

Report Title:	Future Royal Borough Service Delivery Model for Residents
Contains Confidential or Exempt Information?	Report and Appendices 1 & 2 – Part I; Appendix 3 and 4 Part II - Not for publication by virtue of paragraphs 1 & 2 of Part 1 of Schedule 12A of the Local Government Act 1972
Member reporting:	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet
Meeting and Date:	Cabinet 23 February 2017
Responsible Officer(s):	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Wards affected:	All

REPORT SUMMARY

1. The Royal Borough has been delivering services through shared arrangements since its establishment in 1998. In January 2016, £4m (1.4% of gross council budget) flowed through 28 shared service arrangements, see appendix 1.
2. During 2016, Cabinet approved proposals on two new shared service arrangements: Children's and Adults, with an implementation date of April 2017. In addition, four new delivery models: customer services and libraries; debt enforcement; highways and transport and ICT were endorsed.
3. From April 2017, 48% (515 FTE - 255 Children's, 216 Adults, 12 Adopt Berkshire, 32 Sensory Consortium) of the council directly employed workforce of 1,076 full time equivalent staff ('FTE') will be employed in partnership companies, with the council as a shareholder or contracting counterparty. An additional 7%, 72 staff, will transfer between April 17 and April 18. Consequently £129.7m, 45%, of the Council's gross budget flowing through shared services arrangements from April 2017.
4. This paper describes the new delivery model for the newly shaped Council, see appendix 2 and a revised strategic leadership model, see appendix 3.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the service delivery model of the council, effective from April 2017.
- ii) Endorses and recommends to Employment Panel, March 2017, the adoption of the strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors, effective April 2017.

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Shared services enable the council to maximise its resources and secure resilience in service provision. In 1998, when the council was established, it had eight shared services arrangements: Landfill; Berkshire Adoption; Coroner

Service; Lord Lieutenant Service; Modern Records; Sensory Consortium Service; Winter Maintenance Forecasting and County Archivist/Berkshire Archives.

- 2.2 In its commitment to deliver quality, resident focused, value for money services, the council has increased the number of shared service arrangements to 28. In January 2016, Cabinet requested a further 3-8 shared service arrangements by April 2017 and a corresponding reduction in council cost of 6-7%. Throughout 2016 work has continued to explore shared services arrangements such as:
- Integrating core council services.
 - Shared services with another local authority.
 - Joint ventures with public body or Local Authority owned company.
 - Joint ventures with private companies.
 - Contracted to private companies.
 - Start ups/spin outs.
- 2.3 In 2016 Cabinet agreed to share large service areas in their entirety, for instance: Children's and Adults. Therefore, the January 2016 target of 3-8 new shared services and reduction in council cost can be defined as achieved.
- 2.4 Whilst it is legally permissible for a local authority to delegate delivery of its statutory children's services through Regulations introduced in 2014 allowing local authorities to delegate almost all of their social services functions relating to children. This was an extension of the Children and Young Persons Act 2008 which had already allowed local authorities to delegate social care functions relating to children in care and care leavers to third parties. Whilst delivery is transferred to a third party, the local authority remains accountable for delivering the statutory obligations towards children and young people under the Children Act 2004. This also applies to Adult services. Section 79 of the Care Act 2014 enables councils to delegate and contract out any Care and Support care functions in Part 1 of the Act and the degree of delegation. Any action delegated to Optalis will be treated to be the action of the Royal Borough as if the Borough had performed that action. . This means that the Borough isn't absolved from ultimate responsibility for ensuring the function is carried out properly and in accordance with its obligations.
- 2.5 The decisions of Cabinet, during 2016, affect how the council delivers services to residents. Moving away from being a council that solely delivers all services directly; to one that delivers some services but mainly manages the delivery of services to residents through a mixture of companies and partnerships where the Royal Borough is either a shareholder or a contracting counterparty, see Appendix 2a. The change aligns with the Council's Transformation Strategy, approved by Cabinet in May 2016.
- 2.6 As the council moves into a council that mainly commissions services on behalf of residents, this will change the number of staff directly employed by the Royal Borough. From April employees directly employed by the council will be circa 561 FTEs with a further reduction, in the number of staff directly employed, in the 2017/18 bringing the total to circa 489 FTEs, see table 1.

