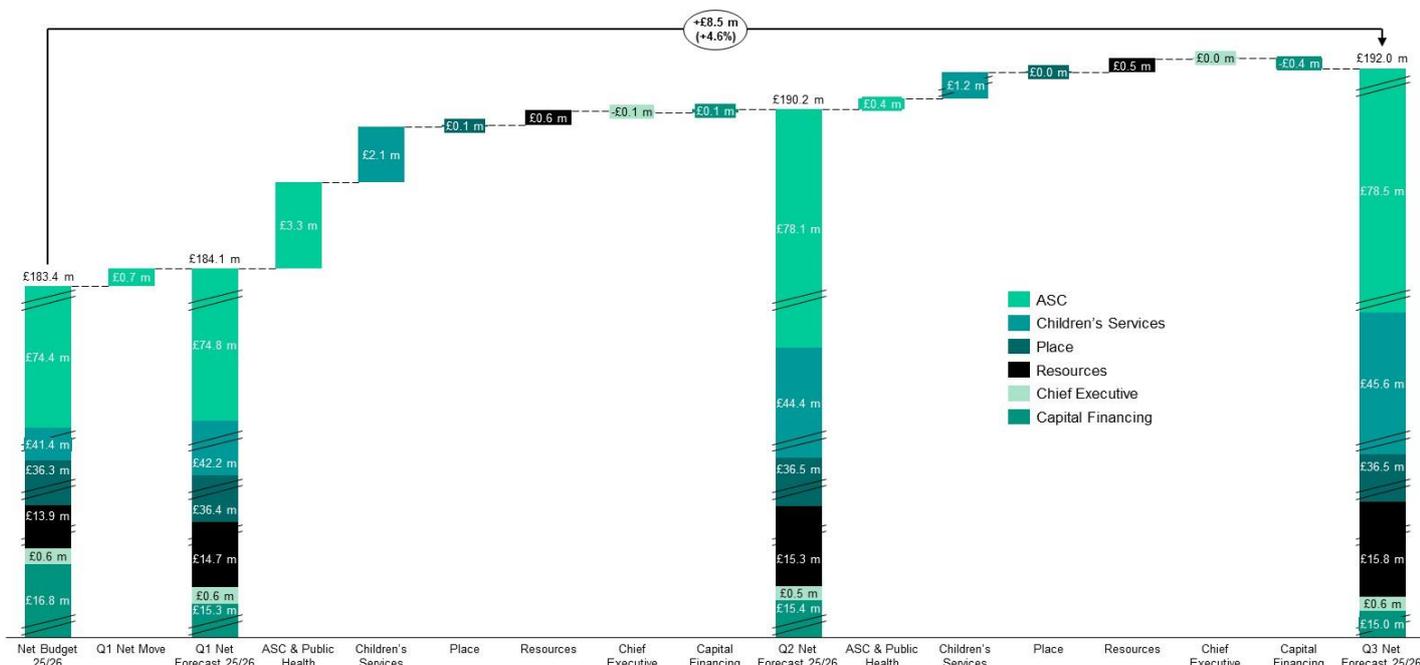
	(Investment & Borrowing Strategy), with a view to managing any longer-term interest rate risk exposure. Spend Panel launched in December 2025 to review expenditure incurred in the financial year. Spend Panel meets weekly and reviews: (i) new or extending contracts Purchase Requisition requests, (ii) new head count requests, (iii) new or altered commissioning costs, and (iv) accounts payable requests not managed via Purchase Requisitions. This allows the Spend Panel to scrutinise all spend, to understand and develop a plan for financial sustainability moving forward.			
Property:	Assets are under review by the Property Investment Board and the Asset and Capital Group in order to identify potential disposals which would be financially beneficial.			
Policy:				
	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		The proposal aims to continue to protect those characteristics
Environmental Impact:		X		Unlikely to have any long-term environmental impact.
Health Impact:		X		

ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:		X		All expenditure, revenue and capital, is aligned to the delivery of Council priorities. This report provides the latest forecast of the Councils expected year end out turn.
Core Business:		X		
Data Impact:		X		
Consultation and Engagement:	Service Directors, Executive Directors. Section 151 Officer.			

4 Executive Summary - Revenue

4.1 The projected Q3 outturn position for 2025/26 is adverse **+£8.5m/ 4.6%** vs Budget.

4.2 The below chart walks net revenue expenditure from 2025/26 Budget to Q3 by Directorate:



Note: Q1 show net movement, to allow the detail for Q2 and Q3 to be shown.

2025/26 Q3 net £8.5m variance vs Budget: Primary drivers of the adverse are:**4.3 Adult Social Care - +£4.1m:** Primarily driven by Long Term Services/ LTS (+£1.6m), Own Care Homes (+£1.9m) and Short Term Services (+£0.7m) and Resource Centres (+£0.5m).

The LTS variance of +£1.6m is driven by rate increases higher than budget and the increased cost of new packages. Particular pressure is exhibited in the following services: memory and cognition +65, mental health 18 to 65, and physical support +65. The volume of total annualised clients is 63 (3%) lower in Q3 vs budget. See below mix analysis table relating to LTS. The service is instituting new measures and controls to further scrutinise new commissioning packages, and to review high-cost placements. Work being developed in the Commissioning team is expected to support ASC with the management of unit costs within the social care market. This issue is seen across the national picture, due to a range of factors including National Living Wage, National Insurance contributions and wider inflation.

The Own Care Homes adverse variance of +£1.9m is driven by challenges in the process to source viable alternatives to operate them - the plan to divest WBC care homes has not yet been successfully executed. Costs therefore continue to be incurred, which were not in budget.

Short term services adverse variance of +£0.7m is driven by an increase in short term services being incurred with a view that total services costs can be reduced. Eg 2 residents in Notrees Care Home who are on a short term placement due to issues with their home environment; these people would otherwise be on the LTS cost centre. The intention is that they will return home shortly. Additionally, an expensive complex safeguarding situation has resulted in a stay in a LD short term placement whilst a permanent solution can be found. Finally, a judicial review case is resulting in a continuation of a package in the short term.

The +£0.5m adverse in resource centres is broadly attributable 50/ 50 to i) the decision to keep these centres open in 2025/ 26 (the budget assumed they would close), and ii) transport cost pressures.

See below mix analysis table relating to LTS (being a +£1.6m adverse movement vs budget):

Primary Support Reason	Budget 2025/26			Q3 Forecast 2025/26			Variance: Q3 vs Budget 2025/26			Mix Analysis : Q3 vs Budget 2025/26	
	Annualised Clients	Net Expenditure	Average Cost	Annualised Clients	Net Expenditure	Average Cost	Annualised Clients	Net Expenditure	Average Cost	Volume	Price
Physical Support 18-64	162	£ 3,079,540	£ 19,010	165	£ 2,591,880	£ 15,708	3	-£ 487,660	-£ 3,301	£ 47,125	-£ 534,785
Physical Support 65+	740	£ 9,262,500	£ 12,517	702	£ 9,944,040	£ 14,165	(38)	£ 681,540	£ 1,648	-£ 538,281	£ 1,219,821
Sensory Support 18-64	9	£ 284,630	£ 31,626	11	£ 292,440	£ 26,585	2	£ 7,810	-£ 5,040	£ 53,171	-£ 45,361
Sensory Support 65+	7	£ 192,270	£ 27,467	7	£ 131,230	£ 18,747	0	-£ 61,040	-£ 8,720	£ -	-£ 61,040
Memory & Cognition 18-64	16	£ 356,340	£ 22,271	17	£ 355,280	£ 20,899	1	-£ 1,060	-£ 1,372	£ 20,899	-£ 21,959
Memory & Cognition 65+	289	£ 5,862,060	£ 20,284	276	£ 6,672,750	£ 24,177	(13)	£ 810,690	£ 3,893	-£ 314,296	£ 1,124,986
Learning Disability 18-64	441	£ 24,781,990	£ 56,195	426	£ 24,416,130	£ 57,315	(15)	-£ 365,860	£ 1,120	-£ 859,723	£ 493,863
Learning Disability 65+	67	£ 3,209,530	£ 47,903	57	£ 3,177,320	£ 55,742	(10)	-£ 32,210	£ 7,839	-£ 557,425	£ 525,215
Mental Health 18-64	192	£ 5,495,030	£ 28,620	180	£ 6,267,610	£ 34,820	(12)	£ 772,580	£ 6,200	-£ 417,841	£ 1,190,421
Mental Health 65+	73	£ 1,699,740	£ 23,284	75	£ 2,002,570	£ 26,701	2	£ 302,830	£ 3,417	£ 53,402	£ 249,428
Other	107	£ 891,350	£ 8,330	124	£ 873,390	£ 7,043	17	-£ 17,960	-£ 1,287	£ 119,739	-£ 137,699
	2,103	£ 55,114,980		2,040	£ 56,724,640		(63)	£ 1,609,660		-£ 2,393,230	£ 4,002,890
										(149%)	249%

4.4 Children's Social Care - +£3.7m: Placements (+£2.8m) and Child Care Lawyers (+£1.1m) are the primary drivers of the adverse variance.

Placements cost has been driven by the volume of children and price pressure in the most expensive service type - residential care (where costs have increased by +£4m vs Budget). As an example, the most expensive residential placement is c.£28k per week. The volume of total annualised clients in placements is 24 (5%) lower in Q3 vs budget, but the subsection of expensive residential care has increased by +4 annualised clients (being a +26% increase).

Lawyer costs have been driven by the increase in children entering care, and therefore the volume and complexity court hearings. WBC is seeking to implement pre case management hearing meetings (a pre meet with WBC and legal reps prior to the Case Management Hearing) to come to decisions sooner, and avoid issues in court which create delay and further expense. To further illustrate the pressure faced by WBC in this area, the top 25 most expensive placements in the current financial year cost over £13m per year, or 7% of the entire Council budget. This figure was £5m in 2019-20, and the figure has increased by +165% in 5 years. Only one placement from 2019-20 would make it into the top 25 most expensive placements in the current financial year. The mix of placement costs, children vs adults, has also changed significantly. In 2019-20, 15 of the 25 most expensive placements were for residents over the age of 18. In the current financial year, this figure has reduced to just 3 of the 25.

See below mix analysis table relating to Placement costs (being a +£2.8m adverse movement vs budget):

Service type	Budget 2025/26			Q3 Forecast 2025/26			Variance: Q3 vs Budget 2025/26			Mix Analysis : Q3 vs Budget 2025/26	
	Annualised Clients	Net Expenditure	Average Cost	Annualised Clients	Net Expenditure	Average Cost	Annualised Clients	Net Expenditure	Average Cost	Volume	Price
UASC	29	-£ 487,470	-£ 16,954	23	-£ 91,770	-£ 3,987	(6)	£ 395,700	£ 12,967	£ 22,879	£ 372,821
Residential Care	17	£ 6,042,200	£ 349,939	22	£ 10,080,360	£ 464,269	4	£ 4,038,160	£ 114,330	£ 2,064,091	£ 1,974,069
Care Leavers	35	£ 2,067,000	£ 58,833	25	£ 746,740	£ 30,302	(10)	-£ 1,320,260	-£ 28,532	-£ 317,855	-£ 1,002,405
Parent & Baby Residential Care	1	£ 157,820	£ 146,130	1	£ 161,660	£ 241,059	(0)	£ 3,840	£ 94,929	-£ 98,684	£ 102,524
UASC Post 18	44	£ 266,190	£ 6,040	32	-£ 237,740	-£ 7,354	(12)	-£ 503,930	-£ 13,393	£ 86,355	-£ 590,285
InHouse Fostering	52	£ 1,445,800	£ 27,965	57	£ 1,549,370	£ 27,300	5	£ 103,570	-£ 665	£ 137,952	-£ 34,382
Adoption Placements	13	£ 121,250	£ 9,249	13	£ 159,980	£ 12,081	0	£ 38,730	£ 2,832	£ 1,607	£ 37,123
Kinship / Connected Persons	50	£ 1,038,590	£ 20,956	58	£ 1,223,270	£ 20,972	9	£ 184,680	£ 16	£ 183,885	£ 795
Independent Fostering Agencies	20	£ 1,184,570	£ 57,840	22	£ 1,242,510	£ 56,295	2	£ 57,940	-£ 1,545	£ 89,579	-£ 31,639
Special Guardianship	106	£ 1,230,140	£ 11,604	104	£ 1,246,580	£ 11,952	(2)	£ 16,440	£ 348	-£ 20,488	£ 36,928
Disability Support	105	£ 1,355,470	£ 12,909	93	£ 733,830	£ 7,921	(12)	-£ 621,640	-£ 4,988	-£ 97,898	-£ 523,742
Residential - Disability	10	£ 2,741,900	£ 277,240	10	£ 3,124,590	£ 321,031	(0)	£ 382,690	£ 43,792	-£ 50,411	£ 433,101
Residence Orders	11	£ 97,370	£ 8,482	11	£ 107,550	£ 10,204	(1)	£ 10,180	£ 1,723	-£ 9,595	£ 19,775
Additional Placement Costs		£ 399,500			£ 400,000			£ 500			
	493.53	£ 17,660,330		469.97	£ 20,446,930		(23.56)	£ 2,786,600		1,991,420	£ 794,680
										71%	29%

4.5 Transformation, Customer and ICT - +£1.0m (reported): £0.3m of cost transferred to TC&I (from Strategy and Governance) in Q3 (in the management cost centre), therefore the underlying variance is +£0.7m.

The variance is primarily driven by Transformation at +£1.1m, being the centralised savings from all transformation projects in WBC Note: as at 2025/26 Q3, £2.7m of transformation spend is earmarked to be funded by capital receipts (this value has already been removed to derive the +£1.0m adverse variance reported above).

Small favourable variances have been realised in ICT and Digital, at -£0.2m (staff vacancy management and lower telecoms spend) and Customer Service at -£0.1m (staff vacancy savings in the main).

4.6 Finance, Property and Procurement - +£0.8m: Primarily driven by management costs (+£0.4m), Insurance (+£0.3m) and agency costs (+£0.4m).

For management and agency costs, this has been impacted by all three Finance Service Leads across 2025/26 requiring external consultant and agency support, in addition to specialist headhunting campaigns to permanently recruit. All roles are now permanently recruited. On insurance costs, there are three main drivers: i) final closure of schools buy back in year, with a lower than budgeted refund of the 'unused' portion being credited to WBC (note: this budget has been removed from 2026/27 budget). ii) changes to insurance claim cost realisation, whereby all claim costs now sit wholly in finance (the benefit of this of this change is felt in the other directorates) and, iii) Insurance renewal premiums higher than budgeted.

- 4.7 **Education and SEND - +£0.5m:** The primary driver are Management and Strategy (+£0.3m) and Trading Services (+£0.2m).

Management & Strategy is adversely impacted by the non-delivery of an allocated savings target. Ongoing demand for staff to continuing to support statutory services means this challenge has not been delivered. Trading Services has been impacted by Educational Psychologist vacancies, so this traded service has not been offered to schools this year. Additional pressure has been felt on the Education Welfare income target because of addental statutory duties having to be fulfilled by the team.

Other smaller adverse variances exist in:

- 4.8 Environment - +£0.3m, Development and Housing - +£0.1m. Strategy and Governance - +£0.2m.
- 4.9 These adverse variances are netted primarily by a favourable variance in Capital Finance -£1.8m: This is delivered through an active strategy of short-term borrowing operating within the WBC maturity framework. (Please see section 7 under Capital financing and debt service cost).

2025/26 Q3 net £1.7m variance vs Q2: Primary drivers of the adverse are:

- 4.10 Finance, Property and Procurement +£0.6m: Primarily ongoing consultancy and agency support costs +£0.3m and Insurance +£0.3m, per comments above.
- 4.11 Adult Social Care +£0.4m: Primarily a reduction of Better Care Fund (income) funding of +£0.2m from short term to long term, and a new college placement +£0.2m.
- 4.12 Children's Social Care +£1.1m – Being primarily Placements at +£1.1m: 3 new residential placements +£0.5m, and 11 children with increased service costs of +£1m. Netted by netted by a health contribution of +£0.3m and 1 child moving to another provision (reduction of -£0.1m).
- 4.13 Environment +£0.3m – Primarily Network Management +£0.2m being the correction of a miscoded Q2 bond, and Asset Management +£0.1m being emergencies driven (storms in November and December).

5 Revenue Savings Update

- 5.1 £10.7m was identified as saving opportunities in 2025/ 26. **£8.2m/ 77%** of this value is on track to be delivered/ green status. The green status now includes all saving

achievements. Therefore, the sum of the four statuses below will not equal 100%. The breakdown for the RAG status is:

- **Green £8.2m/ 77% of original target** – on track, either already delivered or no forecast issues with delivery.
- **Yellow £0.6m/ 6% of original target** – on track, forecast to be delivered in year but some issues or dependencies still to be resolved.
- **Amber £0.9/ 8% of original target** – concerns over delivery, actions required to be implemented, needs to be closely monitored.
- **Red £2.9m/ 27% of original target** – highly unlikely to be delivered this year, actions not yet identified, forecast as a pressure in budget monitoring.

See below table which outlines performance by directorate with RAG rating:

	Red	Amber	Yellow	Green
ASC/ PH	£1.71 m	£0.33 m	£0.39 m	£3.29 m
Childrens	£0.16 m	£0.21 m	£0.00 m	£0.88 m
Place	£0.27 m	£0.00 m	£0.10 m	£2.79 m
Resources	£0.80 m	£0.33 m	£0.16 m	£1.26 m
Corporate	£0.00 m	£0.00 m	£0.00 m	£0.00 m
Total	£2.94 m	£0.86 m	£0.65 m	£8.22 m
	27%	8%	6%	77%

5.2 The primary drivers of red initiatives are:

- ASC - £1.2m: Care home sales strategy not yet executed, plus other smaller proposals not being met.
- CSC - £0.1m: Establishment savings not realised due to high caseloads, plus other smaller proposals not being met.
- Place - £0.1m: Solar farm income generation not being achieved, plus other smaller proposals not being met.
- Resources - £0.8m: Transformation savings related, plus other smaller proposals not being met.

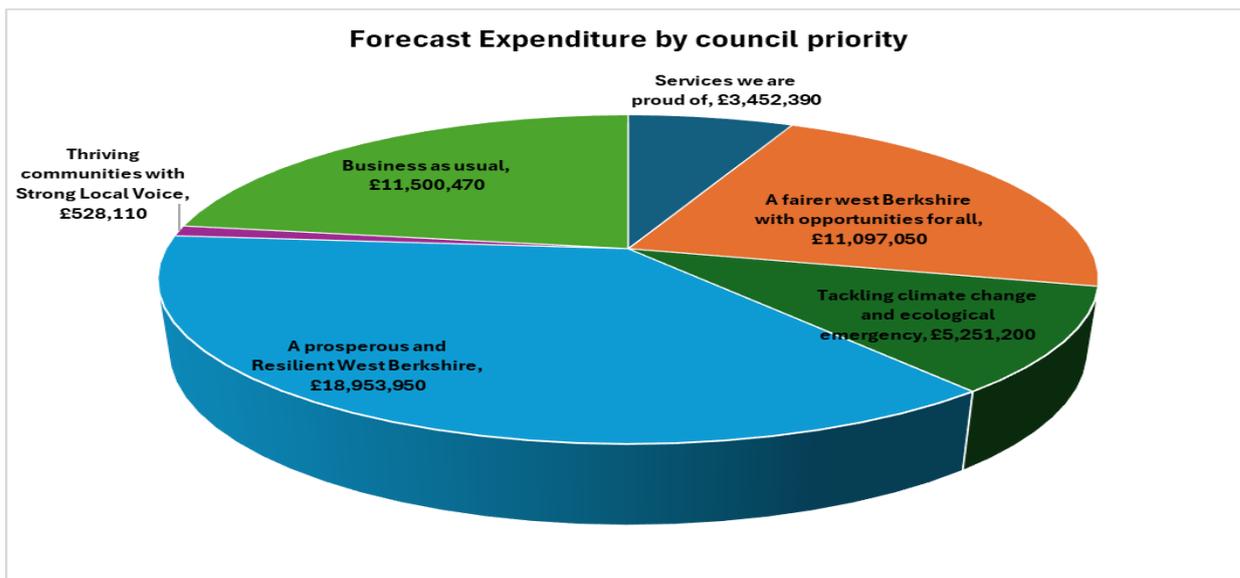
6 Executive Summary – Capital Expenditure

- 6.1 The actual capital expenditure at Q3 for the financial year 2025/26 stands at £30.0m with forecast expenditure by the end of the year of £50.8m against a revised budget at Q3 of £59.2m. Capital investment is detailed within the annually approved, three year rolling capital programme (capital has multi financial year impacts), and is aligned to the adopted Council Strategy.
- 6.2 The capital programme year on year has been very ambitious with typically large percentages of it being slipped annually into the following year or years and this year is no exception. At 2025/26 Q1, £16.7m of slippage was approved to be brought forward

from 2024/25 into the current 2025/26 capital programme and by Q3 of 2025/26 £34.9m has been slipped into 2026/27.

