



# **WOKINGHAM BOROUGH COUNCIL**

A Meeting of the **EXECUTIVE** will be held at the Civic Offices, Shute End, Wokingham on **THURSDAY 30 JUNE 2016 AT 7.30 PM**

A handwritten signature in black ink, appearing to read 'Andy Couldrick', is positioned above the printed name.

Andy Couldrick  
Chief Executive  
Published on 22 June 2016

This meeting will be filmed for inclusion on the Council's website.

Please note that other people may film, record, tweet or blog from this meeting. The use of these images or recordings is not under the Council's control.

## **Our Vision**

***A great place to live, an even better place to do business***

### ***Our Priorities***

**Improve educational attainment and focus on every child achieving their potential**

**Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth**

**Ensure strong sustainable communities that are vibrant and supported by well designed development**

**Tackle traffic congestion in specific areas of the Borough**

**Improve the customer experience when accessing Council services**

### ***The Underpinning Principles***

**Offer excellent value for your Council Tax**

**Provide affordable homes**

**Look after the vulnerable**

**Improve health, wellbeing and quality of life**

**Maintain and improve the waste collection, recycling and fuel efficiency**

**Deliver quality in all that we do**

## MEMBERSHIP OF THE EXECUTIVE

Keith Baker	Leader of the Council
Julian McGhee-Sumner	Deputy Leader and Health and Wellbeing
Charlotte Haitham Taylor	Children's Services
Anthony Pollock	Economic Development and Finance
Angus Ross	Environment
Malcolm Richards	Highways and Transport
Mark Ashwell	Planning and Regeneration
Pauline Jorgensen	Resident Services

ITEM NO.	WARD	SUBJECT	PAGE NO.
11.		<b>APOLOGIES</b>  To receive any apologies for absence	
12.		<b>MINUTES OF PREVIOUS MEETING</b>  To confirm the Minutes of the Meeting held on 26 May 2016.	7 - 12
13.		<b>DECLARATION OF INTEREST</b>  To receive any declarations of interest	
14.		<b>PUBLIC QUESTION TIME</b>  To answer any public questions  A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice.  The Council welcomes questions from members of the public about the work of the Executive  Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Council or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to <a href="http://www.wokingham.gov.uk/publicquestions">www.wokingham.gov.uk/publicquestions</a>	
14.1	None Specific	Kevin Morgan has asked the Executive Member for Highways and Transport the following question:  <b>Question</b> Please can you inform me when the Northern Distributor Road link to the Reading Road will be completed?	

14.2   Winnersh                   Jan Heard asked the Executive Member for Highways and Transport the following question:

**Question**

The Local Access Forum for Mid & West Berkshire is keen to understand why we were informed by WBC in 2015 that funds for a project to improve safety with a Crossing in Mole Road were being identified in 2016 with a feasibility study underway, but subsequently found that it was to be included, sometime in the future, in the Greenways project which is for 'quiet commuting and leisure', not safety.

When, why and by whom was the decision made to downgrade this issue?

14.3   None Specific               Guy Grandison has asked the Executive Member for Environment the following question:

**Question**

Due to Concerns raised from residents in the last few weeks about grass cutting, was this caused as a cost saving exercise or was it due to the changeover between the old contractors and the new?

**15.                                   MEMBER QUESTION TIME**

To answer any member questions

A period of 20 minutes will be allowed for Members to ask questions submitted under Notice

Any questions not dealt with within the allotted time will be dealt with in a written reply

**Matters for Consideration**

<b>16.</b>	None Specific	<b>COUNCIL OWNED COMPANIES' BUSINESS</b>	<b>13 - 22</b>
<b>17.</b>	None Specific	<b>LIBRARY OFFER</b>	<b>23 - 40</b>
<b>18.</b>	None Specific	<b>RE3 WASTE STRATEGY</b>	<b>41 - 78</b>
<b>19.</b>	None Specific	<b>SUDS STRATEGY</b>	<b>79 - 82</b>
<b>20.</b>	None Specific	<b>ECONOMIC DEVELOPMENT STRATEGY 2016-2021</b>	<b>83 - 92</b>
<b>21.</b>	None Specific	<b>IN PRINCIPLE USE OF COMPULSORY PURCHASE POWERS</b>	<b>93 - 96</b>
<b>22.</b>	Arborfield	<b>ARBORFIELD DISTRICT CENTRE (MOD LEGACY GYM BUILDING)</b>	<b>97 - 102</b>
<b>23.</b>	None Specific	<b>WOKINGHAM HOUSING LTD (WHL) DEVELOPMENT OPPORTUNITIES</b>	<b>103 - 110</b>

## **EXCLUSION OF THE PUBLIC**

The Executive may exclude the public in order to discuss the Part 2 sheets above and to do so it must pass a resolution in the following terms:

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

A decision sheet will be available for inspection at the Council's offices (in Democratic Services and the General Office) and on the web site no later than two working days after the meeting.