Table 1: Employees directly employed by the Borough post April 2017

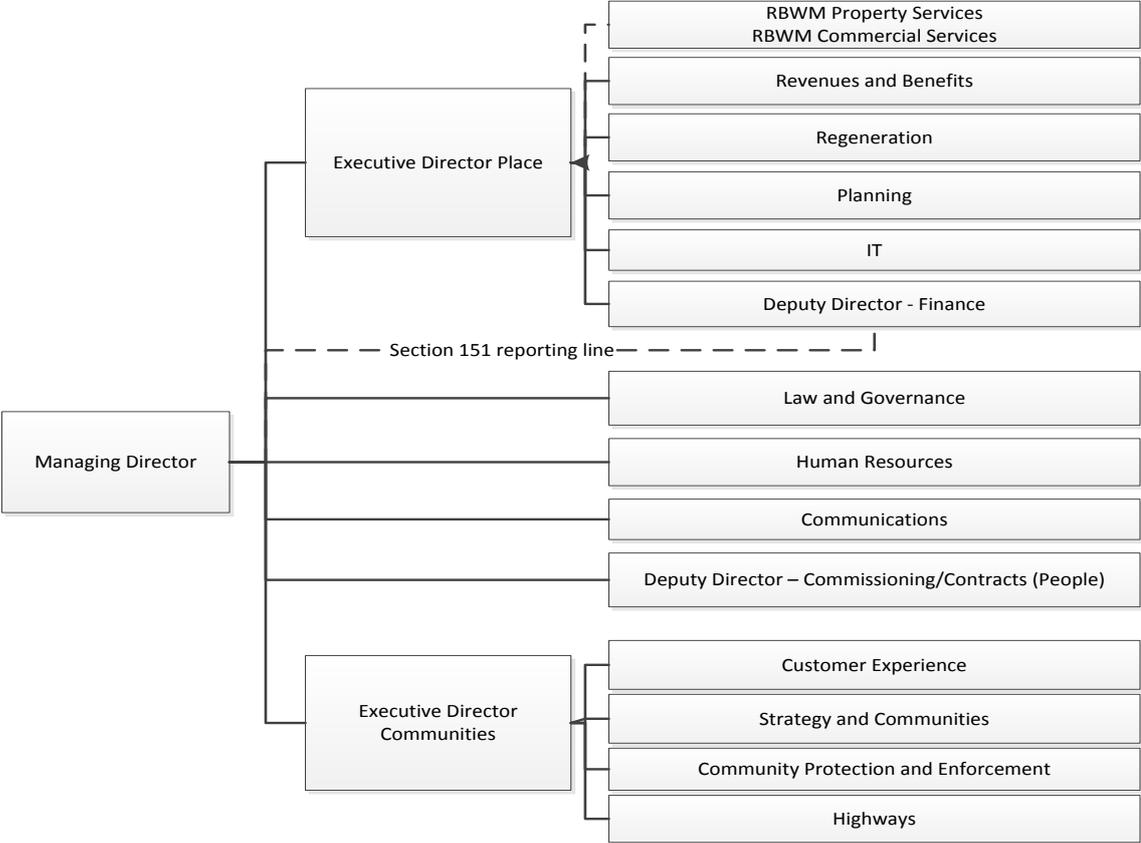
		Employees Transfer out (fte)	Employed workforce RBWM (fte)
	Directly employed workforce – Oct 2016		1,076
1	Children’s Services: Kingston/Richmond – AfC Partnership	255	
2	Adult Services: Wokingham – Optalis Partnership	216	
3	Adopt Berkshire: Thames valley partnership	12	
4	Sensory Consortium: Berkshire partnership	32	
Subtotal		515	561
6	Highways and Transport	30	
7	Civil enforcement	21	
5	Support services to children’s and adults	21	
Final position by April 2018		587	489