6.3 Further to the review at Quarter 3, there is a reported underspend of £8.4m based on projected forecast which will be reviewed at the yearend in the form of slippage requests from budget holders (into next financial year 2027/28). The information will be consolidated as part of the actual outturn and presented to S151 officer in consultation with the portfolio holder for Finance.

6.4 Forecast expenditure by Council’s priority is presented as follows:



6.5 Some of the key highlights from 2025/26 Q3 are detailed below:

Concluding Projects:

- The Four Houses Corner project has been a long-standing project redeveloping our site for the traveller community. A phased return of residents from week commencing 29th September 2025 onwards has commenced with 16 of the 17 pitches now reoccupied. Some further costs remain including removal of protective concrete barriers and the contract retention.

Projects out to Procurement:

- The Council has received tenders during 2025/26 Q2 for the rooftop Solar PV works at the Padworth Recycling Site. Contract to be award expected in December 2025 with installation expected to be commenced during Q4 25/26.
- The Royal Berkshire Archives extension work has been awarded following the tender process with works expected to start in February 2026.

7 Capital Financing and Debt Service Cost

- 7.1 The Council continues to keep debt servicing costs as low as possible resulting in a favourable variance by -£1.8m (as mentioned under 4.9 in revenue section) by closely monitoring our borrowing requirements and comparing the interest rates from various providers. It is noted carrying short term debt to avoid locking the Council into high cost long term borrowing creates a longer-term financing risk should rates not start to reduce as anticipated. However, guidance on the forecast of interest rates has been followed up from our treasury services providers. It should also be noted that in year capital slippage (covered under Section 6.2 and 6.3) in 2025/26 has benefited capital financing.
- 7.2 This has allowed us to have a weighted average cost of capital of 3.89% compared to the PWLB certainty rate of 5.65% (certainty rate) on 25-year loans. As an example on the cost of debt to WBC, each £1m borrowed costs c.£39pk per annum in interest charges (cash impacting). Additionally, MRP charges (non cash impacting) of c.£40k per annum are incurred as a result of each £1m borrowed.
- 7.3 All capital projects that are council funded (as opposed to externally funded) increase the Council's CFR and it's need to borrow. The Council calculates its short term need to borrow through its cash flow forecasts but uses a sector accepted projection called the liability benchmark to forecast future borrowing requirements. This is based on the council funding required for the anticipated capital programme over the coming years, and takes into account any internal liquidity, including useable reserves, we could use before we borrow externally, and the agreed cash liquidity the council has chosen to maintain as a working capital balance (in this case, £10m). It also incorporates additional expenditure over and above available cash such as budget overspends creating EFS borrowing and DSG overspends. As you can see from the table below, the council's external debt is projected to rise to £298m by end of this financial year and £349m by the end of 2027/28.

	2024	2025	2026	2027	2028
	Actual	Actual	Projection	Projection	Projection
	£'000	£'000	£'000	£'000	£'000
Loans Capital Financing Req.	283,063	310,269	328,551	333,991	337,502
Less: Balance Sheet Resources	-51,363	-60,334	-40,326	-19,126	1,042
Net Loans Requirement	231,700	249,935	288,224	314,865	338,544
Preferred Year-end Position	10,000	10,000	10,000	10,000	10,000
Liability Benchmark	241,700	259,935	298,224	324,865	348,544

- 7.4 The Treasury Strategy, which guides our approach to borrowing and the risk around it, mandates that no more than 30% of our portfolio should be for terms of less than one year. While the significantly lower interest rate is clearly advantageous, it also offers no hedge against unexpected rises in interest rate. Recent experience has shown that unexpected world events and changes in government policy can have quite severe impacts on interest rates and with the Council's current loan balance in excess of £267m (£249m PWLB and £18m from Local authorities) and rising, this presents a significant risk that needs careful management to balance. At the end of 2025/26 Q3, the Council has 26.65% of its loans maturing within the next 12 months. This is within the 30% limit set out in our guidance which is approved by full Council.

- 7.5 MRP on council funded capital expenditure is incurred from the year after the asset is bought or created and is charged annually over the whole life of that asset. The Council's MRP policy is calculated on an annuity basis which charges the revenue budget lower proportions at the start of the asset's life, increasing over time. Ultimately the whole capital cost of the asset will be charged to revenue but whereas the straight-line method spreads this evenly over the asset life, the annuity method sees their allocation start low and increase.
- 7.6 This methodology was adopted relatively recently, which means that the Council's MRP on its existing assets, whilst not inconsiderable currently, is set to rise over the coming years in terms of the annual charge to the revenue budget. This is another important consideration that affects the affordability of the capital programme.

The forecast MRP charge for 2026/27 is £5.29m while the annual MRP charge to revenue by 2032/33 is £9.2m. Furthermore, an increased gap on revenue forecast as at the end of quarter 3 may require an additional amount of Exceptional Financial Support, hence increasing the pressure on MRP charge even further in future financial years.

Revenue

- 7.7 The 2025/26 Q3 forecast shows a quarter on quarter weakening financial position, driven primarily by demand in Adults and Children social care. Every service has been tasked to review opportunities to reduce expenditure. Focus needs to be applied to both the red savings and transformational activities, to offset demand driven cost increases.

Capital

- 7.8 The budget for 2026/27 (plus 3 years) is under review until it is approved by the full Council. The scale of the capital programme is directly impacted by the availability of sufficient financial and people resourcing. The council is under financial pressure and expects to continue being a long-term borrower. The CIPFA Prudential Code guides the Council to continually assess capital and investment plans, accounting for overall organisational strategy and resource levels to ensure that operational decisions taken incorporate consideration of long-term financing implications and wider risks to the Council. However, the council complies with prudential indicators and in line with the guidance. The Debt servicing cost is low in comparison to the budget due to careful monitoring and short-term debt arrangements.

Proposals

None.

8 Other options considered

None.

9 Appendices

Background Papers:

Subject to Call-In: Yes: No:

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

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by a Scrutiny Committee or Scrutiny Task Group within preceding six months

Item is Urgent Key Decision

Report is to note only

Officer details:

Name: Toby Bradley
Job Title: Deputy s151 Officer
Tel No: 01635 519994

Contract for Award Under Delegated Authority from Executive

Committee considering report:	Executive
Date of Committee:	12 February 2026
Portfolio Member:	Vicky Poole
Report Author:	Sarah Wood
Forward Plan Ref:	EX4751

1 Purpose of the Report

- 1.1 To provide details of forthcoming supply, service and works contract awards that will have a contract value in excess of £2.5m and as such will require approval from Executive during the next quarter. This report provides Executive with visibility of all high value contracting activity and the opportunity to request further information regarding the contract identified.
- 1.2 To gain approval from Executive to delegate authority to an individual (Service Director) to proceed with the contract awards provided in this report, on the condition that a Procurement Strategy and a Contract Award report is granted approval by Procurement Board.
- 1.3 A consolidated report is considered the most effective way of complying with the Council's Contract Rules, whilst providing Executive with visibility of forthcoming high value contracts requiring approval. This in turn will help minimise any delays that may impact the procurement timetable for contract award and service mobilisation.

2 Recommendations

- 2.1 Recommendation for Executive to:
 - (1) delegate authority to the relevant Service Director in consultation with the Section 151 Officer and Portfolio Holder to proceed with award of the forthcoming contract that has been identified in this report for award approval during the next quarter of the financial year.
 - (2) delegate authority to the Service Lead - Legal and Democratic in consultation with the relevant Service Director to finalise the terms of any agreement as set out in the procurement documents and make any necessary drafting or other amendments (such amendments not to be substantial or material) to the terms of the agreement necessary to produce a final agreement for execution and to enter into that agreement.

3 Implications and Impact Assessment

Implication	Commentary			
Financial:	<p>Contracts will be procured in line with the Council’s Contract Rules. All contracts with a value in excess of £100k require approval of a Procurement Strategy before procurement is commenced and the award is subject to the approval of a Contract Award report by Procurement Board prior to the formal award of the contract.</p> <p>All contracts over £500k in value are considered key decisions and will be placed on the forward plan at point of Procurement Strategy.</p>			
Legal:	<p>Contracts will be procured in line with the Council’s Contract Rules and the relevant Procurement Legislation (the Public Contracts Regulations 2015 or the Procurement Act 2023).</p> <p>All contracts with a value in excess of £2.5m will have a procurement strategy and contract award report which has been approved by Procurement Board, Corporate Board and Executive Briefing. The Service Director in consultation with the Section 151 Officer shall have delegated authority to award the contract subject to such approval.</p>			
Risk Management:	<p>As part of each procurement process, supplier due diligence is carried out to include: review and verification of financial health, confirmation of insurances held, credit report, references and reassurance around the ability to evidence and deliver public sector contracts.</p>			
Policy:	<p>Contracts will be procured in line with the Council’s Contract Rules.</p>			
	Positive	Neutral	Negative	Commentary
Equalities Impact:		X		

Contract for Award Under Delegated Authority from Executive

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 Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:				Business as usual
Core Business:		X		
Data Impact:		X		
Consultation and Engagement:	N/A			

4 Executive Summary

- 4.1 To gain approval from Executive on forthcoming contract awards due to take place during the next quarter of the financial year.
- 4.2 There are a number of projects listed on the Council's Capital programme where it is not known at this stage if the delivery of these projects will require tendering for supply contracts. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need

Contract for Award Under Delegated Authority from Executive

to be reported separately to the board as individual contract award reports for approval. It is acknowledged that there will also remain the need for some contracts to follow the standard governance process rather than be included in this report.

4.3 The contract award summary table (4.4) provides an overview of the contract which is being tendered following approval of a Procurement Strategy by the Procurement Board. This contract is expected to have a contract value of over £2.5m based on the available budget.

4.4 Contract Award Summary Table – subject to approval within this report

Contract Title	Service Area	Revenue Budget (split by year)	Capital Budget (split by year)	Contract planned start date	Procurement Process	Evaluation weightings	Proposed Contract Term (years)	Estimated contract term award value	Tender Status
Integrated Healthy Lifestyle Services - IHLS	Public Health	£390k per annum		1st October 2026	Joint Procurement with Reading Borough Council (Lead) using – Open tender under Provider Selection Regime Regulations 2023	60% quality 30% price 10% social value	7 years (5+2)	£2.730m (7 years) – West Berkshire Council. <i>Total contract value £5.446m (£3.150m Reading Borough Council)</i>	Pre-Tender
Block Beds (Beds for older adults requiring residential and nursing, frail and dementia care.)	Adult Social Care	£2.245m Per Annum		1 st April 2026	Competitive Flexible Procedure	50% quality 10% social value 40% price	5 years (3+2)	£7.077m (3 years) £12.404m (5 years)	Going live early February 2026

5 Supporting Information

5.1 Introduction

The contracts presented in this report have an estimated value in excess of £2.5m for the whole life of the contract term, including any optional extensions. The budget information is currently provided by the service area leading the procurement strategy.

5.2 Background

All contracts with a value in excess of £100,000 require an individual Procurement Strategy to be submitted to Procurement Board to ensure a procurement is compliant with the Council’s constitution, the Public Contracts Regulations 2015 or the Procurement Act 2023. Following the completion of the procurement process, a contract award report detailing the outcome of the procurement is submitted to Procurement Board for approval prior to awarding the contract.

Contract for Award Under Delegated Authority from Executive

- 5.3 The Contract Rules state that for supply contracts with a value of in excess of £2.5m, a Contract Award report must be approved by Procurement Board, Corporate Board, Operations Board and Executive, before the contract can be awarded.
- 5.4 Further detail regarding the contract set out in 4.4 is included as a Part II report for Executive meeting.

6 Other options considered

- 6.1 The approval of a consolidated contract award report is considered the most efficient way of meeting the governance requirements of the Constitution, therefore no alternative proposals are being made.

7 Conclusion

- 7.1 This report provides details of the contracts which have been registered with Commissioning & Procurement and scheduled for award during the next quarter.
- 7.2 Executive resolves to:
- (1) delegate authority to the relevant Service Director in consultation with the Section 151 Officer and Portfolio Holder to proceed with award of the forthcoming contract that has been identified in this report for award approval during the next quarter of the financial year.
 - (2) delegate authority to the Service Lead - Legal and Democratic in consultation with the relevant Service Director to finalise the terms of any agreement as set out in the procurement documents and make any necessary drafting or other amendments (such amendments not to be substantial or material) to the terms of the agreement necessary to produce a final agreement for execution and to enter into that agreement.

8 Appendices

None.

Subject to Call-In:

Yes: No:

- | | |
|---|-------------------------------------|
| The item is due to be referred to Council for final approval | <input type="checkbox"/> |
| Delays in implementation could have serious financial implications for the Council | <input checked="" type="checkbox"/> |
| Delays in implementation could compromise the Council's position | <input type="checkbox"/> |
| Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months | <input type="checkbox"/> |
-

Contract for Award Under Delegated Authority from Executive

Item is Urgent Key Decision

Report is to note only

Wards affected: The named contract above related to services for West Berkshire as a whole authority rather than specific areas.

Officer details:

Name: Sarah Wood

Job Title: Service Manager – Commissioning and Procurement(Resources and Place)

Tel No: 01635 508382

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2025/26 Performance Report Q2

Committee considering report:	Executive
Date of Committee:	12 February 2026
Portfolio Member:	Councillor Vicky Poole
Report Author:	Jenny Legge / Beatriz Teixeira
Forward Plan Ref:	EX4710

1 Purpose of the Report

- 1.1 To provide assurance that the priority areas in the [Council Strategy 2023-2027](#) are being managed effectively as at the end of September 2025, and where performance has fallen below the expected level, present information on the remedial action taken and the impact of that action.

2 Recommendations

- 2.1 To note the progress made in delivering the Council Strategy Delivery Plan 2023-2027 priorities scheduled for this financial year.
- 2.2 To review those areas where performance is below target i.e., reporting as 'Red' or 'Amber', and note that the appropriate remedial action is in place.
- 2.3 To approve the updated list of High Priority measures, which refer to the Areas of Focus for the implementation of the Council Strategy.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	To be highlighted and managed by individual services.
Human Resource:	To be highlighted and managed by individual services.
Legal:	To be highlighted and managed by individual services.
Risk Management:	To be highlighted and managed by individual services.

Property:	To be highlighted and managed by individual services.			
Policy:	To be highlighted and managed by individual services.			
	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 has an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Environmental Impact:		x		
Health Impact:		x		
ICT Impact:		x		
Digital Services Impact:		x		
Council Strategy Priorities:	x			Supports all priorities areas of the Council Strategy 2023-27.
Core Business:	x			Proposes inclusion of standardised metrics that should allow for better understanding of the levels of service

				performance. That understanding is expected to be enhanced, among other factors, by the possibility of analysing WBC’s results vis-à-vis National results and those of its Statistical Neighbours.
Data Impact:		x		
Consultation and Engagement:	The information provided for this report, has been submitted for signoff by the relevant Service Directors before its submission to the Executive Directors at the Corporate Board and Portfolio Holders at Executive Briefing.			

4 Executive Summary

- 4.1 This paper provides updates on performance year-to date as at the end of the financial quarter on measures used to monitor the [Council Strategy Delivery Plan 2023-2027](#). It is divided into two main sections: **Council Strategy Delivery Plan Update (CSDP)**, and **Core Performance Indicators (CPI)**. The scope and respective metrics associated to each component can be found in the corresponding sections of this report.
- 4.2 The remaining sections contain a brief analysis of the contextual measures themed as Economy, Social Care and Place, and assurance of overall corporate health with regards to turnover and sickness absence.

5 CSDP Measure Review: High Priority Measures

- 5.1 *For an explanation of the measure categories and the RAG rating methodology, please refer to Appendix A: Purpose and Methodology.*
- 5.2 The table below presents the updated High Priority measures for approval, demonstrating their relation to each of the Areas of Focus set by the Council. The highlighted measures are proposed for Executive approval.

Area of Focus		Corresponding High Priority Measures		
			Measure Description	Target
1	We will strive to ensure that all children, regardless of background or circumstance, have the opportunity to achieve their full potential. This will include closing the attainment gap ¹	HP1	No. of weeks taken to be assessed by the Emotional Health Academy (Average)	6
		HP2	% of eligible 2-year-olds taking up Early Years entitlement ²	75%

¹ A previous version of this report presented different proposed indicators, which was modified following review by the relevant Department.

² The measure originally proposed by the Department included both 2 and 3-year-olds. A detailed explanation for the change is provided in paragraph 5.6.

Area of Focus		Corresponding High Priority Measures		
		Measure Description		Target
		HP3	% of Persistent Absentee (PA) pupils (10% or more possible school sessions missed) ³	19.47% (national average)
		HP4	% of 16–17-year-olds participating in education or training	95%
2	We will deliver 1000 affordable homes across the district by 2030	HP5	No. of affordable homes completed and ready for occupation	37
3	We will complete the Playing Pitch Strategy review and provide three new artificial pitches across the district	HP6	Refresh the Playing Pitch Strategy	30/06/25
4	We will progress the Masterplans for Newbury and Thatcham to deliver high quality local facilities	HP7	Commission the next phase of the Thatcham Community Hub feasibility	31/12/25
		HP8	Develop a Delivery Plan for Newbury Town Centre from the Master Plan	31/03/26
		HP9	Complete the second phase of works on Newbury Wharf	31/03/26
5	We will achieve significant improvement in our Highways so that our road condition is rated within the top 10% of good roads in the country	HP10	% of permanent pothole/road edge repairs completed within 28 days of order date, excl. exemptions	95%
6	We will continue on our path to achieving Council controlled operations emissions to net zero in a realistic and sustainable manner by 2030	HP11	Go live with Grazeley solar farm	31/12/25
		HP12	No. of additional kWp installed for generating renewable energy	450/year
7	We will focus on the canal as an important part of West Berkshire life by working with partners to maintain and enhance this wonderful asset for the benefit of residents and businesses ⁴	HP13	Submit Planning Application and completed detailed design for the replacement of the sheet piling on the north side of the canal	31/03/26
		HP14	Complete the construction work to replace the sheet piling on the north side of the canal	31/12/26
8	We will increase the availability of reablement services to those who might benefit, as this will help them	HP15	% of referrals allocated in the previous 12 months without any waiting time (rolling 12 months)	60%

³ Persistent absence is when a pupil's overall absence equates to 10% or more of their possible sessions, [as defined by the Department for Education](#). A previous version of this report presented a different proposed indicator, which was modified following review by the relevant Department.

⁴ The measures proposed in Q1 read as follows "HP 13. Planning Application for sheet piling for the Town Bridge to Victoria Park sub-section" and "HP 14. Complete design of the Northbrook Street to Northcroft sub-section". A detailed explanation for the change is provided in paragraph 5.6.