### **CONTACT OFFICER**

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**MINUTES OF A MEETING OF  
THE EXECUTIVE  
HELD ON 26 MAY 2016 FROM 7.30 PM TO 8.00 PM**

**Committee Members Present**

Councillors: Keith Baker (Chairman), Julian McGhee-Sumner, Mark Ashwell, Charlotte Haitham Taylor, Pauline Jorgensen, Anthony Pollock and Malcolm Richards

**Other Councillors Present**

Parry Batth  
Chris Bowring  
Prue Bray  
Oliver Whittle

**1. APOLOGIES**

An apology for absence was submitted from Councillor Angus Ross.

Councillor Parry Batth attended the meeting on behalf of Councillor Ross. In accordance with legislation Councillor Batth could take part in any discussions but was not entitled to vote.

**2. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Executive held on 31 March 2016 were confirmed as a correct record and signed by the Chairman.

**3. DECLARATION OF INTEREST**

Councillor Pauline Jorgensen declared a personal interest in Agenda Item 6, Council Owned Companies Business, by virtue of the fact that her husband was a paid Non-Executive Director of WBC Holdings Ltd. Councillor Jorgensen remained in the meeting during discussions and voted on the matter.

Councillor Anthony Pollock declared a personal interest in Agenda Item 6, Council Owned Companies Business, by virtue of the fact that he was an unpaid Non-Executive Director of Optalis. Councillor Pollock remained in the meeting during discussions and voted on the matter.

**4. PUBLIC QUESTION TIME**

There were no public questions submitted.

**5. MEMBER QUESTION TIME**

In accordance with the agreed procedure the Chairman invited Members to submit questions to the appropriate Members

**5.1 Prue Bray asked the Executive Member for Economic Development and Finance the following question:**

**Question**

There is a paragraph in every Revenue Monitoring Report called "Analysis of Issues" which is on p 29 of this agenda. It says "Effective monitoring of budgets is an essential element of providing cost effective services and enables any corrective action to be

undertaken, if required. Many of the budgets are activity drive and can be volatile in nature.

P 28 shows that there was an overspend of £454,000 in the year 2015/16, roughly equivalent to ½% of Council Tax. The situation worsened between January and the end of the financial year. Was this overspend because the monitoring you were carrying out was not effective, because the corrective action you took was not effective, or because you did not think corrective action was required?

### **Answer**

The Council did indeed overspend by £454k last year which is 0.2% of the gross expenditure of approximately £191m. Although we don't like any overspends at all, and I get very cross as my Executive colleagues will know, it is important to recognise it is the first time we have overspent and the numbers I was able to dig out go back to 2007/08. I think I was appointed in 2007 so I think that is a pretty good track record and I calculated about £6.1m underspend during that period.

The situation worsened as you referred to from January amounting to £77k and as you will see from the agenda on page 28 we have favourable variances in the Chief Executive's Department of £185k, we have an adverse variance in Children's of £106k (and it is detailed underneath what that was on). We have Health and Wellbeing detailed as £278k and we have favourable in Environment and Finance; so a net figure of £77k. This means that our accuracy at forecasting is very accurate because we are within 0.4% gross expenditure which shows that our monitoring is effective. Indeed in the whole year of 2015 we were within 0.3% of gross budget.

Budget variances that revealed themselves in 2015/16 reveals the nature of spend pressures we face which are often uncontrollable. In particular the additional high cost children's care placement that we must make and also find housing for increased levels of homelessness. We cannot simply turn the tap off with regard to these statutory cost pressures but we can do what we can to find savings elsewhere to compensate as has been detailed in the report. We did this in many areas across the Council's budgets and managed to offset an unusually high increase in our statutory demand led budgets. Corrective action also includes ensuring such pressures are factored into following years' base budgets, which if you look at the 17/18 Medium Term Financial Plan you will find that is what happened.

We take financial management very seriously at the Council here as is shown by our forecasting accuracy and our performance over the last 10 years and in general underspends over those 10 years were common. Furthermore we have also successfully delivered on significant savings plans over that period in response to both growing costs of statutory services and rapidly declining Government grant.

### **Supplementary Question**

I will take the supplementary in writing Anthony you will be relieved to know when you hear what it is.