Strategic officer leadership model

- 2.7 In January 2013 introduced a ‘first amongst equals’ model. This model included four Strategic Directors, one of which held the function of Managing Director/Head of Paid Services, and lead officer for operational matters. This model was refined in July 2015 with the duties of Managing Director/Head of Paid Service being allocated to a Strategic Director for a period of two years. The ‘first amongst equals’ model has enabled the council’s political administration and officer leadership to work together in the leadership and day to day management of the services. However, this model has increasingly led to confusion about roles and responsibilities and has weakened oversight and ultimate ‘single-point’ responsibility.
- 2.8 Whilst the council structure is now leaner and more efficient, the council remains legally responsible for the delivery of statutory children and adult services. Consequently the number of Directors should remain at three. However, rather than the model of ‘first amongst equals’ it is recommended that a permanent post of Managing Director/Head of Paid Service is introduced, replacing the rotating ‘first amongst equals’ model currently in place. The permanent Managing Director will provide strategic oversight, working in a collegiate manner with other senior officers and responding positively to direction set by the Leader, Lead Members and Members. The Managing Director will continue to be the designated statutory Head of Paid Service and therefore the overall officer responsible for leading and managing the council.
- 2.9 In addition to the Managing Director, there will be two Executive Directors, see diagram 1 and appendix 3. The posts’ portfolios are proposed as:
- Managing Director: statutory functions of Head of Paid Service and Director of Adult Services and responsible for the two Directors, commissioning people, legal and governance, HR and communications.
 - Executive Director: responsible for finance, revenues and benefits, planning, regeneration and ICT.
 - Executive Director: responsible for highways, community protection and enforcement, customer services and libraries and strategy and communities.

2.10 The functions split across the two Executive Directors are grouped as residential services which deliver a range of product, process and infrastructure needs and commercial services that focus on planning and execution of commercial, property and process partnerships. Resident services which promote a range of well being to optimise personal care, opportunity and development are retained together under the statutory Director of Adult Services.

Diagram 1: Portfolios of the roles



Why the council is changing

2.11 The council continues to be ambitious to be innovative in delivering quality value for money services whilst retaining low council tax. The strategic priorities and transformation strategy set out the council’s commitment prioritises:

- Resident Focused: customers accessing some services 24/7, and self-service for simple transactions becomes the norm. A single point of contact will ensure customers receive high levels of service, in locations and at times they want that resolve issues at the first point of contact.
- Value for Money: the Royal Borough continues to be ‘lean’ using a range of delivery, models to be efficient and effective.
- Delivering Together: the council will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our service delivery models, how the council do business, will make us a sustainable council. The council will have devolved service provision through local partners.
- Equipped for the Future: the council will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional

trained officers with real ambition for our communities; a council that is an employer of choice in our sector and of which residents are proud.

Workforce skill set required for revised delivery model

- 2.12 The service delivery model requires a wide skill mix in the strategic leadership team. Birmingham University recently undertook extensive research on the skills required for what they define as the new 21st Century Public Servant, this included a greater focus on soft skills, such as: effective communication, relationship management and the ability to manage across disciplines and not be confined to professional boundaries as well as technical skills. These skills are supported with an approach that is commercial while maintaining a 'public sector ethos'. The council's organisational development strategy sets out how staff will be supported through training and coaching to up-skill.
- 2.13 Cabinet is asked to approve the new service delivery model and recommended to Employment Panel the approval of the new leadership model, see table 2.

Table 2: Options

Option	Comments
Retaining current service delivery model and leadership structure. Not Recommended	The service delivery model used by the council was fit for purpose when the council directly delivered a significant percentage of services. This model required a higher number of senior leaders and heads of services.
Adopt the service delivery model from April 2017 and recommend to Employment Panel the implementation of the leadership model from April 2017. Recommended	The council is committed to transformation. This has resulted in agreement to deliver services differently. Through delivering services differently, not universally directly, there is no longer a need for the level of senior leaders and heads of service. There is, however, a need for a single senior accountable officer.