Area of Focus		Corresponding High Priority Measures		
		Measure Description		Target
	retain their independence; we will also ensure that those with the most urgent needs receive a timely response	HP16	% of new customers who concluded Reablement and need no ongoing care from the council ⁵	60%
9	We will develop and implement a programme of growing income by reshaping our assets and services	HP17	Develop and adopt the Corporate Transformation Programme	31/03/26
		HP18	Undertake a strategic asset review with associated disposal plan	31/01/26
10	We will work with partners to promote healthy lifestyle choices including diet and physical activity	HP 19	No. of attendances at Outreach sessions	Not targeted – baseline monitoring
11	We will work with residents to enable ‘vibrant villages’ in collaboration with residents	HP 20	Complete the work of the Policy Development Group on Viable Villages and consider the recommendations	31/07/26
12	We will continue to develop our economy including making progress with the Bond Riverside development and other measures which mark West Berkshire as “open for business”	HP 21	Develop and deliver a Rural Business Forum	31/12/25
		HP 22	Commission and complete a marketing exercise for Bond Riverside	31/12/25

- 5.3 Regarding the Area of Focus 1, data on attainment levels are produced on a yearly basis, therefore, deemed unsuitable for quarterly reporting. When updated results are available, they will be reported on the quarterly report immediately afterwards.
- 5.4 Note that updates for overall results on highway quality (Area of Focus 5) are also available once a year and will be reported in a similar fashion.
- 5.5 Finally, regarding HP 19, the number of attendances at Outreach sessions, a target has not been set as this is the first period of monitoring. The results observed throughout the year will serve as baseline for the formulation of an appropriate target. The Outreach sessions are delivered in the community (village halls etc) or at partner organisations, e.g., Loose Ends. Locations include Mortimer, West Ilsley, Theale, Discovery Centre, Newbury College and Pangbourne. The sessions range from multi-sports for children and young people to senior circuits for older adults. There are seven outreach physical activity sessions a week, five of which are senior circuit sessions. To help reduce isolation, there are currently three community cafes running at Theale, Thatcham and Mortimer, and a community walk at Thatcham Discovery Park, which older adults, and adults with additional needs, attend.

⁵ Measure HP16 corresponds to Adult Social Care Outcomes Framework ([ASCOF](#)) [Measure 2A \(formally 2D\) – The outcome of short term services: sequel to service](#) (% of new clients with no identified need/low level support requirements following enablement).

5.6 Seven of the proposed High Priority measures are pending a decision. Those measures are listed in the table below, alongside the confirmation needed.

Proposed Measure Description	Proposed Target	Comment/Action Pending
HP 2 - % of eligible 2- and 3-year-olds taking up Early Years entitlement	75%	The measure proposed by the Department could not be made available in the compound manner proposed, as 2- and 3-year-olds are part of different schemes (more info on West Berkshire Council's webpage for Early Years and Childcare ⁶). Proposed action: ➤ Approve replacement measures: • % of eligible 2- year-olds taking up Early Years entitlement (Target 75%)
HP 3 - % of Persistent Absentee (PA) pupils (10% or more possible school sessions missed)	19.47%	Measure only was proposed by the Department and approved in the Q1 Performance Report. Proposed action: ➤ Target to be approved
HP 13 - Planning Application for sheet piling for the Town Bridge to Victoria Park sub-section	31/12/25	Replacement KPIs have been proposed by the service that relate to the maintenance of the south side of the canal, instead of the north, which underpin the cycle path to support sustainable transport options: Proposed action: ➤ Approve replacement measures: • HP 13. Submit Planning Application and completed detailed design for the replacement of the sheet piling on the north side of the canal (31/03/2026) • HP 14. Complete the construction work to replace the sheet piling on the north side of the canal (31/12/2026)
HP 14 - Complete design of the Northbrook Street to Northcroft sub-section	31/03/26	
HP 15 - % of referrals allocated in the previous 12 months without any waiting time	60%	Measure proposed by the Department and approved in the Q1 Performance Report. The service has informed that the workflow of the upcoming social care management system (Mosaic) will not allow for the measure to be monitored as described. There is no comparable measure. Proposed action: ➤ Discontinue reporting this measure from Q4.

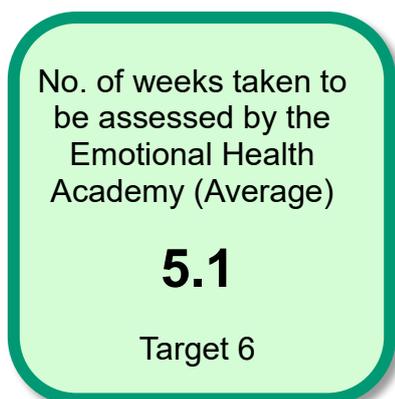
⁶ More on the topic, see: [Help paying for childcare: Free education and childcare for 2 year olds if you get extra support - GOV.UK](#) and [Help paying for childcare: 15 hours free childcare for 3 and 4-year-olds - GOV.UK](#)

Proposed Measure Description	Proposed Target	Comment/Action Pending
HP 17 and 18 – Measures pending		The responsible department has proposed the following measures. Proposed action: <ul style="list-style-type: none"> ➤ Approve replacement measures: <ul style="list-style-type: none"> • Develop and adopt the Corporate Transformation Programme (31/03/26) • Undertake a strategic asset review with associated disposal plan (31/01/26)

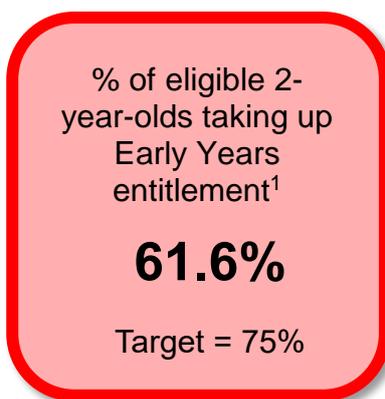
6 CSDP Progress Update: High Priority Measures

6.1 The following cards show the year-to-date progress for each of the 22 High Priority measures as at the end of this quarter.

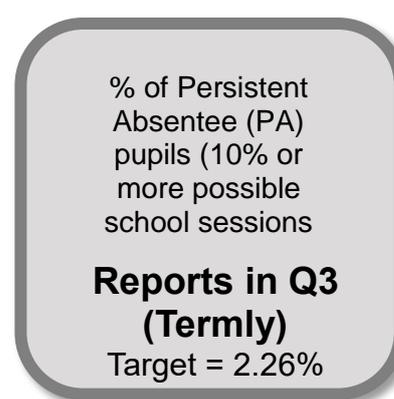
HP1



HP2



HP3



HP4



HP5



HP6



HP7

Commission the next phase of the Thatcham Community Hub feasibility

Behind schedule

Target = 31/12/2025

HP8

Develop a Delivery Plan for Newbury Town Centre from the Master Plan

On schedule

Target = 31/03/2026

HP9

Complete the second phase of works on Newbury Wharf

On schedule

Target = 31/03/2026

HP10

% of permanent pothole/road edge repairs completed within 28 days of order date, excl. exemptions

84.2% YTD

Target = 95%

HP11

Go live with Grazeley solar farm

Delayed

Target = 31/12/2025

HP12

No. of additional kWp installed for generating renewable energy

478

Target = 450/year

HP13

Submit Planning Application for the replacement of the sheet piling on the north side of the canal

On schedule

Target = 31/03/2026

HP14

Complete the construction work to replace the sheet piling on the north side of the canal

On schedule

Target = 31/12/2026

HP15

% of referrals allocated in the previous 12 months without any waiting time (rolling 12 months)

62.4%

Target = 60%

HP16

% of new customers who concluded Reablement and need no ongoing care from the Council

66.4%

Target = 60%

HP17

Develop and adopt the Corporate Transformation Programme

On schedule

Target = 31/03/26

HP18

Undertake a strategic asset review with associated disposal plan

On schedule

Target = 31/01/26

HP19

No. of attendances at Outreach sessions (i.e. locations other than Leisure Centres)

989

Not targeted - baseline monitoring

HP20

Complete the work of the Policy Development Group on Viable Villages and consider the recommendations

On schedule

Target = 31/07/2026

HP21

Develop and deliver a Rural Business Forum

On schedule

Target = 31/12/2025

HP22

Commission and complete a marketing exercise for Bond Riverside

On schedule

Target = 31/12/2025

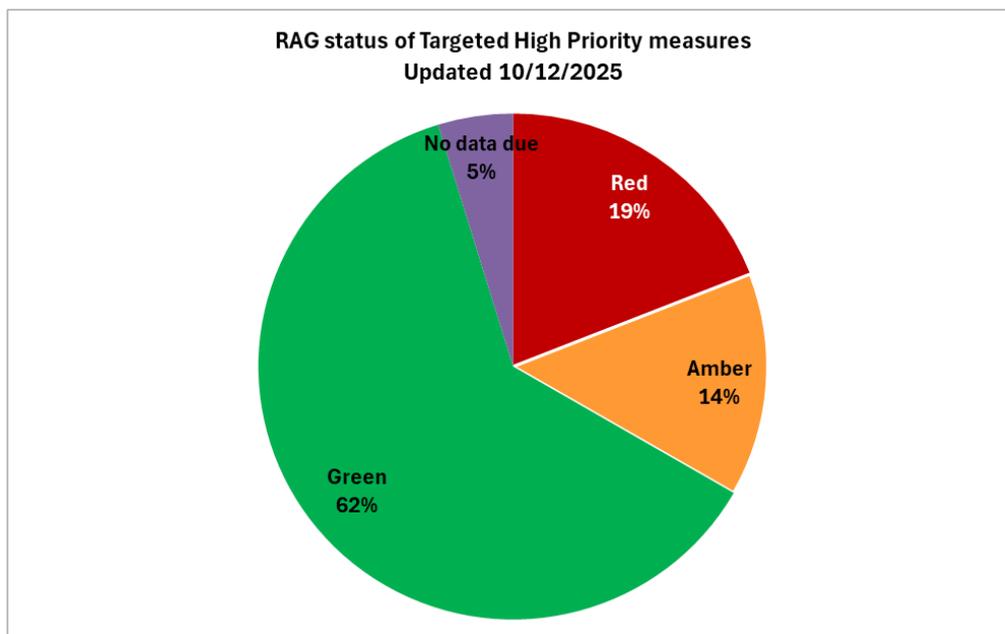


Figure 1. Year-to-date status of targeted High Priority Measures

6.2 From the 22 High priority measures, 21 are targeted. Among the targeted measures, 13 were reported as Green (target / project target date successfully met), 3 as Amber

(target missed by up to 5% / project completed up to 3 months past the target date) and 4 Red (target missed by more than 5% / project completed more than 3 months past the target date). Data was unavailable for one measure, as it is reported termly.

- 6.3 Notable achievements in this quarter were that the amount of Kilowatt peak installed at schools was higher than targeted, and of the 10 confirmed projects, 7 are on track to be delivered on schedule.
- 6.4 The table below shows performance overtime from year end 2024/25 to the end of Q2, year-to-date, in the order of Red, Amber, and Green performance.

High Priority Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
HP2 % of eligible WB 2-year-olds on DWP list accessing free nursery entitlement	75%	(176 / 285) 61.8%	Red	75%	61.6%	Red	75%	61.6%	Red
<p>Commentary: If eligible for the families receiving additional support (FRAS) 2 year old funding and WPE (working parent entitlement) then the eligibility for both is recorded.</p> <p>Our experience has been that families entitled to FRAS are often slower to seek places and sometimes are unable to secure places at their preferred provider. Some providers prefer offering places to parents with WPE as they may have had their children in their setting from 9 months old and consider that these parents are more likely to take up additional hours over and above the entitlement funding.</p> <p>The Early Years Team sends out emails to potentially eligible families as soon as the information is received from DWP/DfE.</p> <p>Going forward, we are considering whether we could add a section to the parent declaration form, to get parents' consent for a 2 year old funding check (similar to what we currently have for the EYPP consent check) so we can perform these checks on the parents/providers behalf, so these children can also be counted towards the additional support 2 year old funding figures.</p> <p>Family Hubs will be encouraged to increase their support to potentially eligible families to apply for the FRAS funding. We will send additional comms to Early Years Providers.</p> <p>As most children are in their places for this term, the expectation is that there will not be much of a change in the position by year-end.</p>									

High Priority Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
HP 6 Refresh the Playing Pitch Strategy (30/06/25)	Jun-25	On schedule	Green	Jun-25	Feb-26	Red	Jun-25	Feb-26	Red
<p>Commentary: The draft strategy will go out to public consultation in November and is due to be considered by Executive on 17 February 2026.</p>									
HP 10 % of permanent pothole/road edge repairs completed within 28 days of order date, excl. exemptions	95%	(1,818 / 2,084) 87.2%	Red	95%	76.8%	Red	95%	84.2%	Red
<p>Commentary: Q2: (248 / 249) = 99.6% YTD: 641 / 761</p> <p>Following the supply chain issue in Q1, the Action Plan put in place by Term Maintenance Contractor (TMC) has improved performance considerably in this quarter. Needs to continue to affect YTD Actual.</p> <p>Evidence suggests that this measure is now exceeding target, but it is unlikely that there will be enough potholes requiring action before the end of the year to reach 95%. It is anticipated that this would reach at least 90% at year-end if current performance maintained.</p>									

High Priority Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
HP 11 Go live with Grazeley solar farm (31/12/25)	May-25	Delayed	Red	Dec-25	Mar-26	Amber	Dec-25	Oct-26	Red
<p>Commentary: Successful procurement exercise has been completed, however the rise in interest rates and the fall in green energy wholesale prices is impacting on the viability of the scheme. A full review of the business case must be undertaken prior to a contractor being appointed to ensure the scheme remains viable. This will take time and cause further delay to the programme.</p> <p>Alternative off-take options for the electricity and procurement options are being considered as part of the business case.</p> <p>It is expected that the business case review will be completed by the end of January 26, at which point it will be known if the project can be taken forward. Until then a programme to completion cannot be assumed.</p>									
HP 4 % of 16 to 17 year-olds participating in education and training	95%	91.8%	Amber	95%	90.7%	Amber	95%	90.4%	Amber
<p>November 2025 figure is 91.8%, with a further 2.6% recorded as being in Employment without regulated qualifications. There are fewer suitable training/learning opportunities available locally therefore employment is a more realistic option and is being encouraged. Schools are being pressed to be more diligent and systematic with those leaving school this year to ensure options for their young people are realistic and achievable</p> <p>Further Education settings are being challenged to broaden their curriculum to provide accessible courses for those with lower qualifications. We are also supporting West Berkshire Training Consortium to expand their capacity on their Great Start programme to take on more young people. Schools are being pressed to be more diligent and systematic with those leaving school this year to ensure options for their young people are realistic and achievable. Further Education settings are being challenged to broaden their curriculum to provide accessible courses for those with lower qualifications. We are also supporting West Berkshire Training Consortium to expand their capacity on their Great Start programme to take on more young people.</p> <p>Although we do not expect to be on target by the end of the year, this mirrors the national picture where England average is 89.9% and South East average is 87.8%.</p>									

High Priority Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
HP 5 No. of affordable homes completed and ready for occupation	150	185	Green	37	15	Red	74	73	Amber
<p>Commentary: YTD: 73</p> <p>Delivery of new Affordable Housing units is typically higher in Q3 and Q4. The reported figure is awaiting final clarification from Registered provider partners. The Q2 figure includes the initial tranche of First Homes (an affordable housing product) units in Speen, with the remainder to follow later in the year.</p> <p>Performance for this indicator is mitigated by ongoing monitoring of pipeline delivery with all Registered Provider partners. Future performance is expected to achieve target outcomes based on schemes that are completing during this last 6-month window.</p>									
HP 7 Commission the next phase of the Thatcham Community Hub feasibility (31/12/2025)	n/a	New for 2025/26	n/a	Dec-25	Dec-25	Green	Dec-25	Mar-26	Amber
<p>Commentary: We're currently behind the programme due to changes within the team. However, officers took the consultants to the site to meet with the relevant stakeholders on 9/10/2025.</p> <p>We're now finalising the internal consultations to ensure the consultants can proceed smoothly and reduce the risk of further delays.</p> <p>The Principal Economic Development Officer post is due to be filled in early November, it is then expected that this officer will support this activity and progress will be made at pace, ensuring a compliant and on-time delivery.</p>									
HP 1 No. of weeks taken to be assessed by the Emotional Health Academy (Average)	6	6	Green	6	5.6	Green	6	5.1	Green

High Priority Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
HP 8 Develop a Delivery Plan for Newbury Town Centre from the Master Plan (31/03/26)	n/a	New for 2025/26	n/a	Mar-26	Mar-26	Green	Mar-26	Mar-26	Green
HP 9 Complete the second phase of works on Newbury Wharf (31/03/26)	n/a	New for 2025/26	n/a	Mar-26	Mar-26	Green	Mar-26	Mar-26	Green
HP 12 No. of additional Kilowatt peak (kWp) installed for generating renewable energy	350	126	Red	0	0	Green	300	478	Green
Commentary: Solar PV was installed at the following schools: Winchcombe, Falkland, Westwood Farm Infant, Westwood Farm Junior, The Castle School									
HP 13 Submit Planning Application and completed detailed design for the replacement of the sheet piling on the north side of the canal (31/03/2026)	n/a	New for 2025/26	n/a	Mar-26	Mar-26	Green	Mar-26	Mar-26	Green
HP 14 Complete the construction work to replace the sheet piling on the north side of the canal (31/12/2026)	n/a	New for 2025/26	n/a	Dec-26	Dec-26	Green	Dec-26	Dec-26	Green
HP 15 % of referrals allocated in the previous 12 months without any waiting time (rolling 12 months)	n/a	New for 2025/26	n/a	60%	64%	Green	60%	62%	Green

High Priority Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
Commentary: NB: data for this measure will not be available once the new ASC case management system is in place. 'Referrals' no longer exist in the new system, as it is a workflow-based system.									
HP 16 % of new clients with no identified need/low level support requirements following enablement	60%	(121 / 190) 63.7%	Green	60%	64.7%	Green	60%	66.4%	Green
Commentary: NB: Provisional data, pending Client Level Data (CLD) confirmation Relates to reablement provided by our inhouse service and externally commissioned Is a subset of total reablement provided									
HP 17 Develop and adopt the Corporate Transformation Programme (31/03/26)	n/a	New for 2025/26	n/a	Mar-26	Mar-26	Green	Mar-26	Mar-26	Green
HP 18 Undertake a strategic asset review with associated disposal plan (31/01/26)	n/a	New for 2025/26	n/a	Jan-26	Jan-26	Green	Jan-26	Jan-26	Green
HP 20 Complete the work of the Policy Development Group on Viable Villages and consider the recommendations (31/07/2026)	n/a	New for 2025/26	n/a	Jul-26	Mar-26	Green	Jul-26	Mar-26	Green
HP 21 Develop and deliver a Rural Business Forum (31/12/25)	n/a	New for 2025/26	n/a	Dec-25	Sep-25	Green	Dec-25	Sep-25	Green
Commentary: We held a rural business forum in September where we announced the new Rural England Prosperity Fund (REPF) had engaged with our rural landowners, business and racecourse industry. Positive feedback has been received.									

High Priority Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
HP 22 Commission and complete a marketing exercise for Bond Riverside (31/12/25)	n/a	New for 2025/26	n/a	Dec-25	Dec-25	Green	Dec-25	Dec-25	Green
HP 19 No. of attendances at Outreach sessions (i.e. locations other than Leisure Centres)	n/a	New for 2025/26	n/a	Baseline	989	Baseline	Baseline	2,036	Baseline
Commentary: This is a new measure for 2025/26 and will be monitored for a year to allow for targeting in 2026/27.									
HP 3 % of Persistent Absentee (PA) pupils (10% or more possible school sessions missed)	No target	No data	No data	tbd	No data due as reports termly	No data	tbd	No data	No data due as reports termly

7 CSDP Progress Update: Business as Usual Measures

- 7.1 For an explanation of the measure categories and the RAG rating methodology, please refer to Appendix A: Purpose and Methodology.
- 7.2 Only those measures with a RAG status of Red or Amber are published as part of this report.