Because you referred to going back to 2008/09 I did a similar exercise of going back as far as I could with what is available on the website because we have always had similar pressures we are a demand led organisation and you can't say no.



What I would like is the same figures that are on page 27 i.e. a general fund, Housing Revenue Account and Schools Block over or underspends since we became a unitary authority in 1998? I am sure we have those figures somewhere and if we don't then go back as far as you can and I will take it in writing. I am not expecting you to answer me now.

### **Supplementary Answer**

The Leader of Council gave the following response:

I would just draw your attention to the £220k non-payment from a third party administration which no one, regardless of what political party you are, could actually anticipate that and that is nearly half the overspend unfortunately.

Thank you for your question and we will get your supplementary answered in due course.

## **6. COUNCIL OWNED COMPANIES' BUSINESS**

*(Councillors Pauline Jorgensen and Anthony Pollock declared personal interests in this item)*

The Executive considered a report setting out the budget monitoring position up to 31 March 2016 and an operational update for the period to 30 April 2016.

The Leader of Council highlighted a number of areas in the report including the fact that the Financial Director of Optalis had resigned but a temporary Financial Controller had been appointed who was performing well. In addition Optalis was continuing its impressive performance, not only in providing service to Wokingham Borough, but also talking to other bodies and opening up new opportunities. Councillor Baker thanked the staff in Optalis for their achievements.

In relation to the work of WHL Councillor Baker highlighted that work on Phoenix Avenue and Fosters was effectively underway with Loddon Homes potentially the registered provider. This was currently awaiting approval by the HCA.

Councillor Haitham Taylor queried whether it was anticipated that the higher statutory minimum wage would have an impact on Optalis's costs. Councillor Pollock responded that it was unlikely that there would be any impact as the costs mentioned in the report related to agency costs and not the increase in minimum wage. In addition Optalis had signed up to a code of conduct which probably meant that they were paying at or above the new minimum wage already.

### **RESOLVED That:**

- 1) the budget monitoring position for the month ending 31 March 2016 be noted;
- 2) the operational update for the period to 30 April 2016 be noted.

## **7. REVENUE MONITORING 2015/16 - OUTTURN**

The Executive considered a report setting out the outturn position of the revenue budget and other accounts and also requests for General Fund carry forwards.

The Executive Member for Finance and Resources highlighted a number of areas in the report including the overspend in Children's social services and advised that although there was a small cohort of children who were in need of support from the Council they often had complex needs and required very expensive placements. A lot of work was and had been undertaken on early intervention measures which meant that this limited the

number of children coming into the system at a later stage when costs would be much higher.

With regard to the third sector provider, mentioned earlier in the meeting, that the Council had supported because they were doing valuable work unfortunately they were unable to continue and the money advanced to them, to enable them to become more sustainable, was lost. Councillor Pollock also highlighted the cost of the increase in homelessness but pointed out that it was very important that homeless people were supported and that the Council tried to help them to get back on their feet.

With regard to this year's overspend Councillor Pollock commented that the Council had previously had a tradition of underspending. However as budgets got tighter as the Council's resources reduced it had become impossible to contain through savings elsewhere. He was however pleased that the level of reserves was at £10m as this would help the Council over the next few years to take account of pressures.

The Executive was advised of the carry forward requests for 2016/17.

**RESOLVED** That:

- 1) the forecast outturn position of the revenue budget and the level of forecast balances in respect of the General Fund, Housing Revenue Account, Schools Block and the Authority's investment portfolio be noted;
- 2) the General Fund carry forward requests of £545,500, as set out in Appendix B to the report, be agreed.

**8. CAPITAL OUTTURN REPORT 2015/16**

The Executive considered a report setting out the outturn for the Capital Budget for 2015/16 and the committed carry forwards.

The Executive Member for Finance and Resources advised the meeting that projects were now being divided into those that were expected to happen next year and those for the following year as often projects took a while to come to fruition. It was however important to ensure that there was enough money in the budget to undertake the project which may mean that money had to be carried forward from one year to another.

Councillor Pollock highlighted the summary of in-year movements, which showed funding pressures on the new secondary school and a reduction in the LED street light programme, and also the actual expenditure for 2015/16; half of which had been spent on schools projects to address the increase of children in the Borough. In addition Members' attention was drawn to the amount spent on social housing; highways maintenance; bridges and roundabout improvements as well as nearly £1m on cycleway improvements.

**RESOLVED** That:

- 1) the Capital Outturn and committed carry forwards for 2015/16, as set out in Appendix A to the report, be noted;
- 2) the carry forwards for schemes which are awaiting contractual commitment (totalling £8.63m), as detailed in Appendix B to the report, be approved.