3. KEY IMPLICATIONS

- 3.1 This report as two key implications, see table 3.

Table 3: Key implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
Shared services implemented.	Post 1 April 2017	1 April 2017	N/A	N/A	1 April 2017
Leadership model implemented.	Post 1 April 2017	1 May 2017	N/A	N/A	1 April 2017

4. FINANCIAL DETAILS/VALUE FOR MONEY

4.1 The financial implications of the service delivery model have been considered in separate cabinet papers. Implementing the new leadership structure, as set out in this report, will reduce the leadership costs by £130,290 this includes the increase of one senior leader position from Head of Service to Deputy Director. The current and proposed leadership structure costs are:

- Current: £1,782,158
- Proposed: £1,651,868

Note: salaries for: Managing Director; Executive Director Position; Deputy Directors; Head of Services have been compared to similar roles in the South East and England. All salaries comparisons will be included in the Employment panel report, March 17, salary comparisons for comparable posts of MD are included in table 4.

Table 4: Council	Role CE/MD	Salary min	Salary max	Actual salary
Bracknell Forest	Chief Executive	£155,000	£160,000	not available
Reading	Chief Executive	£135,000	£135,000	not available
Slough	Chief Executive	£132,500	£159,000	£157,479
West Berkshire	Chief Executive	£138,400	£138,400	£138,418
Wokingham	Chief Executive	£130,000	£130,000	£165,189
Royal Borough	Managing Director	£120,000	£140,000	£140,000
Average		£135,150	£143,000	£150,000 (Based on four)

Full details will be included in the Employment Panel report, March 2017.

Table 5: Financial implications

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	N/A	N/A	N/A
Reduction	N/A	£130,290	N/A

5. LEGAL IMPLICATIONS

- 5.1 Section 4 of the Local Government and Housing Act 1989 requires every relevant authority to designate one of its officers as its Head of Paid Service and to provide that officer with such staff, accommodation and other resources as are, in that officer's opinion, sufficient to allow his or her duties to be performed. It is the duty of the officer, where it is appropriate to do so, to prepare a report for the authority on his or her proposals with regard to:
- The manner in which the discharge by the authority of its different functions is coordinated.
 - The number and grades of staff required by the authority for the discharge functions.
 - The organisation of the authority's staff.
 - The appointment and proper management of the authority's staff.

- 5.2 It is normal practice for the responsibility of Head of Paid Service to be assigned to the post of Chief Executive. The Royal Borough has a Managing Director rather than a Chief Executive and the Council Constitution delegates the responsibility of Head of Paid Service (Local Government and Housing Act 1989 Section 4) to the Managing Director. This is set out in Part 5 Scheme of Delegation Section B – Proper Officer Functions.

6. RISK MANAGEMENT

Table 6: Risk

Risks	Uncontrolled Risk	Controls	Controlled Risk
Governance arrangements which are not robust enough to provide Members with direct access to services.	Medium	Elected members appointed to the relevant board of companies and partnerships. Scrutiny Panel establish a Task and Finish group nine months after transfer of services to test governance.	Low
Skills gap in the council's strategic and political leadership teams.	High	Leadership programme covering skills gaps, alongside coaching programme.	Medium
Ineffective contract management.	High	Increase in resource to contract management, appointment of officers and extensive training programme for officers.	Medium

7. POTENTIAL IMPACTS

- 7.1 An Equality Impact Assessment has not been undertaken on the proposal in this report as it covers the council's governance arrangements, not delivery of specific services.
- 7.2 In terms of workforce, the significant change is for the existing Strategic Directors where the existing roles will be deleted and replaced by three new ones, see table 7. Preliminary conversations with the two individuals indicate that they are willing to waive their right to formal consultation and agree with the recommendation to Employment Panel that Alison Alexander is appointed permanently into her current role as Managing Director and Russell O'Keefe into his role as Executive Director. The third Executive Director will be recruited, through an internal and or external process.