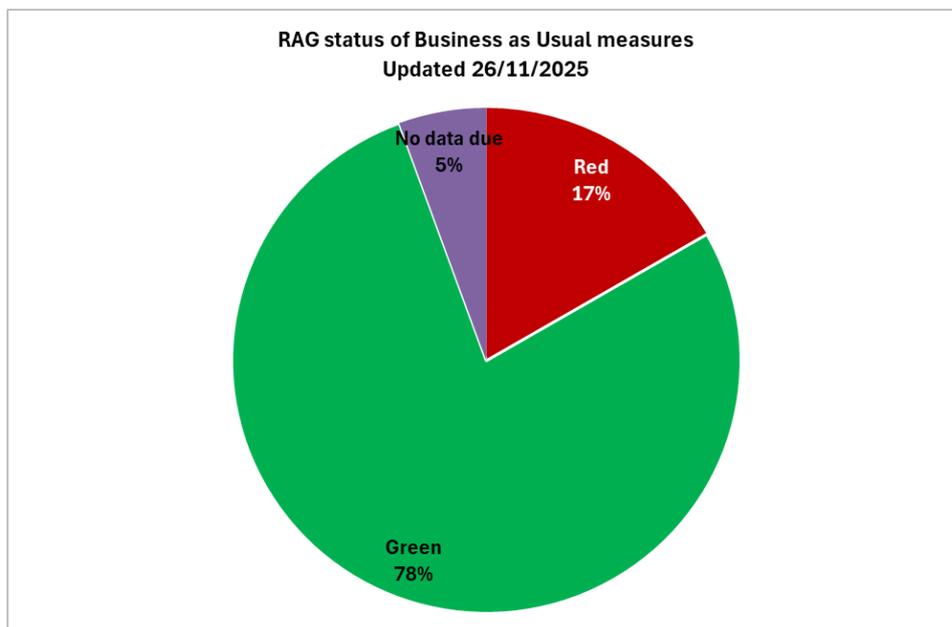


Figure 2. Year-to-date status of Business-as-Usual Measures

- 7.3 Out of the 36 BaU measures, 28 were reported as Green, 0 as Amber, and 6 as Red, and 2 were not due to be reported this quarter.
- 7.4 Notable achievements in this quarter were around electric vehicle (EV) charging points, promoting West Berkshire as 'open for business', completion of flood prevention schemes, and the number of people attending cultural and library events.

Business as Usual Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
BaU 1 No. of people subscribed to WBC e-newsletters	76,000	73,258	Amber	76,000	63,004	Red	76,000	63,643	Red
<p>Commentary: Completed a data cleanse when moving to a new platform which removed email addresses no longer in use and caused a drop in overall figures. It can also fluctuate as it is used to support service delivery - so it will be influenced by changes, for example, in library membership or garden waste subscriptions.</p> <p>Newsletters continue to be promoted to residents. The distribution list has grown by 600 email addresses over the last quarter.</p> <p>The distribution list has grown by 600 email addresses over the last quarter, and it is hoped that this trend will continue.</p>									
BaU 4 Produce a Council Strategy Delivery Plan for review by Executive Members	n/a	New for 2025/26	n/a	Jun-25	Dec-25	Red	Jun-25	Dec-25	Red
<p>Commentary: The review of the existing Delivery Plan measures by the Council only took place in May 2025. At that time, there was the introduction of 12 new Areas of Focus, as developed by the Executive, for informing the delivery of the Council Strategy.</p> <p>The performance team has since developed a methodology for the incorporation of those areas of focus and updated the set of measures accordingly. Most of the proposed changes were expected to be addressed by the Executive during the Q1 reporting period.</p> <p>There are still measures which need to be confirmed before the delivery plan can be produced, which we expect to take place at the time of the review of the Q2 Performance Report.</p>									

Business as Usual Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
BaU 5 No. of corporate and school staff enrolled onto training funded through the apprenticeship levy	56	111	Green	14	7	Red	28	23	Red
Commentary: Although apprenticeship enrolments in Q1 were below target, in Q2 the target has been exceeded. Q3 has begun with a good uptake.									
BaU 7 % of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	100%	(4 / 5) 80.0%	Red	100%	80.0%	Red	100%	80.0%	Red
Commentary: Q2: (4 / 5) Birchwood has yet to be inspected by the Care Quality Commission so therefore its rating remains 'requires improvement' We are reliant on the CQC undertaking a new inspection. We are confident that Birchwood has improved since the last inspection but will need CQC's view in due course.									

Business as Usual Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
BaU 10 % of Education, Health and Care plans issued within the 20-week timeframe (including exceptions)	60%	(142 / 242) 58.7%	Green	60%	25.4%	Red	60%	24.1%	Red
<p>Commentary: YTD: 27 / 112 More applications for (EHCNAs), and reduced resource in the SEN and Education Psychology teams has impacted on delivery, with individual caseloads rising from 25 to 65 EHCP requests.</p> <p>Also, the rate of mainstream schools refusing to offer placements to mainstream children with EHCPs has increased. Refusals to offer placements extends the 20-week process through re-consultation and possible direction. Schools state that they cannot offer placements due to funding for EHCPs to mainstream schools not increasing in value for approximately 10 years.</p> <p>Funding for EHCPs is under review in order to promote equity and increase funding for schools</p>									
BaU 12 % of council light vehicle fleet that are ultra-low emission	77%	(10 / 21) 47.6%	Red	50%	47.6%	Amber	50%	43.5%	Red
<p>Commentary: Q2: 10 / 23 Overall, current reviews of Council services and unavailability of suitable vehicles are delaying decisions on ULEV vehicles.</p> <p>In the meantime, three of the non-fully electric light fleet vehicles are hybrids and we have three electric minibuses on the Council's fleet with two more due to be ordered in FY 2025/26.</p> <p>By year end, one diesel vehicle should be removed from the fleet. Decisions on replacement of two further diesel light vehicles with electric vehicles are not now expected until 2026/27 due to current reviews of Council services. Year end is therefore expected to be 50% (11 of 22 vehicles fully ULEV).</p>									

8 CPI Progress Update: Key Operational Performance Indicators (KoPIs)

- 8.1 For an explanation of the measure categories and the RAG rating methodology, please refer to Appendix A: Purpose and Methodology.
- 8.2 Only those measures with a RAG status of Red or Amber are published as part of this report.

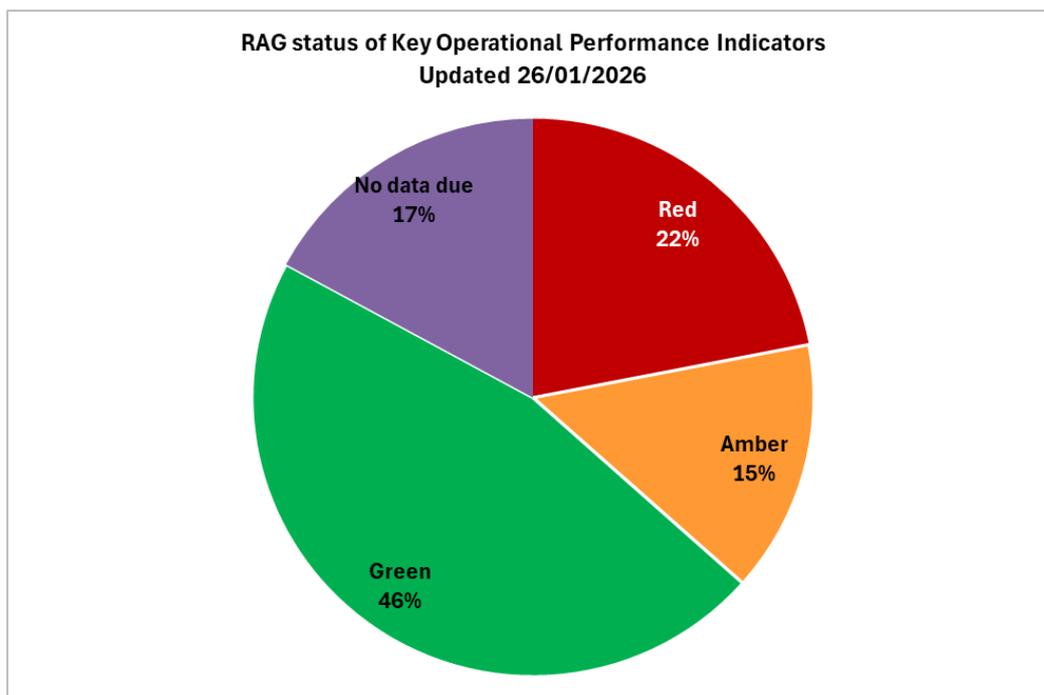


Figure 3. Year-to-date status of Key Operational Performance Indicators

- 8.3 Out of the 42 KOPI measures, 19 were reported as Green, 6 as Amber, 9 as Red, and 7 measures were not due to be reported this quarter, as they are reported annually or for an academic year.
- 8.4 Notable achievements in this quarter were around our Children’s Social Care Service receiving a “Good” rating from the CQC, the percentage of adults supported through our Tier 1 intervention, the number of planning applications determined within the deadline and the number of residents engaged in WBC funded life-long learning during the last academic year.

Key Operational Performance Measure Name	2024/25			2025/26									
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG				
KoPI 7 % of total turnover in West Berkshire Council	14%	12.9%	Green	13%	13.3%	Amber	13%	14.7%	Red				
<p>Commentary: Whilst there has been an increase in leavers and as such turnover for 2025/2026 to date, this is only just over the KPI target and does not at this stage create a concern for the Council as justifications exist for the increase. There has been a lot of organisational change during 2025 to date and that includes restructures and TUPE transfers that has impacted the leaver numbers. There is also a higher percentage of employees who have chosen to retire which is possibly impacted by the current change programme</p> <div data-bbox="1576 472 1937 687" data-label="Complex-Block" style="border: 1px solid black; padding: 5px;"> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #4F7942; color: white; padding: 2px;">Overall turnover in Local Government UK - May 2025</td> <td style="text-align: right; padding: 2px;">18%</td> </tr> <tr> <td colspan="2" style="padding: 2px;">Data Source: Local Government Workforce Data - May 2025 (LGA)</td> </tr> </table> </div> <p>Data continues to be monitored for trends and as such any possible mitigations considered.</p> <p>It is likely this trend will continue during the remainder of the year and the figure remaining higher than the KPI. As such, and whilst such large-scale changes take place that impact on posts and employees, this is unlikely to be reduced by any proactive measures.</p>										Overall turnover in Local Government UK - May 2025	18%	Data Source: Local Government Workforce Data - May 2025 (LGA)	
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KoPI 9 % of repeat plans for children subject to a Child Protection Plans for a second subsequent time (within 2 years)	15%	(205 / 726) 28.2%	Red	15%	21.4%	Red	15%	28.9%	Red				

Key Operational Performance Measure Name	2024/25			2025/26															
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG										
<p>Commentary: YTD: 44 / 152 We have seen a high percentage of children requiring a child protection plan for 2nd or subsequent period.</p> <p>A dip sample is underway to explore this on a wider scale to consider any learning. At this point it appears many repeat CP plans link to Domestic Abuse, either parent reuniting or starting a new relationship where domestic abuse is a risk to the child/ren.</p> <p>Learning from the auditing being undertaken is expected to shed light on the factors leading to repeat CP periods, which will in turn be used to review service delivery and training for staff as appropriate.</p>																			
<table border="1" style="float: right; width: 200px;"> <thead> <tr> <th colspan="2">% of repeat plans for children subject to a Child Protection Plans for a second subsequent time (within 2 years) - 2024</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>24.7%</td> </tr> <tr> <td><u>South East</u></td> <td>25.3%</td> </tr> <tr> <td>WBC</td> <td>21.4%</td> </tr> <tr> <td colspan="2">Data Source: Children in Need - Reporting Year 2024 (DfE)</td> </tr> </tbody> </table>										% of repeat plans for children subject to a Child Protection Plans for a second subsequent time (within 2 years) - 2024		England	24.7%	<u>South East</u>	25.3%	WBC	21.4%	Data Source: Children in Need - Reporting Year 2024 (DfE)	
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Data Source: Children in Need - Reporting Year 2024 (DfE)																			
KoPI 13 No. of children's social workers allocated more than 18 cases	0	19	Red	0	24	Red	0	16	Red										
<p>Commentary: This remains a priority area as we know this impacts on recruitment and retention: ASYE's, social workers and senior social workers will have varied caseloads, numbers of children allocated to social workers does not evidence the volume of work needed for each child and or family of children. ASYE's are protected up to the max of ten children, social workers and senior social workers will have varying numbers due to how experienced they are in child protection and court work, more senior social workers will manage a number of care proceedings and those on higher caseloads are supported accordingly.</p> <p>We continue to have a number of social workers on higher caseloads, and this continues to be reviewed, and addressed. Social Workers have regular supervision and support in place to ensure high caseloads are managed well, Managers meet weekly to review social workers caseloads and are aware of the volume of reports and evidence they need to complete ensuring timescales are being met.</p> <p>Due to current volume of work and cases in court, it is expected that we will continue to have a number of social workers on caseloads over 18, all social workers have support in place but at this stage it is unlikely to reduce over the next quarter.</p>																			
<table border="1" style="float: right; width: 200px;"> <thead> <tr> <th colspan="2">Average caseload - per FTE (at 30 September 2024)</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>15.4</td> </tr> <tr> <td><u>South East</u></td> <td>15.5</td> </tr> <tr> <td>WBC</td> <td>15.3</td> </tr> <tr> <td colspan="2">Data Source: Children's social work workforce - Reporting Year 2024 (DfE)</td> </tr> </tbody> </table>										Average caseload - per FTE (at 30 September 2024)		England	15.4	<u>South East</u>	15.5	WBC	15.3	Data Source: Children's social work workforce - Reporting Year 2024 (DfE)	
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Key Operational Performance Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
KoPI 14 No. of Children in Care aged under 16 placed in unregistered provision	0	3	Red	0	0	Green	0	2	Red
<p>Commentary: Unregistered is used as a last resort when there is no other provision for child entering care. At the end of this Qtr there are 2 children, 1 placement has applied for registration and awaiting Ofsted visit and the 2nd child we continue to search for appropriate regulated provision.</p> <p>There are new workers in the brokerage team, and these children are priority for placement finding. The profiles of the children have been updated and reviewed.</p> <p>We expect no child to be placed in an unregistered placement and work tirelessly to ensure this does not happen.</p>									
KoPI 17 % of desired outcomes of a S42 safeguarding enquiry, expressed by the subject, 'fully' achieved	68%	(346 / 515) 67.2%	Amber	68%	66.7%	Amber	68%	63.1%	Red
<p>Commentary: YTD: 200 / 317 The proportion that has 'fully achieved' their stated outcomes, has dropped as numbers that are reported as 'partially achieved' have increased. This remains a subjective view. Low numbers - only 7%, that have not met any stated outcomes.</p> <p>The team will continue to promote the service through a variety of measures.</p> <p>Performance is linked to demand volumes, which have been very high during the current year, and this will continue to make this target challenging.</p>									

Percentage of desired outcomes of a S42 safeguarding enquiry, expressed by the subject, 'fully' achieved (of cases with recorded desired outcome) - 2023-2024	
England	70%
South East	65%
WBC	74%
Data Source: Safeguarding Adults, England 2023-24 (NHS England)	

Key Operational Performance Measure Name	2024/25			2025/26															
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG										
KoPI 21 % of households where relief duty ended with secure accommodation for at least 6 months	55%	(208 / 440) 47.3%	Red	55%	38.7%	Red	55%	50.3%	Red										
<p>Commentary: YTD: 98 / 195 Affordable and suitable settled accommodation is in very short supply both in the private sector and social housing which impacts our ability to end a relief duty in settled accommodation.</p> <p>Performance for Q2 is impacted further due to planned refurbishment at the Council's commissioned single homeless hostel service reducing the number of available rooms available for clients from Q2. This planned work limits new provision options for clients during this period. This refurbishment is on target for Phase 1 completion by 31/3/26 which will then increase the accommodation options for homeless households.</p>																			
<table border="1" style="float: right; width: 30%;"> <thead> <tr> <th colspan="2">% of households where relief duty ended with secure accommodation for at least 6 months</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>31.2%</td> </tr> <tr> <td><u>South East</u></td> <td>28.5%</td> </tr> <tr> <td>WBC</td> <td>41.7%</td> </tr> <tr> <td colspan="2">Data Source: Statutory homelessness in England: July to September 2024</td> </tr> </tbody> </table>										% of households where relief duty ended with secure accommodation for at least 6 months		England	31.2%	<u>South East</u>	28.5%	WBC	41.7%	Data Source: Statutory homelessness in England: July to September 2024	
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<u>South East</u>	28.5%																		
WBC	41.7%																		
Data Source: Statutory homelessness in England: July to September 2024																			
KoPI 22 Av. No. of days taken to make a full decision on new Housing Benefit claims	18.5	19.0	Amber	19	19.3	Amber	18.5	20.8	Red										
<p>Commentary: Lost one full time assessor on secondment to Revenues Team and it took 3 months to recruit replacement. Team only has one FT post in place, so this had significant effect on performance of the team overall especially during summer holidays period due to annual leave.</p>																			
<table border="1" style="float: right; width: 30%;"> <thead> <tr> <th colspan="2">Average number of days taken to process housing benefit new claims & change of circumstances - 2025/2026 (Q1)</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>9</td> </tr> <tr> <td><u>South East</u></td> <td>9</td> </tr> <tr> <td>WBC</td> <td>8</td> </tr> <tr> <td colspan="2">Data Source: Department for Work and Pensions (via LG Inform)</td> </tr> </tbody> </table>										Average number of days taken to process housing benefit new claims & change of circumstances - 2025/2026 (Q1)		England	9	<u>South East</u>	9	WBC	8	Data Source: Department for Work and Pensions (via LG Inform)	
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	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG										
KoPI 25 Increase in the number of shared lives carers (households) compared to Mar 2023 supporting West Berkshire residents	45	39	Red	35	34	Amber	38	35	Red										
Commentary: Additional 3 Carers recruited but this has been offset by other Carers leaving. The team will address this performance issue through a variety of measures including audit and training for front-line staff. There is some confidence that we can reach the target with planned measures.																			
KoPI 32 % of disadvantaged pupils achieving national standard for reading, writing and maths combined (KS2)	44%	25.3%	Red	n/a	Academic Year reports Q2	No data due	44%	33.2%	Red										
Commentary: This is compared to a national average of 47.8% of pupils gaining expected standard in reading, writing and maths – which is a significant 14+% gap and places West Berkshire in the 100th percentile (bottom). The current West Berkshire school improvement model provides support to only those schools who choose to, and can afford to buy back the service, which means a lot of schools are currently not receiving any school improvement support, and/or any challenge from the local authority. A new Principal Advisor for School Effectiveness has been appointed and is working to intervene in the poorest performing schools, and is looking to reshape how this service works, to ensure the pupils and the schools that need it most, get the most support.						<table border="1"> <thead> <tr> <th colspan="2">Percentage of disadvantaged pupils meeting the expected standard for reading, writing and maths (combined) - 2024/25</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>47%</td> </tr> <tr> <td>South East</td> <td>42%</td> </tr> <tr> <td>WBC</td> <td>33%</td> </tr> <tr> <td colspan="2">Data Source: Key stage 2 attainment - Academic year 2024/25 (DfE)</td> </tr> </tbody> </table>				Percentage of disadvantaged pupils meeting the expected standard for reading, writing and maths (combined) - 2024/25		England	47%	South East	42%	WBC	33%	Data Source: Key stage 2 attainment - Academic year 2024/25 (DfE)	
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Key Operational Performance Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
KoPI 1 Council Tax collected as a % of Council Tax due	98%	97.4%	Amber	28%	28.3%	Green	56%	55.1%	Amber

Commentary:
 Performance against this KPI has been impacted by two principal factors during the reporting period. Firstly, staffing capacity pressures, particularly at senior level, have reduced the team’s ability to focus on in-year debt recovery. One senior FTE post remains vacant, which has limited strategic oversight, case progression, and escalation activity. As a result, operational staff have had reduced management capacity to drive recovery performance and prioritise higher-value or more complex arrears cases.