Table 7: Functions of roles

	Role	High level functions
1	Managing Director	To work with Members and provide strong and effective leadership in order to deliver organisational and cultural transition to enable the council to deliver its vision, priorities

	Role	High level functions
		and aims. Ensure that the council is organised efficiently and effectively to deliver excellent customer focused services. Hold the statutory functions of Head of Paid Service and Director of Adult Services. Legal and governance, HR and communications.
2	Executive Director	Responsible for finance, revenues and benefits, planning, regeneration and ICT.
3	Executive Director	Responsible for commissioning, community protection and enforcement, customer services and libraries, and strategy and communities.

7.4 The number of staff directly affected by the proposal in this report is 15, namely the Senior Leadership Team of the Council. However, for most, this is purely a change of line management reporting line, see Appendix 4.

8. CONSULTATION

8.1 The paper has been drawn together following discussion between the Strategic Directors; the Head of Human Resources; The Leader of the Council, Principal Member for HR and Legal; Cabinet Members and Cllr Brimacombe.

8.2 Strategic Directors have held meetings with affected individuals, see appendix 4, and set out the proposal, during February 2017.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The timetable, see table 8, covers the period from discussion with the administration through to implementation, scheduled for 1 April 2017.

Table 8: Timetable

Date	Details
9 February 2017	Cabinet Briefing
14 February 2017	Corporate Overview and Scrutiny panel
23 February 2017	Cabinet
14 March 2017	Employment Panel
16 - 30 March 2017	Consultation with affected employees
1 April 2017	Service delivery and senior leadership structure starts
10 April 2017	Internal recruitment Executive Director Communities

10. APPENDICES

10.1 This document is accompanied by five appendices:

- Appendix 1: Shared services January 2016
- Appendix 2a: Royal Borough Service Delivery Model April 2017
- Appendix 2b: Royal Borough Windsor and Maidenhead Function Map 2017
- Appendix 3: Royal Borough Senior Leadership Model April 2017 – Part II
- Appendix 4: Affected roles – Part II

11. BACKGROUND DOCUMENTS

- Council Strategic Plan 2016
- 21st Century Public Servant – University of Birmingham

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council	13/01/17	13/01/17
Cllr Targowska	Principal Member Human Resources and Legal Services	13/01/17	15/01/17
Russell O'Keefe	Strategic Director Corporate and Community Services	13/01/17	16/01/17
Andy Jeffs	Interim Strategic Director Operations and Customer Services	13/01/17	16/01/17
Rob Stubbs	Section 151 officer	13/01/17	29/01/17
Terry Baldwin	Head of Human Resources	13/01/17	31/01/17

REPORT HISTORY

Decision type: Key decision 19 October 2016	Urgency item? No
Report Author: Alison Alexander, Managing Director & Strategic Director Adult, Children and Health Services, 01628 796322	

Appendix 1: Shared services January 2016

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
1.	Landfill Site, London Road, Bracknell	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site (landfill gas and leachate)	Split of costs based on how much waste deposited from each Unitary. RBWM cost £51.7k.
2.	Landfill site, Lower Way Tip, Thatcham.	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site.	Cost is around £4K per annum.
3.	Berkshire Adoption Advisory Service – to provide advice and support to adopters, including training and consultancy.	Six Berkshire authorities – RBWM hosts the service.	April 1998 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £303K, RBWM's share is £45K
4.	Coroner Service	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To secure cost efficiencies	Overall combined cost in 2015/16 is £1.3m, RBWM's share is £201K.
5.	Lord Lieutenant – appointed by the Queen to be her personal representative in Berkshire. Assisted by the Vice Lord-Lieutenant and by Deputy Lieutenants (currently 29 in Berkshire).	Six Berkshire authorities - Bracknell Forest currently the Clerk to the Lieutenancy. The office is based at the Berkshire Records Office.	1 April 1998 - no prescribed end date.	To provide Lord Lieutenancy function for Berkshire.	Overall combined cost in 2015/16 is £61K, RBWM's share is £11K.
6.	Modern Records – to provide a Records Service to manage the records which existed prior to the dis-aggregation of Berkshire County Council and the establishment of the Archive Service.	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To provide a single service for records relevant to social care and personal data that has a long 'closed file' life.	Overall combined cost in 2015/16 estimated to be £146K, RBWM's share is £27K.
7.	Sensory consortium service – to provide a specialist education support service to support children and young people with a hearing and/or visual impairment from diagnosis to entry into the workplace	Six Berkshire authorities – RBWM hosts the service.	Since 1998 current agreement April 2013 – March 2016. Joint Management Group has agreed an extension to April 2017 to enable a robust	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £1.5m, RBWM's share is £183K.

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
			review of the service starting late December 2015 and concluding by March 2016. A re-scoping exercise will follow for implementation in April 2017.		
8.	Winter Maintenance Forecasting – to provide weather forecast for winter service.	Six Berkshire authorities	1998 original rolled over from Berkshire CC. Contract commenced in 2010, due for renewal or extension in 2016.	To secure a more cost effective service when purchased as a group and provide a consistency of service.	Overall combined cost is £47K, RBWM's share is £8K per annum.
9.	Archives – to fulfil the statutory duty for care of historic public records.	Six Berkshire Authorities – West Berkshire is designated 'Archives Authority' for Berkshire and the service is managed on behalf of West Berkshire by Reading.	Started in 1998 the joint arrangement is governed by a 15 year legal agreement – renewed in 2013 and due to expire on 31 March 2028.	To enable the Royal Borough to fulfil its statutory duty for the care of historic public records.	The costs of the service split according to Council Tax Base and are uplifted by 6% which is retained by Reading to cover corporate costs. The estimated cost for 2015-16 is £156K
10.	Berkshire Equipment Store – to purchase equipment for children and adults with disabilities.	Six Berkshire authorities and the Clinical Commissioning Groups.	Started in 2004 – current contract expires March 2017	To secure cost efficiencies.	RBWM contribution £500k
11.	Chalvey Civic Amenity Site – Slough	Slough Borough Council	At least ten years, historic arrangement – reviewed each year.	To provide a convenient civic amenity site closer to residents.	Cost is around £240k per annum
12.	Library Management System – computerised catalogue and loans record system for Borough libraries stock and customers	10 South East and London public library authorities in membership of the SELMS consortium. (Milton Keynes, Buckinghamshire, Hertfordshire, Camden, Richmond, Slough, West Berkshire, Brighton &	Started in 2006. Current contract due to expire in 2017 but the Consortium Board has just agreed to seek a new extension for two years (plus up to a further two years) to 2021, subject to approval under each authority's standing	To provide a better and more cost effective service to residents.	Library members are given shared access to resources and the ability to borrow and return loaned items from any of the libraries in the consortium using their local ticket. Costs to RBWM are lower due to

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
		Hove, Kent, Medway) RBWM is the lead administrative authority.	orders/constitution/ procurement regulations.		sharing being based on population. Estimated total cost for 2015/16 is £25K.
13.	Shared health and safety manager	Slough, Reading and Oxford City	Started April 2010. No formal end date – subject to 3 months notice by either party.	To enable shared learning across four authorities; secure greater resilience by access to a wider team; provide shared policies – only need to be written/updated once.	£20,000 per annum paid to Reading
14.	Swift Lane Waste Amenity Site, Bagshot, Surrey	Surrey County Council	Since 2011 – reviewed each year.	To provide a low cost, effective, civic amenity facilities closer to Ascot & the Sunnings.	Cost is around. £15-£20k per annum
15.	Shared Legal Solutions – for the majority of non-adults/ children's specialist legal advice to the Borough.	Wokingham Borough Council. Slough Borough Council Team also sells services to range of schools, academies and parish/town councils within RBWM, WBC and West Berkshire	1 June 2011 – 31 May 2016.	To share the overall costs and increase the critical mass of the legal team available through a shared resources to Boroughs.	Original combined cost of £2.1m prior to 2011 to £1.4m in 2014/15. Hourly rate has reduced from £68 per hour (11/12) to £56 per hour (14/15), due to increase in external income. Projected year end cost for 2015/16 for RBWM is £900K.
16.	Emergency duty team – to provide an out of hours service for adults and children's social care services.	Six Berkshire authorities – Bracknell provides the service.	February 2012 – 31 March 2015. Contract extended to 31 March 2016 pending substantial review of the service. Negotiations ongoing.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £980K, RBWM's share is £158K.
17.	Berkshire Public Health – to share a Director of Public Health, Contracts and Shared Service Team.	Six Berkshire authorities.	April 2012 – review 2017 or earlier by agreement. RBWM reviewed and confirmed	To secure cost efficiencies and better value in contract monitoring.	RBWM contribution £142k