Secondly, the ongoing cost-of-living pressures continue to affect customers’ ability to pay Council Tax. Household budgeting priorities during this time typically shift towards essential living costs, leading to increased short-term non-payment, delayed instalments, and higher arrears levels. This seasonal effect has contributed to a temporary reduction in the in-year collection rate, but we are seeing continues trends with non-payment year on year.

Temporary redistribution of senior responsibilities within the service to maintain operational oversight and ensure critical recovery decisions continue to be progressed. Targeted recovery activity focusing on higher-value debts and cases where early intervention is most likely to prevent longer-term arrears, particularly trying to focus on collection of in-year debts over prior years arrears. Continued active use of payment arrangements, including revised instalment plans, to support customers while maintaining income collection. Ongoing recruitment activity to fill the vacant senior post and restore full management capacity within the team.

The appointment of the vacant senior post will further strengthen recovery performance by restoring full management capacity and enabling a renewed focus on in-year debt recovery. While wider economic pressures may continue to influence customer payment behaviour, the service expects to see a gradual recovery in collection rates, supported by targeted enforcement, sustained customer engagement, and improved operational resilience once we have the additional post filled. Performance is anticipated to move closer to target as these factors take effect.

Key Operational Performance Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
KoPI 2 Non domestic rates collected as a % of non domestic rates due	98%	98.9%	Green	33%	33.4%	Green	61%	59.6%	Amber
<p>Commentary: Performance against this KPI has been impacted by two principal factors during the reporting period. Firstly, staffing capacity pressures, particularly at senior level, have reduced the team’s ability to focus on in-year debt recovery. One senior FTE post remains vacant, which has limited strategic oversight, case progression, and escalation activity. As a result, operational staff have had reduced management capacity to drive recovery performance and prioritise higher-value or more complex arrears cases. Secondly, the ongoing cost-of-living pressures continue to affect businesses’ ability to pay.</p> <p>Temporary redistribution of senior responsibilities within the service to maintain operational oversight and ensure critical recovery decisions continue to be progressed.</p> <p>Targeted recovery activity focusing on higher-value debts and cases where early intervention is most likely to prevent longer-term arrears, particularly trying to focus on collection of in-year debts over prior years arrears. Continued active use of payment arrangements, including revised instalment plans, to support customers while maintaining income collection.</p> <p>Ongoing recruitment activity to fill the vacant senior post and restore full management capacity within the team.</p> <p>Collection performance is expected to improve over the coming quarters. The appointment of the vacant senior post will further strengthen recovery performance by restoring full management capacity and enabling a renewed focus on in-year debt recovery.</p> <p>The service expects to see a gradual recovery in collection rates, supported by targeted enforcement, sustained customer engagement, and improved operational resilience once we have the additional post filled. Performance is anticipated to move closer to target as these factors take effect.</p>									

Key Operational Performance Measure Name	2024/25			2025/26													
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG								
KoPI 12 No. of active fostering households (including family and friends)	93	87	Red	93	92	Amber	93	91	Amber								
Commentary: This figure is less than 1% of the target. Much of our fostering performance data remains the best in the SE. We continue to be active in LAFSE- raising the profile of fostering, taking part in events and recruitment drives. We currently have 4 Kinship carers who have temp approval and are under assessment plus 6 on going generic fostering assessments. SESLIP are undertaking two exercises in coming months- One to explore the offer across the 23 authorities across the SE with a view of understanding 'what works' to attract new carers. The other is to review our recruitment practices. We are adopting 'Care Friends' – an app designed to aid publicity and recruitment in fostering. The app has a very good success rate when launched in Wales. We always need more carers; we are continually working towards recruiting new carers. 6 new mainstream carers will be a significant addition.				<table border="1"> <thead> <tr> <th colspan="2">Fostering households (by 100,000 population)</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>59.1%</td> </tr> <tr> <td>WBC</td> <td>56.7%</td> </tr> <tr> <td colspan="2">Data Source: Children in need - Reporting Year 2024 (DfE)</td> </tr> </tbody> </table>						Fostering households (by 100,000 population)		England	59.1%	WBC	56.7%	Data Source: Children in need - Reporting Year 2024 (DfE)	
Fostering households (by 100,000 population)																	
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Key Operational Performance Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
KoPI 31 % achieving the national standard for reading, writing and maths combined (KS2)	60%	55%	Red	n/a	Academic Year reports Q2	No data due	60%	57.1%	Amber

Commentary:

West Berkshire is in the 89th percentile for attainment at KS2 which means the percentage of pupils leaving primary school at the expected standard in reading, writing and maths is significantly lower (-5.5%) than the national average. This is in the context of 78.2% of pupils obtaining phonics, which is also notably lower than national, and in the 69th percentile (dropping to the 99th percentile for disadvantaged pupils). Therefore, attainment across both KS1 and KS2 is low. The current West Berkshire school improvement model provides support to only those schools who choose to, and can afford to buy back the service, which means a lot of schools are currently not receiving any school improvement support, and/or any challenge from the local authority.

A new Principal Advisor for School Effectiveness has been appointed and is working to intervene in the poorest performing schools, and is looking to reshape how this service works, to ensure the pupils and the schools that need it most, get the most support.

Percentage of pupils meeting the expected standard for reading, writing and maths (combined) - 2024/25	
England	61%
<u>South East</u>	61%
WBC	57%
Data Source: Key stage 2 attainment - Academic year 2024/25 (DfE)	

Key Operational Performance Measure Name	2024/25			2025/26					
	Year End Target	Year End Outturn	Year End RAG	Q1 YTD Target	Q1 YTD Outturn	Q1 YTD RAG	Q2 YTD Target	Q2 YTD Outturn	Q2 YTD RAG
KoPI 39 % of Children in Care Reviews where the young person contributed to their review (aged 6+)	n/a	New for 2025/26	n/a	90%	93.3%	Green	90%	88.6%	Amber
<p>Commentary: Q2: 70 / 79 This area is slightly below target, this is reliant on children wanting to engage and contribute to their reviews, all children are included but not all children choose to contribute.</p> <p>A deep dive is completed on all children entered as not having been consulted each year as part of the annual Independent Reviewing Officer (IRO) report. The number of children where this is an identified factor has consistently been due to older adolescents, usually approaching the age of 18yrs, not wanting to attend their review or contribute. However, their views are provided via their allocated social worker.</p> <p>The IROs work hard to encourage all children and young people to meet with them and to contribute to their reviews and ensure that these are obtained via other means where this is not possible.</p>									
KoPI 42 No. of visits to West Berkshire sports and leisure centres	1,000,000	878,989	Red	250,000	237,612	Amber	525,000	512,827	Amber
<p>Commentary: The Q2 target was met, with performance up 17% on 2024. Year-to-date figure is affected by the Northcroft refurbishment and by inaccuracies in attendance tracking data in Q1 which has now been resolved. Year end result may be close to target but will continue to be affected by the Q1 issues.</p>									

9 Contextual measures

- 9.1 Overall, the local **economy remained strong**. The unemployment and claimant rates remained relatively stable (reflecting [the national position](#)⁷). Empty business rated properties were 8% fewer than the same period last year.
- 9.2 The sale of parking tickets in WBC managed car parks increased by 9.5% on the same period last year. Footfall data for Newbury, Hungerford and Thatcham Town centres remained stable. The number of valid planning applications received decreased by 4% on the same period last year but was below the usual number for this period.
- 9.3 The **social care indicators**, for children's social care referral and enquiries, continued to increase to levels of previous years. These children are a high priority and progressed in a timely manner to ensure they are safeguarded.
- 9.4 Although a slight increase on last quarter, number of first-time entrants into the Youth Justice System remains significantly lower than the national (151) and regional rates 136.
- 9.5 The number of households on the Housing Register was consistent with the previous quarter, as was the number of households in temporary accommodation.
- 9.6 Within the **Place** indicators, the number of people using our sports and leisure centres of all ages, has been steadily increasing over the last four quarters. The number of pothole repairs completed for the quarter has fallen, as the number of actionable potholes (those exceeding 40mm or greater) being recorded by the team and reported by the public had reduced through the summer months. This shows that the network is in a good position going into the winter season.

10 Corporate Health

- 10.1 Staff turnover further increased to 14.7%, our average rate is 13%.
- 10.2 The annualised number of working days used for sickness absence is 8.7, with 2.5 being attributed to general stress, depression and mental health sickness, and 0.7 specifically to work related stress.
- 10.3 The overall completion rate for mandatory training courses was 73.9%, a decrease from 76.4% last quarter. The target is 95%.

11 Proposals

- 11.1 To note the progress made in delivering the [Council Strategy Delivery Plan 2023-2027](#), maintaining a strong outcome for the majority of the measures, and remedial actions taken where performance is below target.

⁷ Source: ONS. Important note: These are official statistics in development and the ONS advises caution when using the data. Ongoing challenges with response rates and levels mean that LFS-based labour market statistics will be badged as official statistics in development until further review.

11.2 To note the action put in place to address under performance for measures rated Amber and Red.

11.3 To review proposed changes to high priority measures:

- HP 2 - % of eligible 2- year-olds taking up Early Years entitlement target = 75%
- HP 3 - % of Persistent Absentee (PA) pupils (10% or more possible school sessions missed) target = 19.47% (national average)
- HP 13 - Submit Planning Application and completed detailed design for the replacement of the sheet piling on the north side of the canal (31/03/26)
- HP 14 - Complete the construction work to replace the sheet piling on the north side of the canal (31/12/26)
- HP 15 – % of referrals allocated in the previous 12 months without any waiting time (rolling 12 months) target = 60%. Discontinue reporting the measure as of Q4.
- HP 17 - Develop and adopt the Corporate Transformation Programme (31/03/26)
- HP 18 - Undertake a strategic asset review with associated disposal plan (31/01/26)

12 Conclusion

12.1 This quarter's results show that good progress had been made towards the delivery of the measures under all five Council Strategy Priority Areas.

12.2 Action plans are in place to address performance for measures rated Amber and Red. Councillors are asked to note these actions and overall performance.

12.3 The revised structure of the quarterly performance reports aims to enhance transparency and insight by introducing standardised measures that reflect both strategic goals and day-to-day service performance.

13 Appendices

13.1 Appendix A: Purpose and methodology

Background Papers:

None

Subject to Call-In:

Yes: No:

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

- Delays in implementation could have serious financial implications for the Council.
- Delays in implementation could compromise the Council's position.
- Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months.
- Item is Urgent Key Decision
- Report is to note only

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1. Introduction

This document outlines the structure of the quarterly performance reports, which aims to enhance transparency and insight by introducing standardised measures that reflect both strategic goals and day-to-day core activities.

For all measures, the Performance Team will seek commentary from relevant services to provide context, especially regarding implementation challenges.

2. Council Strategy Delivery Measures (CSDMs)

The Council Strategy 2023-27 was approved by Full Council in October 2023, and is a four-year strategy accompanied by a detailed Delivery Plan (CSDP) divided into the following five Priority Areas:

1. Services we are proud of
2. A fairer West Berkshire with opportunities for all
3. Tackling the climate and ecological emergency
4. A prosperous and resilient West Berkshire
5. Thriving communities with a strong local voice

To monitor if we are achieving what we have set out to do in the Council Strategy, each Priority Area is monitored through a set of measures, which are reported on a quarterly basis. The measures are divided into the following categories:

- **High Priority:** is a subset of measures monitoring the 12 Areas of Focus, agreed at the Full Council meeting on 15 May 2025, and are included in the main report regardless of their RAG status.
- **Business as Usual:** are included in the main report by exception, i.e. Red (target missed by more than 5% / project completed more than 3 months past the target date), Amber (target missed by up to 5% / project completed up to 3 months past the target date), and then more fully in an Appendix.

In accordance with West Berkshire Council's performance monitoring methodology, the measures are classified using a RAG (Red, Amber and Green) status to indicate level of achievement, as shown below.

The table below reflects the key rule for performance RAG status, applied to quantified measures, but it is important to note that, if a measure has a date as

Appendix A - Purpose and methodology

target, the RAG status will be defined as described below, which adds nuance to previously binary (Red/Green) reporting:

Text	Symbol	
Red (R)	■	Target missed by more than 5%
Amber (A)	◆	Target missed by up to 5%
Green (G)	★	Target successfully met
No data	⌘	No data reported by the department
No data due	⦿	No data due to be reported in this quarter
Baseline	⚡	A non-targeted measure. Results are provided as a baseline for future monitoring.

Please note that for date-based targets, the Council updated its methodology to allow for an Amber status if delivery is delayed by up to three months.

Red (R)	Not completed, more than 3 months past target date
Amber (A)	Not completed, up to 3 months past target date
Green (G)	Completed by target date or target date not reached

3. Core Performance Indicators

The Core Performance Indicators, aim to provide a snapshot of service-level performance. They are standards for assessing overall performance and are linked to statutory obligations. Rather than linked to specific, time-bound, commitments expressed in the Council Strategy, they reflect the core, day-to-day activities of the different Departments and Services.

The Core Performance Indicators are categorised as Key Operational Performance Indicators (KOPIs) and Standard Performance Indicators (SPIs).

Core indicators are divided into:

- Key Operational Performance Indicators (KOPIs):** a subset of a larger group of Operational Performance Indicators (OPIs), which are monitored at Department Level. Out of those larger sets of indicators, elected Members selected the ones deemed instrumental to the delivery of its Strategy and included them in its Delivery Plan. As is the case with Council Strategy Delivery Measures, Key Operational Performance Indicators (KOPIs) are classified using RAG status and reported by exception.
- Standard Performance Indicators (SPI):** are performance indicators used industry-wide and adopted by official statistical organisations. They are regularly collected and submitted to government to fulfil statutory reporting requirements. The adoption of these standard indicators aims to enhance accountability and strengthen evidence-based decision-making by allowing for comparative assessment of the Council's performance vis-à-vis National averages and the results of statistical neighbours.

Appendix A - Purpose and methodology

A key benefit of adopting standard indicators is the ability to conduct comparative assessments of performance against:

- National averages
- Statistical neighbours
- Geographical neighbours

To support this, the report will include averages and means at the national level and from statistical neighbours, offering a more contextualised understanding of service performance.

4. Performance Reporting Structure

Performance Report Components	Types of measures	Source for measures		Contextual tools for enhanced understanding
Council Strategy Delivery Update	High Priority (HP) Measures	Council Strategy 2023-2027 and Delivery Plan	12 Areas of Focus	Results from Statistical neighbours National averages and means
	Business-as-Usual (BaU) Measures		Other strategic goals not directly linked to the Areas of Focus	
Core Performance Indicators	Key Operational Performance Indicators (KOPIs)	Departments	Department Plans	
	Standard Performance Indicators (SPI)	Relevant National Frameworks	MHCLG Outcomes Framework and Statutory Returns	

5. Contextual Tools for Enhanced Understanding

Measures of volume (MoVs) are non-targeted measures that are reported to either illustrate the demands on a department or provide context for and are organised by theme: Economy, People and Place.

6. Corporate Health

This section reports on a mix of targeted and non-targeted measures that shows e.g., the level of attendance at mandatory training courses and appraisals, but also sickness absence.

No.	Measure name	2024/25			Q1 2025/26		Q2 2025/24		Comment		
		YTD Target	YTD RAG / Actual		YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG			
HP 1	No. of weeks taken to be assessed by the Emotional Health Academy (Average)	6	6	★	6	5.6	★	6	5.1	★	
HP 2	% of eligible West Berkshire 2-year-olds on DWP list accessing free nursery entitlement	75%	(176 / 285) 61.8%	■	75%	61.6%	■	75%	61.6%	■	<p>Q2: 170 / 276</p> <p>If eligible for the families receiving additional support (FRAS) 2 year old funding and WPE (working parent entitlement) then the eligibility for both is recorded.</p> <p>Our experience has been that families entitled to FRAS are often slower to seek places and sometimes are unable to secure places at their preferred provider. Some providers prefer offering places to parents with WPE as they may have had their children in their setting from 9 months old and consider that these parents are more likely to take up additional hours over and above the entitlement funding.</p> <p>The Early Years Team sends out emails to potentially eligible families as soon as the information is received from DWP/DfE.</p> <p>Going forward, we are considering whether we could add a section to the parent declaration form, to get parents' consent for a 2 year old funding check (similar to what we currently have for the EYPP consent check) so we can perform these checks on the parents/providers behalf, so these children can also be counted towards the additional support 2 year old funding figures.</p> <p>Family Hubs will be encouraged to increase their support to potentially eligible families to apply for the FRAS funding. We will send additional comms to Early Years Providers.</p> <p>As most children are in their places for this term, the expectation is that there will not be much of a change in the position by year-end.</p>
HP 3	% of Persistent Absentee (PA) pupils (10% or more possible school sessions missed)	n/a	18%	⊕		Reports in Q3	∞		Reports in Q3	∞	Reports termly
HP 4	% of 16 to 17 year-olds participating in education and training	95%	(3,533 / 3,848) 91.8%	◆	95%	90.7%	◆	95%	90.4%	◆	<p>Based on October 2025 data.</p> <p>November 2025 figure is 91.8%, with a further 2.6% recorded as being in Employment without regulated qualifications. There are fewer suitable training/learning opportunities available locally therefore employment is a more realistic option and is being encouraged. Schools are being pressed to be more diligent and systematic with those leaving school this year to ensure options for their young people are realistic and achievable</p> <p>Mitigation</p> <p>Further Education settings are being challenged to broaden their curriculum to provide accessible courses for those with lower qualifications. We are also supporting West Berkshire Training Consortium to expand their capacity on their Great Start programme to take on more young people. Schools are being pressed to be more diligent and systematic with those leaving school this year to ensure options for their young people are realistic and achievable. Further Education settings are being challenged to broaden their curriculum to provide accessible courses for those with lower qualifications. We are also supporting West Berkshire Training Consortium to expand their capacity on their Great Start programme to take on more young people.</p> <p>Expected performance:</p> <p>Although we do not expect to be on target by the end of the year, this mirrors the national picture where England average is 89.9% and South East average is 87.8%.</p>

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
HP 5	No. of affordable homes completed and ready for occupation	150	185 ★	37	52 ★	74	83 ★	YTD: 83 Delivery of new Affordable Housing units is typically higher in Q3 and Q4. The reported figure is awaiting final clarification from Registered provider partners. The Q2 figure includes the initial tranche of First Homes (an affordable housing product) units in Speen, with the remainder to follow later in the year. Performance for this indicator is mitigated by ongoing monitoring of pipeline delivery with all Registered Provider partners. Future performance is expected to achieve target outcomes based on schemes that are completing during this last 6-month window.
HP 6	Refresh the Playing Pitch Strategy (30/06/25)	Jun-25	On schedule ★	Jun-25	Feb-26 ■	Jun-25	Feb-26 ■	The draft strategy will go out to public consultation in November, and is due to be considered by Executive on 17 February 2026.
HP 7	Commission the next phase of the Thatcham Community Hub feasibility (31/12/2025)	n/a	New for 2025/26 ⊕	Dec-25	Dec-25 ★	Dec-25	Mar-26 ◆	We're currently behind the programme due to changes within the team. However, officers took the consultants to the site to meet with the relevant stakeholders on 9/10/2025. We're now finalising the internal consultations to ensure the consultants can proceed smoothly and reduce the risk of further delays.
HP 8	Develop a Delivery Plan for Newbury Town Centre from the Master Plan (31/03/26)	n/a	New for 2025/26 ⊕	Mar-26	Mar-26 ★	Mar-26	Mar-26 ★	
HP 9	Complete the second phase of works on Newbury Wharf (31/03/26)	n/a	New for 2025/26 ⊕	Mar-26	Mar-26 ★	Mar-26	Mar-26 ★	
HP 10	% of permanent pothole/road edge repairs completed within 28 days of order date, excl. exemptions	95%	(1,818 / 2,084) 87.2% ■	95%	76.8% ■	95%	84.2% ■	YTD: 641 / 761 Following the supply chain issue in Q1, the Action Plan put in place by Term Maintenance Contractor (TMC) has improved performance considerably in this quarter. Needs to continue to affect YTD Actual.
HP 11	Go live with Grazeley solar farm (31/12/25)	May-25	Delayed ■	Dec-25	Mar-26 ◆	Dec-25	Oct-26 ■	Successful procurement exercise has been completed, however the rise in interest rates and the fall in green energy wholesale prices is impacting on the viability of the scheme. A full review of the business case must be undertaken prior to a contractor being appointed to ensure the scheme remains viable. This will take time and cause further delay to the programme. Alternative off-take options for the electricity and procurement options are being considered as part of the business case. It is expected that the business case review will be completed by the end of January 2026, at which point it will be known if the project can be taken forward. Until then a programme to completion cannot be assumed.
HP 12	No. of additional Kilowatt peak (kWp) installed for generating renewable energy	350	126 ■	0	0 ★	300	478 ★	Solar PV was installed at the following schools: Winchcombe, Falkland, Westwood Farm Infant, Westwood Farm Junior, The Castle School
HP 13	Submit Planning Application and completed detailed design for the replacement of the sheet piling on the north side of the canal (31/03/2026)	n/a	New for 2025/26 ⊕	Mar-26	Mar-26 ★	Mar-26	Mar-26 ★	
HP 14	Complete the construction work to replace the sheet piling on the north side of the canal (31/12/2026)	n/a	New for 2025/26 ⊕	Dec-26	Dec-26 ★	Dec-26	Dec-26 ★	
HP 15	% of referrals allocated in the previous 12 months without any waiting time (rolling 12 months)	n/a	New for 2025/26 ⊕	60%	64% ★	60%	62% ★	NB: data for this measures will not be available once the new ASC case management system is in place. 'Referrals' no longer exist in the new system, as it is a workflow based system.