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
			intention to remain 2014.		
18.	Community Learning and Skills Service – to provide adult learning courses.	Slough Borough Council	September 2012 – no prescribed end date.	To secure better local services, including more learners, more relevant learning and higher quality of teaching and learning under better management.	The service is “self funded” through funding secured from the Skills Funding Agency
19.	Trading Standards – Petroleum Licensing Services – to provide statutory inspections of petroleum stations to enable permits to be issued.	Slough Borough Council – RBWM provides the service.	Since 2013 – reviewed annually	To provide a small income generation with no impact on RBWM services	Generates an annual income of £2,000
20.	Childcare Lawyers – to provide specialist legal services for children’s and adults social care services.	Six Berkshire authorities – Reading provides the service.	July 2013 – no prescribed end date, rolling agreement. Notice given to end the agreement on 31 March 2015.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £4m, RBWM’s share is £360K.
21.	Health and Safety Advisor	Reading	January 2014. No formal end date – subject to 3 months notice	To provide a low cost health and safety service	£19,500 received from Reading
22.	Audit function – to provide audit and investigation services across both Boroughs.	Wokingham Borough Council.	October 2014 – October 2019.	To secure cost efficiencies. The team sells services to Bracknell, Reading and Oxfordshire	£457K
23.	Adopt Berkshire – to provide a specialist service for the recruitment, assessment and approval of adopters and family finding for those children needing adoption.	RBWM, Bracknell Forest, West Berkshire and Wokingham – RBWM hosts the service.	December 2014 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £630K, RBWM’s share is £190K
24.	Better Care Fund – pooled budgets with CCGs to improve services for older people.	Clinical Commissioning Groups.	April 2015 - to finish complete integration of health and social care in 2020.	To maximise efficiencies and secure more local integration of adult social care and health services locally	£9m between local authority and CCGs.

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
25.	Building Control – to provide Building Control services across both Boroughs.	Wokingham Borough Council Could become a four way partnership with two other authorities.	April 2015 – 31 March 2020. Parties may give 12 months' notice to terminate after 1 June 2019.	To secure cost efficiencies	£100k
26.	Building Services – to manage capital projects and provide building services consultancy to both authorities	Wokingham Borough Council	January 2016 - 5 years and 3 months term starting 1 January 2016, ending on 31 March 2021. Parties may give 12 months' notice to terminate on 31 March in any year.	To secure cost efficiencies	Cost dependent on value of work commissioned
27.	Waste and Minerals – to co-ordinate sub regional minerals and waste strategy	Reading, Slough, Bracknell and Wokingham	Ongoing	To ensure a coordinated approach.	£60k
28.	Schools Library Service – to provide a library service for schools	Service is run by Bracknell Forest but Royal Borough schools can choose to buy it or not.	Service was run by Berkshire at the time of disaggregation and seeks annual or less frequent sign-up direct from schools.	This is a 'self-funding' joint arrangement	The budget for Schools Library Services was devolved to schools several decades ago. Price bands are related to age and number of pupils.

Royal Borough of Windsor and Maidenhead function map April 2017

Appendix 2B