No.	Measure name	2024/25			Q1 2025/26			Q2 2025/24			Comment
		YTD Target	YTD RAG / Actual		YTD Target	YTD Outturn/RAG		YTD Target	YTD Outturn/RAG		
HP 16	% of new clients with no identified need/low level support requirements following enablement	60%	(121 / 190) 63.7%	★	60%	64.7% ★		60%	66.4% ★		NB: Provisional data, pending Client Level Data (CLD) confirmation Relates to reablement provided by our inhouse service and externally commissioned Is a subset of total reablement provided
HP 17	Develop and adopt the Corporate Transformation Programme (31/03/26)	n/a	New for 2025/26	⊕	Mar-26	Mar-26 ★		Mar-26	Mar-26 ★		
HP 18	Undertake a strategic asset review with associated disposal plan (31/03/26)	n/a	New for 2025/26	⊕	Mar-26	Jan-26 ★		Mar-26	Jan-26 ★		
HP 19	No. of attendances at Outreach sessions (i.e. locations other than Leisure Centres)	n/a	New for 2025/26	⊕	Baseline	989 🌀		Baseline	2,036 🌀		This is a new measure for 2025/26 and will be monitored for a year to allow for targeting in 2026/27.
HP 20	Complete the work of the Policy Development Group on Viable Villages and consider the recommendations (31/07/2026)	n/a	New for 2025/26	⊕	Jul-26	Mar-26 ★		Jul-26	Mar-26 ★		
HP 21	Develop and deliver a Rural Business Forum (31/12/25)	n/a	New for 2025/26	⊕	Dec-25	Sep-25 ★		Dec-25	Sep-25 ★		We held a rural business forum in September where we announced the new Rural England Prosperity Fund (REPF) had engaged with our rural land owners, business and racecourse industry. Positive feedback has been received.
HP 22	Commission and complete a marketing exercise for Bond Riverside (31/12/25)	n/a	New for 2025/26	⊕	Dec-25	Dec-25 ★		Dec-25	Dec-25 ★		
23	Review Adverse Weather plan to ensure the Drought Framework is up to date (31/03/26)	Oct-24	Delayed	■	Mar-26	Mar-26 ★		Mar-26	Mar-26 ★		
24	% of flood prevention and drainage improvement schemes, listed in the capital programme, completed	90%	(5 / 5) 100.0%	★	20%	33.3% ★		50%	50.0% ★		Q2: 3 / 6
25	Adopt the Highway Asset Management Plan (31/12/25)	Dec-25	On schedule	★	Dec-25	Dec-25 ★		Dec-25	Dec-25 ★		
26	Adopt the West Berkshire Local Plan (30/06/25)	Jun-25	On schedule	★	Jun-25	Jun-25 ★		Jun-25	Jun-25 ★		Activity complete in Q1. Local Plan Review adopted by Council on 10 June 2025.
27	No. of Community forums held	3	3	★	0	0 ★		1	1 ★		Community Forum held on 15 July 2025 at Theale Library and online about the proposal for a new unitary council, 'Ridgeway Council', covering the districts of West Berkshire, South Oxfordshire and Vale of White Horse.
28	Retender the outcomes based Voluntary Sector Prospectus (31/03/26)	Mar-25	Delayed	■	Mar-26	Mar-26 ★		Mar-26	Mar-26 ★		
29	Deliver the annual Members Bids funding programme	Nov-24	Delayed	■	Nov-25	Nov-25 ★		Nov-25	Oct-25 ★		Members Bid Panel to meet 27/10/2025 to approve 2025/26 bid round.
30	No. of initiatives implemented with partners to reduce and prevent crime in West Berkshire	4	17	★	1	2 ★		2	3 ★		Initiative held in Thatcham.
31	No. of people attending physical events and activities across Culture and Library Services	52,000	60,316	★	13,500	14,853 ★		27,000	35,876 ★		
32	No. of arts-based events provided in community libraries by arts providers	20	76	★	15	34 ★		30	51 ★		
33	Refurbish Northcroft Leisure Centre (30/06/25)	Jun-25	On schedule	★	Jun-25	Jun-25 ★		Jun-25	Jun-25 ★		Activity complete in Q1.
34	Increase accessibility accreditation levels for our sports and leisure facilities (31/12/2025)	Jun-25	Delayed	■	Dec-25	Dec-25 ★		Dec-25	Dec-25 ★		Three leisure centres are preparing for their Quest assessments, which are due to take place in November 2025. Hungerford Leisure Centre is expected to be completed in early 2026.
35	Adopt the Rights of Way Improvement Plan (31/12/2025)	Jun-25	Delayed	■	Dec-25	Dec-25 ★		Dec-25	Dec-25 ★		Due to be considered by the Executive at the meeting on 18 December 2025.

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
36	No. of Health in All Policies (HIAP) Champions active across West Berkshire Council	n/a	New for 2025/26	0	0 ★	10	14 ★	The Council's Executive Directors (4) and Service Directors (10) have signed up to be Health in All Policies (HiAP) Champions. They will play a key leadership role in embedding the HiAP approach across their respective service areas, ensuring that health and wellbeing considerations are integrated into all policies, strategies, and operational decisions.

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
1	No. of people subscribed to WBC e-newsletters	76,000	73,258 ◆	76,000	63,004 ■	76,000	63,643 ■	Completed a data cleanse when moving to a new platform which removed email addresses no longer in use and caused a drop in overall figures. It can also fluctuate as it is used to support service delivery - so it will be influenced by changes, for example, in library membership or garden waste subscriptions. Newsletters continue to be promoted to residents. The distribution list has grown by 600 email addresses over the last quarter.
2	No. of Council services/functions digitised and/or transformed	28	24 ■	5	2 ■	10	20 ★	YTD: 20 Completed projects: 6 Forms digitised: 9 New processes developed: 3
3	Expenditure on agency staff (Actual)	£7,500,000	£7,486,875 ★	£1,875,000	£1,432,703 ★	£3,750,000	£2701580 ★	YTD: 2,701,580
4	Produce a Council Strategy Delivery Plan for review by Executive Members	n/a	New for 2025/26 ⊕	Jun-25	Dec-25 ■	Jun-25	Dec-25 ■	The review of the existing Delivery Plan measures by the Council only took place in May 2025. At that time, there was the introduction of 12 new Areas of Focus, as developed by the Executive, for informing the delivery of the Council Strategy. The performance team has since developed a methodology for the incorporation of those areas of focus and updated the set of measures accordingly. Most of the proposed changes were expected to be addressed by the Executive during the Q1 reporting period but there are still measures which need to be confirmed before the delivery plan can be produced, which we expect to take place at the time of the review of the Q2 Performance Report.
5	No. of corporate and school staff enrolled onto training funded through the apprenticeship levy	56	111 ★	14	7 ■	28	23 ■	
6	No. of young people attending/involved in work experience and project work opportunities	20	57 ★	5	13 ★	10	68 ★	
7	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	100%	(4 / 5) 80.0% ■	100%	80.0% ■	100%	80.0% ■	Birchwood has yet to be inspected by the Care Quality Commission so therefore its rating still remains 'requires improvement'
8	% of affordable dwellings (social rent and shared ownership) that are social rent	70%	No data ⊖	70%	76.9% ★	70%	77.1% ⊕	Reports in Q3
9	No. of local authority maintained schools	64	64 ★	64	64 ★	64	64 ★	
10	% of Education, Health and Care plans issued within the 20-week timeframe (including exceptions)	60%	(142 / 242) 58.7% ★	60%	25.4% ■	60%	24.1% ■	More applications for (EHCNAs), and reduced resource in the SEN and Education Psychology teams has impacted on delivery, with individual caseloads rising from 25 to 65 EHCP requests. Also, the rate of mainstream schools refusing to offer placements to mainstream children with EHCPs has increased. Refusals to offer placements extends the 20-week process through re-consultation and possible direction. Schools state that they cannot offer placements due to funding for EHCPs to mainstream schools not increasing in value for approximately 10 years. Funding for EHCPs is under review in order to promote equity and increase funding for schools
11	Update the Environment Strategy and Delivery Plan (31/05/25)	Dec-24	Delayed ■	May-25	May-25 ★	May-25	May-25 ★	Activity complete in Q1. Approved by the Executive on 22 May 2025.
12	% of council light vehicle fleet that are ultra-low emission	77%	(10 / 21) 47.6% ■	50%	47.6% ◆	50%	43.5% ■	Q2: 10 / 23 We are expecting by year end to have replaced two of the diesel light vehicles with electric vehicles (one vehicle for Highways is on order, due to be delivered December 2025; and we are working with Postal Services to order a replacement vehicle). In the meantime, three of the non-fully electric light fleet vehicles are hybrids and we have three electric minibuses on the Council's fleet with two more due to be ordered in FY 2025/26. Overall, delays are due to some changing services preventing ULEV purchase decisions and limited suitable off-road ULEVs on the market.
13	No. of schemes delivered for residents to install solar panels and other clean energy systems	1	1 ★	Reports Q4	Reports Q4 ⊕	Reports Q4	Reports Q4 ⊕	
14	% of Car Club vehicles that are electric	25%	(1 / 5) 20.0% ■	20%	20.0% ★	20%	20.0% ★	Q2: 1 / 5 The number of electric car club vehicles depends on the number of car club locations that have EVCPs. Once the programme has provided them, car club EVs will be placed.
15	No. of new EV charging points installed on streets without off-street parking	40	38 ◆	0	8 ★	0	10 ★	Two on-street charge points had the civils works completed in this quarter but the electrical connections were delayed until October. New LEVI funded contract is expected to be signed in Q3. Installation of on-street charge points will likely occur in Q4 under this new contract.
16	% of all suitable WBC public car parks with 20 or more spaces to have EV charging available	100%	(13 / 22) 59.1% ■	60%	63.6% ★	60%	63.6% ★	Q2: 14 / 22
17	Commence trial of extended pedestrianisation hours Newbury Town Centre (31/05/25)	Mar-24	Delayed ■	May-25	May-25 ★	May-25	May-25 ★	Activity complete in Q1. Trial commenced on 19/05/2025.
18	Adopt a Local Transport Plan (31/07/25)	Mar-25	Delayed ■	Jul-25	Jul-25 ★	Jul-25	Jul-25 ★	Approved by Council in July 2025.
19	No. of district-wide initiatives to enable local action on carbon reduction	4	4 ★	1	1 ★	2	2 ★	Cosier Homes initiative with Centre for Sustainable Living.
20	No. of activities delivered in the district to increase education about recycling and waste minimisation	28	49 ★	7	15 ★	15	46 ★	
21	Hold a Local Business Conference to promote the district and create more jobs (30/06/26)	Dec-24	Delayed ■	Jun-26	Feb-26 ★	Jun-26	Jun-26 ★	
22	No. of supported internships for young people with EHCP (Education, Health and Care Plans)	4	No data ⊖	4	9 ★	4	11 ★	
23	Review Adverse Weather plan to ensure the Drought Framework is up to date (31/03/26)	Oct-24	Delayed ■	Mar-26	Mar-26 ★	Mar-26	Mar-26 ★	
24	% of flood prevention and drainage improvement schemes, listed in the capital programme, completed	90%	(5 / 5) 100.0% ★	20%	33.3% ★	50%	50.0% ★	Q2: 3 / 6
25	Adopt the Highway Asset Management Plan (31/12/25)	Dec-25	On schedule ★	Dec-25	Dec-25 ★	Dec-25	Dec-25 ★	

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
26	Adopt the West Berkshire Local Plan (30/06/25)	Jun-25	On schedule ★	Jun-25	Jun-25 ★	Jun-25	Jun-25 ★	Activity complete in Q1. Local Plan Review adopted by Council on 10 June 2025.
27	No. of Community forums held	3	3 ★	0	0 ★	1	1 ★	Community Forum held on 15 July 2025 at Theale Library and online about the proposal for a new unitary council, 'Ridgeway Council', covering the districts of West Berkshire, South Oxfordshire and Vale of White Horse.
28	Retender the outcomes based Voluntary Sector Prospectus (31/03/26)	Mar-25	Delayed ■	Mar-26	Mar-26 ★	Mar-26	Mar-26 ★	
29	Deliver the annual Members Bids funding programme	Nov-24	Delayed ■	Nov-25	Nov-25 ★	Nov-25	Oct-25 ★	Members Bid Panel to meet 27/10/2025 to approve 2025/26 bid round.
30	No. of initiatives implemented with partners to reduce and prevent crime in West Berkshire	4	17 ★	1	2 ★	2	3 ★	Initiative held in Thatcham.
31	No. of people attending physical events and activities across Culture and Library Services	52,000	60,316 ★	13,500	14,853 ★	27,000	35,876 ★	
32	No. of arts-based events provided in community libraries by arts providers	20	76 ★	15	34 ★	30	51 ★	
33	Refurbish Northcroft Leisure Centre (30/06/25)	Jun-25	On schedule ★	Jun-25	Jun-25 ★	Jun-25	Jun-25 ★	Activity complete in Q1.
34	Increase accessibility accreditation levels for our sports and leisure facilities (31/12/2025)	Jun-25	Delayed ■	Dec-25	Dec-25 ★	Dec-25	Dec-25 ★	Three leisure centres are preparing for their Quest assessments, which are due to take place in November 2025. Hungerford Leisure Centre is expected to be completed in early 2026.
35	Adopt the Rights of Way Improvement Plan (31/12/2025)	Jun-25	Delayed ■	Dec-25	Dec-25 ★	Dec-25	Dec-25 ★	Due to be considered by the Executive at the meeting on 18 December 2025.
36	No. of Health in All Policies (HiAP) Champions active across West Berkshire Council	n/a	New for 2025/26 ⊕	0	0 ★	10	14 ★	The Council's Executive Directors (4) and Service Directors (10) have signed up to be Health in All Policies (HiAP) Champions. They will play a key leadership role in embedding the HiAP approach across their respective service areas, ensuring that health and wellbeing considerations are integrated into all policies, strategies, and operational decisions.

Year to Date Performance by RAG rating (Q3 2025/2026)

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
1	Council Tax collected as a % of Council Tax due	98%	(148,000,702 / 151,935,700) 97.4% ♦	28%	28.3% ★	56%	55.1% ♦	<p>Performance against this KPI has been impacted by two principal factors during the reporting period.</p> <p>Firstly, staffing capacity pressures, particularly at senior level, have reduced the team’s ability to focus on in year debt recovery. One senior FTE post remains vacant, which has limited strategic oversight, case progression, and escalation activity. As a result, operational staff have had reduced management capacity to drive recovery performance and prioritise higher value or more complex arrears cases.</p> <p>Secondly, the ongoing cost of living pressures continue to affect customers’ ability to pay Council Tax, with a more pronounced impact during this quarter due to the Christmas period. Household budgeting priorities during this time typically shift towards essential living costs, leading to increased short term non payment, delayed instalments, and higher arrears levels. This seasonal effect has contributed to a temporary reduction in the in year collection rate but we are seeing continues trends with non-payment year on year.</p> <p>Temporary redistribution of senior responsibilities within the service to maintain operational oversight and ensure critical recovery decisions continue to be progressed.</p> <p>Targeted recovery activity focusing on higher value debts and cases where early intervention is most likely to prevent longer term arrears, particularly trying to focus on collection of in-year debts over prior years arrears.</p> <p>Continued active use of payment arrangements, including revised instalment plans, to support customers while maintaining income collection.</p> <p>Ongoing recruitment activity to fill the vacant senior post and restore full management capacity within the team.</p> <p>Collection performance is expected to improve over the coming quarters as seasonal pressures ease and customers return to more stable budgeting patterns following the Christmas period. The appointment of the vacant senior post will further strengthen</p>

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
2	Non domestic rates collected as a % of non domestic rates due	98%	(98,954,797 / 100,076,468) 98.9% ★	33%	33.4% ★	61%	59.6% ◆	<p>Performance against this KPI has been impacted by two principal factors during the reporting period.</p> <p>Firstly, staffing capacity pressures, particularly at senior level, have reduced the team's ability to focus on in year debt recovery. One senior FTE post remains vacant, which has limited strategic oversight, case progression, and escalation activity. As a result, operational staff have had reduced management capacity to drive recovery performance and prioritise higher value or more complex arrears cases. Secondly, the ongoing cost of living pressures continue to affect businesses' ability to pay.</p> <p>Temporary redistribution of senior responsibilities within the service to maintain operational oversight and ensure critical recovery decisions continue to be progressed.</p> <p>Targeted recovery activity focusing on higher value debts and cases where early intervention is most likely to prevent longer term arrears, particularly trying to focus on collection of in-year debts over prior years arrears.</p> <p>Continued active use of payment arrangements, including revised instalment plans, to support customers while maintaining income collection.</p> <p>Ongoing recruitment activity to fill the vacant senior post and restore full management capacity within the team.</p> <p>Collection performance is expected to improve over the coming quarters. The appointment of the vacant senior post will further strengthen recovery performance by restoring full management capacity and enabling a renewed focus on in year debt recovery.</p> <p>The service expects to see a gradual recovery in collection rates, supported by targeted enforcement, sustained customer engagement, and improved operational resilience once we have the additional post filled. Performance is anticipated to move closer to target as these factors take effect.</p>
3	Maintain the general fund at the Section 151 minimum (as per budget setting papers)	£7.5m	£10m ★	-	Reports Q4 ☉	Reports Q4	Reports in Q4 ☉	Reports in Q4
4	Maintain at least a satisfactory level of litter, detritus and graffiti (YTD)	Satisfactory	Satisfactory ◆	Reports Q2, Q3 & Q4	Reports Q2, Q3 & Q4 ☉	Satisfactory	No survey completed ☹	Due to time pressures with new three weekly waste collection service being launched, no Q2 or Q3 survey was carried out. A survey is planned for Q4 only.
5	% of public questions at formal meetings responded to in writing within 5 w/days of the meeting	100%	(28 / 28) 100.0% ★	100%	100.0% ★	100%	100.0% ★	
6	% of petitions responded to within a maximum of 4 months	80%	(3 / 3) 100.0% ★	80%	100.0% ★	80%	100.0% ★	

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
7	% of total turnover in West Berkshire Council	14%	12.9% ★	13%	13.3% ◆	13%	14.7% ■	Whilst there has been an increase in leavers and as such turnover for 2025/2026 to date, this is only just over the target and has reduced by 0.5 percentage points in the last quarter. At this stage it doesn't create a concern for the Council as justifications exist for the increase. There has been a lot of organisational change during 2025 to date and that includes restructures and TUPE transfers that has impacted the leaver numbers. There is also a higher percentage of employees who have chosen to retire which is possibly impacted by the current change programme. It is likely this trend will continue during the remainder of the year and the figure remaining higher than the target. As such, and whilst such large scale changes take place that impact on posts and employees, this is unlikely to be reduced by any proactive measures. Data continues to be monitored for trends and as such any possible mitigations considered.
8	% of repeat referrals to Children's Services within 12 months of a previous referral	22%	(329 / 1,504) ★ 21.9%	20%	22.1% ■	20%	19.8% ★	YTD: 234 / 1,107 Repeat referrals remain consistent at an acceptable 21% YTD, albeit above target. Repeats referrals are reviewed to consider any learning and this is improvement on previous years. We consider the development of Early Help and Family Hubs will in the future further support this area and reduce further repeat referrals as families will be able to access support earlier preventing a re-referral to statutory services.
9	% of repeat plans for children subject to a Child Protection Plans for a second subsequent time (within 2 years)	15%	(205 / 726) ■ 28.2%	15%	21.4% ■	15%	28.9% ■	YTD: 66 / 345 Q3: 11.4% Repeats within 2 years 11%, repeats regardless of timeframe sits at 32%. A dip sample was completed to explore this on a wider scale and to consider any learning. WBC is following along the same trajectory as our Statistical neighbours and England. seeing a slight spike, but this is showing as reducing at this current time. Many repeat CP plans link to Domestic Abuse, either the non-abusive parent starting a new relationship where domestic abuse is a risk to the child/ren or insufficient levels of engagement by the abusive parent and insufficient threshold to escalate involvement into Court. A more in-depth audit is currently being undertaken on families where there have been multiple repeats of CP plan. Further review and understanding of the current cohort will enable a further review of resource, it is anticipating these remains to Domestic Abuse and we need to explore further support and intervention with DV. If a child is a significant risk of harm and this requires a repeat CP plan, then a repeat plan will be followed, at this time this area may not fall inline with the target due to current number, current repeats but it remains under review.
10	% of Children in Care who've had 3 or more placements during the past year	12%	(18 / 189) ★ 9.5%	12%	11.5% ★	12%	9.2% ★	YTD: 17 / 209

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
11	% of our Care Leavers (aged 19-21) in employment, education, or training	60%	(69 / 105) ★ 65.7%	60%	63.0% ★	60%	61.3% ★	<p>YTD: 78 / 124</p> <p>This reflects the national picture for young people in EET. In addition, we have a high number of care leavers with extra needs, disability and who are young parents- all of which act as barriers to EET.</p> <p>Workers explore this with individuals regular, plans and support are reviewed and updated accordingly to improve this area. We have employed a further two personal advisers meaning high caseloads will reduce and more support can be given to help YP access EET. This figure remains good performance against statistical neighbours and national statistics.</p> <p>We aim for improved performance in this area but face many challenges with numbers of available college places and reduced apprenticeships.</p>
12	No. of active fostering households (including family and friends)	93	87 ■	93	92 ◆	93	91 ◆	<p>YTD: 84</p> <p>No carers resignations during this period. Kinship approvals will vary each quarter. Our foster care performance figures are consistently one of the best in the SE and nationally.</p> <ul style="list-style-type: none"> •70% of all children in care live in a family placement rising to 79% when excluding separated YP aged 16&17 •84% of children in a foster placement are placed with in-house carers •25% of all children in care are in a kinship placement compared to an average of 12% across SE •50% of children in foster care are in a kinship placement <p>The reduction is due to kinship fostering placements ending during the quarter with children achieving permanence outside of the care system either through a return home or through Special Guardianship Order. We continue to be active in recruiting new foster carers, with 6 currently going through training, the highest number we have had.</p> <p>SESLIP have undertaken a review of our recruitment activity, and we have an action plan in place to streamline and speed up the process to avoid losing any prospective carers.</p> <p>The West Berks 'offer' to foster carers is about to be reviewed to ensure we remain competitive and attractive to prospective carers.</p> <p>Being on or around the 93 target is good performance and we strive to reach this number. We hope to see this increase as we engage in stronger recruitment activity and streamlined assessments. NB: there is a shortage nationally in recruiting foster carers, and in comparison West Berkshire is strong in this area.</p>

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
13	No. of children's social workers allocated more than 18 cases	0	19 ■	0	24 ■	0	16 ■	<p>YTD: 25</p> <p>25 social workers have a case load above the target of 18, this equates to 25% of the social work workforce. Those with high caseloads, are our more experience social workers, and have support through their manager, their supervision and management oversight and guidance to support this. This can also be linked to larger sibling groups. Those on high caseloads are on an average of 22. This is a significant improvement to previous year when some were as high as 35.</p> <p>We continue to have a number of social workers on higher caseloads, and this continues to be reviewed, and addressed. Social Workers have regular supervision and support in place to ensure high caseloads are managed well. Managers meet weekly to review social workers caseloads and are aware of the volume of reports and evidence they need to complete ensuring timescales are being met.</p> <p>Due to current volume of work and cases in court, it is expected that we will continue to have a number of social workers on caseloads over 18, all social workers have support in place but at this stage it is unlikely to reduce over the next quarter.</p>
14	No. of Children in Care aged under 16 placed in unregistered provision	0	3 ■	0	0 ★	0	3 ■	<p>YTD: 2</p> <p>This reduced to one child at the end of Q3 as one child moved to a registered placement within the quarter.</p> <p>The one young person in an unregistered placement is cared for in a long-term arrangement that meets his needs whilst we continue to search for a registered placement. This YP will be 16 in January 26. Unregistered is only used as a last resort and we have a number of safeguards in place to ensure the arrangement is strictly monitored.</p> <p>The addition of the brokerage team has demonstrated stronger engagement in the residential market and is leading to wider and better choices. The number of children in unregistered placements nationally is reducing month on month as registered providers respond to demand.</p> <p>We expect no child to be placed in an unregistered placement and work tirelessly to ensure this does not happen.</p>
15	CQC rating of at least "Good" for our Adult Social Care Service	Good	Good ★	Good	Good ★	Good	Good ★	
16	No. of Children in Care aged 16 and over placed in unregistered provision	0	1 ■	0%	1 ■	0	0 ★	
17	% of desired outcomes of a S42 safeguarding enquiry, expressed by the subject, 'fully' achieved	68%	(346 / 515) 67.2% ◆	68%	66.7% ◆	68%	61.3% ■	<p>YTD: 200 / 316</p> <p>Proportion that have fully achieved their stated outcomes, has dropped as numbers that are reported as 'partially achieved' have increased. This remains a subjective view. Low numbers - only 4.8%, that have not met any stated outcomes.</p>

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
18	% of vulnerable adults supported through the Three Conversations Model - preventative level (Tier 1)	87%	(3,688 / 4,009) 92.0% ★	87%	93.3% ★	87%	92.9% ★	
19	% of verified rough sleepers in West Berkshire offered accommodation when first identified	100%	No data ⌚	100%	100.0% ★	100%	100.0% ★	Q2 data amended.
20	No. of rough sleepers at the end of each quarter (maximum)	6	5 ★	6	7 ■	6	6 ★	We engage with 100% of rough sleepers and offer them accommodation. The 7 rough sleepers identified are not entrenched long-term rough sleepers, and it is hoped our intervention will impact their lives positively. We continue to engage proactively through our outreach service.
21	% of households where relief duty ended with secure accommodation for at least 6 months	55%	(208 / 440) 47.3% ■	55%	38.7% ■	55%	50.3% ■	YTD: 141 / 278 Shortage of affordable housing resulting in reduced number of households being able to secure settled accommodation for at least 6 month. We are reviewing incentives to be offered to private landlords. Supporting households to become tenancy ready and working with registered providers to match suitable households to available properties.
22	Av. No. of days taken to make a full decision on new Housing Benefit claims	19	19.0 ◆	19	19.3 ◆	19	20.8 ■	<p>The current target of 18.5 days is not being achieved due to a combination of operational and external factors. New Housing Benefit (HB) claims have become increasingly complex, and are now more frequently involve mixed working age and pension age households, temporary accommodation cases, changes in income patterns, and enhanced verification requirement all of which are complex and require additional staff processing times. In addition, the ongoing shift of the simpler caseload to Universal Credit has left Local Authorities with a disproportionately complex residual HB caseload. These claims typically require more detailed evidence gathering, third party verification and manual intervention, all of which extend processing times. In addition, due to a secondment post there was some periods in recent quarters when we have been running understaffed and when staffing levels have been restored (on a temporary basis) further training has been required to bring knowledge up to speed, particularly for more complex cases.</p> <p>Workflow refinements to ensure that evidence requests are issued promptly and follow ups are actively monitored to avoid delays outside council control, for example we carry out a "new claims Wednesday" where new claims are prioritised over changes in circumstances to ensure h fastest turnaround possible.</p> <p>Cross training of assessment staff to increase resilience where possible, the team is a small group of officers so when there are absences for holiday and or sickness this can have a detrimental effect on processing times overall, we do our best to avoid this and cover where it is possible.</p> <p>Ongoing engagement with DWP, ensuring local processes align with best practice and national guidance, as previously mentioned these actions have enabled the service to maintain consistently strong performance relative to other Local Authority Benefit departments, even where the KPI target itself has not been met.</p>
23	Ofsted rating of at least "Good" for our Children and Family Service	Good	Good ★	Good	Good ★	Good	Good ★	

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
24	% of S42 safeguarding enquiries where a risk was identified and that risk was reduced/removed	90%	(1,400 / 1,450) 96.6% ★	90%	93.5% ★	90%	92.3% ★	YTD: 334 / 354
25	Increase in the number of shared lives carers (households) compared to Mar 2023 supporting West Berkshire residents	45	39 ■	35	34 ◆	38	35 ■	As with previous quarters, recruitment of Shared Lives households has been offset against those households that have left the service. Carer numbers have increased, however these are individuals rather than households (for example the number of support carers for one client (household) has increased by 4. Shared Lives continues to undertake advertising and actions relating to the promotion of shared lives as a model of care, they work closely with the foster team and attend regular shows and activities to try to drive recruitment. The cost of living is having some impact upon adult children leaving home, which historically would free up room for shared lives to be an option.
26	% of 'Major' planning applications determined within time	66%	(54 / 57) 94.7% ★	66%	85.7% ★	66%	89.2% ★	YTD: 40 / 45
27	% of 'Non-Major' planning applications determined within time	77%	(811 / 947) 85.6% ★	77%	85.5% ★	77%	88.8% ★	YTD: 612 / 678
28	% of pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	67%	67% ★	-	⊙	67%	72.1% ★	Reported annually in Q2 for the 2024/25 Academic Year = 72.1% (Green)
29	Average attainment 8 score (KS4)	54	n/a ■	-	Academic Year reports Q3 ⊙	54	47.9 ■	Reported annually in Q2 for the 2024/25 Academic Year = 47.9 (Red) DfE published data. Although our target has not been met, WBC are still performing better than the national average, placing us in the 2nd quartile nationally.
30	Average Progress 8 score per pupil (KS4)	10%	n/a ★	-	Academic Year reports Q3 ⊙	0.00	0 ⊙	Data not required DfE will not publish progress measures for 2024/25 or 2025/26 as KS4 pupils in these years did not have KS2 assessments due to the COVID-19 pandemic.
31	% achieving the national standard for reading, writing and maths combined (KS2)	60%	55% ■	-	Academic Year reports Q2 ⊙	60%	57.1% ◆	Reported annually in Q2 for the 2024/25 Academic Year = 57.1% (Amber) West Berkshire is in the 89th percentile for attainment at KS2 which means the percentage of pupils leaving primary school at the expected standard in reading, writing and maths is significantly lower (-5.5%) than the national average. This is in the context of 78.2% of pupils obtaining phonics, which is also notably lower than national, and in the 69th percentile (dropping to the 99th percentile for disadvantaged pupils). Therefore, attainment across both KS1 and KS2 is low. The current West Berkshire school improvement model provides support to only those schools who choose to, and can afford to buy back the service, which means a lot of schools are currently not receiving any school improvement support, and/or any challenge from the local authority. A new Principal Advisor for School Effectiveness has been appointed and is working to intervene in the poorest performing schools, and is looking to reshape how this service works, to ensure the pupils and the schools that need it most, get the most support.

No.	Measure name	2024/25		Q1 2025/26		Q2 2025/24		Comment
		YTD Target	YTD RAG / Actual	YTD Target	YTD Outturn/RAG	YTD Target	YTD Outturn/RAG	
32	% of disadvantaged pupils achieving national standard for reading, writing and maths combined (KS2)	44%	25.3% ■	-	Academic Year reports Q2 ⊙	44%	33.2% ■	Reported annually in Q2 for the 2024/25 Academic Year = 33.2% (Red) This is compared to a national average of 47.8% of pupils gaining expected standard in reading, writing and maths – which is a significant 14+% gap and places West Berkshire in the 100th percentile (bottom). The current West Berkshire school improvement model provides support to only those schools who choose to, and can afford to buy back the service, which means a lot of schools are currently not receiving any school improvement support, and/or any challenge from the local authority. A new Principal Advisor for School Effectiveness has been appointed and is working to intervene in the poorest performing schools, and is looking to reshape how this service works, to ensure the pupils and the schools that need it most, get the most support.
33	Average attainment 8 scores for disadvantaged pupils (KS4)	35	n/a ■	-	Academic Year reports Q4 ⊙	35	29.3 ■	DfE published data for the 2024/25 Academic Year should be available in the Spring term
34	% of household waste recycled, composted and reused	53%	(38,309 / 73,000) 52.5% ◆	55%	55.4% ★	55%	55.0% ★	YTD: 29,505 / 53,609 Qrt 2 data has been updated. Qrt 3 data is provisional. All results are subject to change once validated by DEFRA after Qrt 4.
35	No. of residents engaged in WBC funded life-long learning	800	n/a ★	-	Academic Year reports Q2 ⊙	800	812 ★	Reported annually in Q2 for the 2024/25 Academic Year = 812 (Green) Reported for Academic Year 2024/25
36	% of the principal road network (A roads) in need of repair	4%	4% ★	Reports Q4	Reports Q4 ⊙	Reports Q4	Reports Q4 ⊙	
37	% of non-principal road network (B and C roads) in need of repair	4%	3% ★	Reports Q4	Reports Q4 ⊙	Reports Q4	Reports Q4 ⊙	
38	% of the unclassified road network in need of repair	6%	3% ★	Reports Q4	Reports Q4 ⊙	Reports Q4	Reports Q4 ⊙	
39	% of Children in Care Reviews where the young person contributed to their review (aged 6+)	n/a	New for 2025/26 ⊕	90%	93.3% ★	90%	88.6% ◆	YTD: 74 / 76
40	% of parish/town councils requesting support to develop Neighbourhood Development Plans assisted	100%	(7 / 7) 100.0% ★	100%	100.0% ★	100%	100.0% ★	YTD: 4 / 4
41	% of newly built playgrounds that have disabled access equipment installed	100%	No new playgrounds built ★	100%	0 ★	100%	★	No new playgrounds built this quarter.
42	No. of visits to West Berkshire sports and leisure centres	1,000,000	878,989 ■	250,000	237,612 ◆	525,000	512,827 ◆	Increased from 187,400 (2024) to 227,120 (2025) (+21%) - quarter v quarter - and exceeding target. This continues to reflect the increase in usage from the development at Northcroft and Kennet. Year-to-date is affected by the Northcroft refurbishment and by inaccuracies in attendance tracking data in Q1 which has now been resolved. Year end result may be close to target but will continue to be affected by the Q1 issues.

Expansion, remodelling and development of the SEND (McKee) Resource Unit (Phase 1) at Westwood Farm Schools Federation

Committee considering report:	Executive
Date of Committee:	12 February 2026
Portfolio Member:	Councillor Heather Codling
Report Author:	Brian Roohan v.1 Natalie Taylor v.2 & v.3
Forward Plan Ref:	EX4766

1 Purpose of the Report

- 1.1 The purpose of this report is to seek approval for the expansion and remodelling of the McKee Resource Unit at Westwood Farm Schools Federation, increasing its capacity from 12 to 18 places and extending provision to Key Stage 2. This proposal represents a significant and strategically aligned enhancement to the Council’s local specialist SEND offer. It directly supports the delivery of the SEND Sufficiency and Inclusion Strategy, responding to sustained growth in demand for high-quality, in-borough provision for children with complex needs.
- 1.2 The expansion will enable a continuous all-through primary pathway, reducing unnecessary transitions at age seven, improving educational stability, and strengthening inclusive practice within a mainstream school environment. In addition, the proposal offers substantial value to the local authority through reduced reliance on independent and out-of-area placements, generating important cost avoidance and contributing to long-term financial sustainability within the High Needs Block.
- 1.3 This development builds on an already successful Key Stage 1 resource, has strong community and stakeholder support, and provides a timely, deliverable and cost-effective opportunity to increase specialist capacity in a densely populated area.

2 Recommendations

That the Executive:

- 2.1 Approves the expansion and remodelling of the McKee Resource Unit at Westwood Farm Schools Federation from 12 to 18 places, including the extension of provision into Key Stage 2.

Expansion, remodelling and development of the SEND (McKee) Resource Unit (Phase 1) at Westwood Farm Schools Federation

- 2.2 Notes that the proposal supports the Council’s SEND Sufficiency and Inclusion Strategy, delivering cost avoidance through reduced reliance on independent and out-of-area placements.
- 2.3 Delegates authority to the Head of SEND, in consultation with the Portfolio Holder for Education, to oversee the implementation and ongoing monitoring of the expanded provision

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The capital cost of the scheme is £1.214m, funded through SEND capital grant. Ongoing revenue costs of approximately £195,600 per annum will be met from the High Needs Block. This compares favourably with independent provision costs averaging £65,000 per pupil per year, delivering estimated annual cost avoidance of £164,100 for six KS2 places.
Human Resource:	The expanded unit will require additional support staff and teaching assistants. Staffing will be funded through existing SEND funding mechanisms and aligned to EHCP needs.
Legal:	The proposal supports the Council’s statutory duties under the Children and Families Act 2014, the SEND Code of Practice, and Section 27 sufficiency duties. It also supports the Council’s non-delegable duty under Section 42 to secure EHCP provision.
Risk Management:	Key risks relate to delivery timescales, staffing recruitment and maintaining integration with the mainstream school. These will be mitigated through phased delivery, early recruitment planning, and ongoing governance through SEND and school QA arrangements.
Property:	The proposal involves remodelling and extension of existing accommodation on the Westwood Farm site. No loss of mainstream places is anticipated. All works will comply with BB103, Building Regulations and WBC property standards. A statutory section 77 will be required once Executive approval has been made.
Policy:	The proposal aligns with National Policy and the West Berkshire Council SEND and Inclusion Strategy 2024–2029,

Expansion, remodelling and development of the SEND (McKee) Resource Unit (Phase 1) at Westwood Farm Schools Federation

	<p>the SEND and AP Improvement Plan (2023 - 2025), and the Delivering Better Value programme, Equalities Act 2010, SEND Regulations 2014, Children, Families Act 2014 SEND Code of Practice 2015, EHC Plans (Regs 11-17), Reviews Regs (18-20), Mediation (Regs 33 – 42) and EHC assessments (Regs 3-10)</p> <p>Building Bulletin (BB) 104, Building guidelines</p>
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	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			The recommendations aim to enhance inclusivity and accessibility for children with protected characteristics, focusing on local provisions that reduce travel burdens and enable students to remain in their communities.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			The plan will directly impact the lives of families and children and young people with Special Educational Needs and Disabilities as it aims to ensure there is sufficient education places within the borough in terms of education and alternative education provision. By increasing in-borough sufficiency of education placements, a more inclusive and supportive environment is enabled for pupils with SEND.
Environmental Impact:	X			Local placements reduce the environmental impact associated with long-distance travel for pupils needing specialized provisions.
Health Impact:	X			Effective SEND Sufficiency requires robust data collection, validation, and analysis systems to monitor needs, progress and outcomes and reports to the SEND Strategic Improvement Board. This work is part of the Delivering Better Value Ensuring Sufficiency Data subgroup.
ICT Impact:	X			Effective SEND Sufficiency requires robust data collection, validation, and analysis systems to monitor needs, progress and outcomes. This work part of the Sufficiency Data subgroup.

Expansion, remodelling and development of the SEND (McKee) Resource Unit (Phase 1) at Westwood Farm Schools Federation

Digital Services Impact:		X		N/A
Council Strategy Priorities:	X			<p>The sufficiency plan is linked to DBV Programme and SEND & Inclusion Strategy in terms of the following priorities:</p> <p>Priority 3: Inclusion, Priority 4: Developing Local Specialist Provision and Support, Priority 4: Strengthening Alternative Provision and Priority 6: Preparing for Adulthood</p>
Core Business:	X			<p>The proposal will support any of the Council's Priorities for improvement and is business as usual in the following ways:</p> <p>1) Enhanced service delivery via the SEND Sufficiency plan will enable the council to better understand and meet the educational needs of pupils with SEND. This in turn reduces reliance on costly independent educational placements whilst increasing sufficiency of capital places to meet growing demand.</p> <p>2) Efficient use of resources: by strategically planning and allocating resources to meet local SEND demand for education places, the council can make more effective use of its funding with the aim of making financial savings and freeing up resources for other critical areas.</p> <p>3) Compliance: having a SEND sufficiency plan helps the council to meet its statutory duties regarding SEND. It also supports the council in managing reputational risks associated with unmet needs.</p> <p>4) Longer term planning: the sufficiency plan enables the council to be better positioned to respond to population changes and evolving needs.</p> <p>5) Promote inclusion and equal opportunities: through the SEND Sufficiency Plan, the council</p>

Expansion, remodelling and development of the SEND (McKee) Resource Unit (Phase 1) at Westwood Farm Schools Federation

				demonstrates the commitment to inclusivity and ensuring that children and young people have access to appropriate education services to meet their needs.
Data Impact:		X		N/A

Consultation and Engagement:	<p>A statutory consultation and wider engagement exercise was undertaken, generating 89 formal responses. Overall support for the proposal was exceptionally strong, with 93.2% of respondents supporting or strongly supporting the expansion.</p> <p>Engagement activity included:</p> <ul style="list-style-type: none"> • Parents and carers of children with and without EHCPs. Including the Parent Carer forum. • Westwood Farm School Council • School staff, Governors and Education, Health and Social Care Professionals. • Residents. • Targeted social media and residents' bulletin communications. <p>Social media engagement significantly exceeded typical education consultations, demonstrating strong awareness and visibility.</p> <p>Key themes raised focused on implementation quality (staffing, design, funding) rather than opposition to the principle of expansion.</p> <p>Appendix C Consultation Summary and Engagement Assurance Report</p>
Playing Field Land Compliance (change of use)	<p>In line with the Department for Education's definition, the area identified for this project forms part of the school's designated playing field, although it is currently used only as a circulation route to the main field and is no longer required as a muster point following its relocation.</p> <p>Westwood Farm Schools Federation exceeds the minimum playing field area required for a school with a PAN of 60, as confirmed through the DfE playing field calculator. The school will still exceed the Department for Education's recommended minimum outdoor space per pupil after the project's completion.</p>

	<p>The proposed extension will not impact the school's current sports provision or restrict children's access to outdoor education, as the development does not encroach upon any marked or functional sports areas and will retain full access to the wider playing field.</p> <p>As any change of use of playing field land requires the prior consent of the Secretary of State, a Section 77 application will be submitted once the project reaches Stage 3 (Developed Design), when the final external layout and any impacts on playing field land can be fully assessed in line with DfE policy and statutory requirements.</p>
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4 Executive Summary

- 4.1 West Berkshire continues to experience sustained growth in demand for specialist SEND provision, particularly for pupils with Complex Needs. Existing maintained special schools are operating at or near capacity and without additional local provision the Council faces increasing reliance on high cost independent non maintained special school placements.
- 4.2 The McKee Resource Unit at Westwood Farm currently provides successful Key Stage 1 provision. However, the absence of KS2 capacity means pupils must transfer to special schools at age 7, disrupting continuity and increasing pressure on specialist placements.
- 4.3 This proposal expands the existing unit to create all through primary provision (KS1 and KS2), increasing capacity from 12 to 18 places. The scheme is deliverable within current capital parameters, offers significant cost avoidance compared to independent provision, and is strongly supported by parents, professionals and the local community following consultation.

Approval of this proposal will:

- 4.4 Improve continuity and outcomes for pupils with complex needs.
- 4.5 Increase local specialist capacity in a densely populated area.
- 4.6 Reduce pressure on special schools and the High Needs Block; and
- 4.7 Support delivery of local and national SEND strategy priorities.

5 Supporting Information

- 5.1 This report sets out the rationale and proposal for expanding the McKee Resource Unit at Westwood Farm School Federation to address increasing SEND demand within West Berkshire.

Background

- 5.2 Although Westwood Farm is not the single highest growth area based on EHCP data alone, it represents a deliverable and cost-effective opportunity to address a clear KS2 gap in a densely populated area, while easing pressure elsewhere in the system.
- 5.3 Demand for Complex Needs provision in West Berkshire continues to rise in line with national trends. Maintained special schools are oversubscribed, and capacity for further expansion is limited. The McKee Unit has demonstrated strong outcomes for pupils in KS1 but currently lacks KS2 continuity.

Proposal

The proposal will:

- 5.4 Increase capacity from 12 to 18 places
- 5.5 Create all-through primary provision.
- 5.6 Provide purpose-designed learning, sensory and outdoor spaces
- 5.7 Enable continuity of placement for existing pupils
- 5.8 Reduce reliance on high-cost independent placements.

6 Other options considered

- 6.1 Do Nothing: Rejected due to increasing reliance on independent placements and unsustainable High Needs Block pressure.
- 6.2 Expand alternative sites or rebuild: Rejected at this stage due to higher capital costs, longer delivery timescales and greater risk.

7 Conclusion

- 7.1 The expansion of the McKee Resource Unit at Westwood Farm offers a pragmatic, deliverable and inclusive response to SEND sufficiency pressures. It builds on an established and successful provision, delivers clear educational and financial benefits, and is strongly supported through consultation.
- 7.2 Approval is therefore recommended.

8 Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Data Protection Impact Assessment
- 8.3 Appendix C - Consultation Summary and Engagement Assurance

9 Background Papers:

- 9.1 SEND Sufficiency Plan
- 9.2 Westwood Farm - Project Brief (Outline Business case)
- 9.3 Westwood Farm - Business Case & Funding Application v1.0
- 9.4 Briefing Note – Expansion, Remodelling and Development of Westwood Farm RU
- 9.5 Westwood Farm Rationale
- 9.6 Innovation in SEND: SEND & Inclusion Strategy (2024-2029)
- 9.7 Accommodation Schedule

Subject to Call-In:

Yes: No:

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

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position:

Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

Wards affected: Tilehurst

Officer details:

Name: Natalie Taylor
Job Title: Education Development Officer, EPPD
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West Berkshire Council Equity Impact Assessment

TEMPLATE

March 2023

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Section 1: Summary details

Directorate and Service Area	West Berkshire Council, Education and SEND
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	SEND Placement Sufficiency Analysis August 2024
Is this a new or existing function or policy?	No
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	The purpose of the SEND Sufficiency Plan is to evaluate need of pupils with special education needs and disability, forecast demand for education places and provide a summary of recommendations in order to inform capital place planning and addressing the gaps. The plan focuses on inclusivity with the aim to ensure that individuals or group are not unfairly disadvantaged.
Completed By	Catherine Kane
Authorised By	Susan Tanner
Date of Assessment	5 th November 2024

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The SEND sufficiency plan and analysis was conducted in response to the council’s statutory duty to develop a sufficiency plan in response to increasing demands for SEND placements in West Berkshire. The trend is consistent with national growth in EHC Plans. The analysis identifies the need for expansion of in-borough provision, including SEN Units/Resource Provision within mainstream settings, enhancing pathways for Alternative Provision and provision of additional capacity in special schools. The plan seeks to address and mitigate the reliance on out-of-borough placements which is financially unsustainable and limits access to inclusive education.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>The primary proposals include:</p> <ol style="list-style-type: none"> 1. Expanding special school capacity for Autism Spectrum Disorder (ASD), Social, Emotional, and Mental Health (SEMH), and Moderate Learning Difficulties (MLD) needs. 2. Increasing the number of SEN units in mainstream schools to accommodate the projected 7.6% growth in primary phase and 7.1% in secondary phase demand by 2026/27. 3. Enhancing local alternative provision (AP) to meet diverse educational needs and provide reintegration pathways. 4. Developing post-16 SEND pathways, such as supported internships, vocational training, and employment preparation programs to support transitions into adulthood.
<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to</p>	<p>This assessment is based on multiple data sources, including the Department for Education (DfE) School Capacity Survey (SCAP) methodology, LG Inform data on SEND profile for West Berkshire, DfE’s Local Authority Interactive Tool which compares West Berkshire against statistical neighbours and West Berkshire’s internal SEND data from Capita.</p> <p>The analysis was cross referenced with colleagues in Education, SEND and Inclusion to add more commentary to the analysis.</p>

Equity Impact Assessment

<p>inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>Alternatives Considered / Rejected</p> <ol style="list-style-type: none">1. Do Nothing: Maintaining current levels of provision was rejected due to projected demand increases of 29% in primary and 31% in secondary EHC Plans, which would necessitate even greater reliance on costly out-of-borough placements.2. Increase Reliance on Out-of-Borough Placements: This option was rejected due to increasing high costs, limited local access, and the Council’s strategic priority to improve in-borough provisions.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan supports age-appropriate educational pathways, especially for post-16 pupils transitioning into adulthood.	Not at this point		
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Expanding local SEND provisions enhances accessibility and reduces reliance on out-of-borough placements.	Not at this point		
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides equal access to quality education within the local area, supporting	Not at this point		

Equity Impact Assessment

				diverse needs across communities.			
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides equal access to quality education within the local area, recognising the need for more gender responsive teaching strategies given the higher number of males in the children and young people population	Not at this point		
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable in this project's scope.			
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable in this project's scope.			

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable in this project's scope.			

Equity Impact Assessment

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Areas of deprivation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Improved local SEND services increase accessibility for economically disadvantaged families	Not at this point		
Displaced communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Reducing out-of-borough placements supports community stability.	Not at this point		
Care experienced people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan promotes local, consistent support for children in care, addressing their unique vulnerabilities.	Not at this point		
The Armed Forces Community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable in this project's scope.			

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	August 2025
Person Responsible for Review	Neil Goddard, Director for Education and SEND
Authorised By	

EDI employee related EQiA's should now be sent to Human Resources hrenquiries@westberks.gov.uk.

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:	Children & Family Services
Service:	Education
Team:	Education Place Planning & Development
Lead Officer:	Natalie Taylor
Title of Project/System:	Expansion, remodelling and development of the SEND (McKee) Resource Unit (Phase 1) at Westwood Farm Schools Federation
Date of Assessment:	04/02/2026

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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Equity Impact Assessment

	Yes	No
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?		
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will you be using any novel, or technologically advanced systems or processes?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Note – this could include biometrics, "internet of things" connectivity or anything that is currently not widely utilised		

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

Consultation Summary – Westwood Farm Schools Federation – draft. V1

18 December 2025

Engagement Assurance

The Local Authority is satisfied that appropriate and proportionate engagement has been undertaken in relation to this proposal. A range of engagement opportunities were provided to ensure stakeholders could access information and share their views, including a public meeting and two drop-in sessions hosted at the school. An online consultation survey and hard copy version was available via post or in person via request and direct email address to present views.

These approaches enabled both structured feedback and open discussion, supporting inclusive participation and informed responses. All feedback received has been carefully considered and has informed the conclusions and next steps set out in this summary

Proposal:

Expansion of the McKee Resource Unit from 12 to 18 places (Key Stages 1 and 2)

Total responses received: 89

Engagement period: November–December 2025

Purpose of the Consultation

The consultation sought views on a proposal to expand the McKee Resource Unit at Westwood Farm Schools Federation. The aim of the proposal is to increase local specialist SEND capacity, improve continuity of provision into Key Stage 2, and strengthen inclusive practice within mainstream education.

This document summarises the outcomes of the public consultation and engagement activity relating to the proposed expansion. It outlines the level of support expressed, key themes raised by respondents, and the actions the Local Authority proposes to take in response. The summary is intended to provide assurance and inform decision-making.

This summary also includes data from West Berkshire Council social media platform campaigns.

1. Who Responded (Profile)

- Parents/carers formed the largest group of respondents:
 - Mainstream school parents: 29.2%
 - Resource Unit parents: 10.1%
 - Parents of children with EHCPs (not at the school): 18.0%
- Residents: 22.5%
- Education professionals: 18.0%
- School staff and governors: 14.6% combined
- Strength: Strong representation from directly affected families and professionals.
- Limitation: Very low pupil voice (1 respondent). Pupil voice was limited, which is proportionate given the nature and age range of the cohort.

Equity Impact Assessment

2. Awareness & Understanding of the Proposal

- 78.2% were already aware of the existing Resource Unit.
- 82.8% reported understanding the proposal *very well or extremely well*.
- Only 2.3% felt they did not understand it well.
 - Strength: Clear and effective communication of the proposal.
 - Risk: A small minority still feel insufficiently informed.

3. Overall Support for the Proposal

Among those who responded to the question (74 respondents):

- 93.2% support the proposal
 - Strongly support: 77.0%
 - Support: 16.2%
- 6.8% oppose or strongly oppose
- 0% neutral / unsure
 - Strength: Exceptionally high support with minimal opposition.

4. Perceived Impact on Local Need

- 86.5% agree the expansion will help meet local demand for specialist places.
- Only 8.1% disagree.
- 91.9% believe the proposal supports inclusion and local learning.
 - Strength: Clear alignment with SEND sufficiency and inclusion priorities.
 - Evidence: Respondents consistently reference local need and reduced out-of-area placements.

5. Impact on Key Groups (Perceptions)

Group	Positive Impact
Pupils in the Resource Unit	73.0%
Mainstream pupils	63.5%
Families of pupils with SEND	93.2%
Local community	71.6%

- Strength: Very strong confidence in benefits for SEND families.
- Risks: Slightly lower confidence regarding mainstream pupils (still a clear majority positive).

6. Identified Benefits (Qualitative Themes)

Equity Impact Assessment

Respondents consistently highlighted:

- Increased local specialist capacity
- Continuity of provision from KS1 into KS2
- Reduced travel and avoidance of out-of-area placements
- Improved inclusion, empathy, and understanding
- Better-equipped facilities and specialist staff expertise
 - Strategic alignment: Strong fit with High Needs Block pressure reduction and inclusive education objectives.

7. Key Concerns Raised

While many respondents reported no concerns, those raised focused on:

- Cost and value for money
- Ensuring adequate staffing, training, and funding
- Building design, including acoustics and space standards
- Risk of the unit becoming too detached from the mainstream school
- Parking and site logistics
 - Nature of concerns: Predominantly implementation risks, not opposition to the principle.
 - Noting: all the above concerns were mitigated in the FAQ section of the consultation.

8. Disadvantage & Equality Considerations

- **70.3%** do **not** believe any group would be disadvantaged.
- **8.1%** believe some groups *may* be disadvantaged.
- **21.6%** unsure.
 - **Interpretation:** No strong equality objections, but mitigation planning should be clearly documented.

9. Overall Assessment

Key Strengths

- Very high levels of support and understanding
- Strong SEND family endorsement
- Clear alignment with local need and inclusion
- Minimal principled opposition

Key Risks / Mitigations

- Ensure funding, staffing, and training are explicit
- Address building standards (BB104 / BB93) in design stage
- Maintain strong integration with the mainstream school
- Communicate clearly on costs and long-term value

10. Conclusion

The consultation demonstrates overwhelming support for the expansion of the McKee Resource Unit, with concerns largely focused on delivery quality rather than direction. The evidence strongly supports progression to decision, subject to clear mitigation of implementation risks.

11. Engagement and Communications Reach (Social Media & Direct Communications)

Equity Impact Assessment

In addition to the formal consultation responses (89 completed surveys), the proposal was supported by a wide-reaching communications campaign across social media platforms and direct resident communications, demonstrating strong awareness and visibility across West Berkshire.

12. Social Media Reach

Facebook (West Berkshire Council)

- 24,675 views
- 64 interactions
- 41 likes and reactions
- 5 comments
- 15 shares
- Across all related Facebook posts:
 - 81 reactions
 - 17 comments
- This represents high visibility and engagement, particularly for an education consultation, with meaningful interaction rather than passive viewing.

Threads

- 29 views
 - Lower reach, consistent with the platform's smaller local audience and emerging usage.

Nextdoor

- 1,520 impressions
- 5 reactions
 - Demonstrates targeted engagement within the local community, particularly residents living near the school.

Residents' Bulletin (Direct Communications)

Residents' Bulletin – (12 November)

- Sent to 20,119 residents
- 49.32% open/display rate
- 14 link clicks

Residents' Bulletin – (3 December)

- 4 link clicks
 - The open rate is strong for a local authority bulletin, indicating effective penetration into households, with clear pathways provided to access consultation materials.

Overall Engagement Assessment

- The consultation achieved strong digital reach, significantly exceeding the number of formal survey responses.
- Engagement data indicates:
 - High awareness
 - Active interaction (comments, reactions, shares)

Equity Impact Assessment

- Effective signposting to consultation materials
- Social media performance compares favourably with previous education consultations, particularly on Facebook.

Conclusion on Engagement

The combination of:

- High survey response quality
- Strong social media reach
- Effective direct resident communications

provides confidence that the consultation was widely promoted, accessible, and visible, supporting the robustness of the consultation process and the validity of the feedback received.

Appendix

We asked / You said / We will do
<p>We asked: Whether stakeholders support the proposal to expand the McKee Resource Unit at Westwood Farm Schools Federation to 18 places (including KS2), and what benefits or concerns they identified.</p>
<p>You said:</p> <ul style="list-style-type: none"> • Strong support for the proposal (93% support), with clear recognition of the need for more local specialist SEND places. • The expansion would improve inclusion, reduce travel, and provide continuity of provision through the primary years. • Most respondents raised no concerns. • Where concerns were identified, these focused on: <ul style="list-style-type: none"> ○ Funding and value for money ○ Staffing, training, and maintaining quality ○ Building design, space, acoustics, and site logistics ○ Ensuring the Resource Unit remains well integrated with the mainstream school
<p>We will do</p> <ul style="list-style-type: none"> • Proceed to the next decision stage, reflecting the overwhelmingly positive consultation outcome. • Ensure funding, staffing, and training plans are clearly defined and quality assured. • Apply relevant DfE building standards (including space and acoustics) during design and delivery. • Maintain strong integration with the mainstream school to support inclusion. • Continue to communicate clearly with families, staff, and the local community as the proposal progresses.

Executive – 12 February 2026

Item 14 – Member Questions

To follow

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