## **9. CONTINUATION OF SHARED LEGAL SERVICES**

The Executive considered a report containing a proposal to extend the Shared Legal Service arrangement with the Royal Borough of Windsor and Maidenhead Council (RBWM) for a further five years.

Members were advised by the Executive Member for Resident Services that the current shared service saved the Council significant amounts of money on legal fees and also by selling its services to other bodies generates income; thereby reducing the cost of the service to the Council.

Councillor Jorgensen advised that there was a slight change to the original contract in that RBWM wished to reduce their level of demand on the service. This has the effect of reducing the size of the service overall but any costs associated with this change would be met by RBWM. In addition it was proposed to bring back a performance report to Executive every six months on the work of the Shared Service.

Members were pleased with the success of the service and paid tribute to staff in the Shared Service for achieving this. The Leader of Council asked for consideration to be given to publicising the achievements of the Shared Service in the media and producing literature to promote the service to other local authorities.

**RESOLVED:** That the Shared Legal Service arrangement with the Royal Borough of Windsor and Maidenhead Council be extended under the Heads of Terms as set out in the report.

## **10. TOWN CENTRE REGENERATION - SITE ASSEMBLY**

The Executive considered a report relating to the purchase of properties in Wokingham Town to enable the Council to implement improvements to the regeneration proposals in line with the regeneration objectives.

The Executive Member for Planning and Regeneration informed the meeting that he was seeking approval to amend the previously agreed decision, recommendation 1 and 2 of the report, and was asking for additional capital to be allocated from the regeneration budget in line with the costs identified in the exempt report.

Councillor McGhee-Sumner requested reassurance that although there was an upper limit stated in the report it was anticipated that all that money would not be required as he was concerned that the price of the property had increased. Councillor Ashwell responded that he was convinced that the additional capital would provide the headroom required and he was confident that all the money would not be required.

It was highlighted that the regeneration project not only benefited Wokingham Town but the Borough as a whole as the lessons learnt from this project could be applied to other parts of the Borough when opportunities arose. In addition the better shopping facilities in Wokingham were likely to attract people from across the Borough and the additional income generated by these facilities would have a positive impact on the Council's cost pressures.

The Leader of Council reiterated that he did not expect any further requests for additional funding for this item to come forward.

**RESOLVED** That:

- 1) agreement be given to the acquisition of the town centre properties in line with the figures identified within the report;
- 2) any further related and subsidiary decisions if required to complete the transaction be delegated to the Chief Executive, in conjunction with the Leader, Executive Member for Regeneration and Executive Member for Finance; and
- 3) additional capital budget be allocated in line with the costs identified in the report.

<b>TITLE</b>	<b>Council Owned Companies Business</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Graham Ebers, Director of Finance and Resources
<b>LEAD MEMBER</b>	Keith Baker, Leader of The Council

**OUTCOME / BENEFITS TO THE COMMUNITY**

Transparency in respect of Council Owned Companies

**RECOMMENDATION**

The Executive is asked to:

- 1) note the budget monitoring position for the month ending 30 April 2016;
- 2) note the operational update for the period to 31 May 2016;
- 3) note the report by the Independent Remuneration Panel on Non-Executive Director Performance and Remuneration Policy and it's key recommendations.

**SUMMARY OF REPORT****Strategy and Objectives of the Council's Subsidiary Companies**

There has been no change to the Strategy and Objectives of the Council's Subsidiary Companies since the last report to Executive in May 2016.

**Operational Update**

An operational update is provided from each of the companies as at 31 May 2016 in paragraph 2 below.

**Financial Report**

A budget monitoring report is provided for each of the companies for April 2016, which confirms that overall the group has incurred a deficit as forecast. This again reflects the high level of WHL capital works being undertaken which has previously been reported, and which will be followed in later years by income flows from the investments. The position for each of the companies is explained in paragraph 3 below.

**Wokingham Companies – Director Selection, Performance & Remuneration Policy**

Below is the Executive Summary and Recommendations of the report by the Independent Remuneration Panel, for consideration by the Executive.

The full report and appendices will be available on the Council's website or on request from Democratic Services.

## 1. Executive Summary

1.1. In September 2015, the Terms of Reference of the Independent Remuneration Panel were extended by Council to include consideration of the level of remuneration payable to Members who are Non-Executive Directors (NEDs) of Council-owned companies. This is the Panel's first report on that matter.

1.2. Since 2012, when the Council first established positions of Member Non-Executive Directors, remuneration has been set at £6,095 per annum. This was determined following an analysis which benchmarked the positions against similar roles on NHS bodies and judged the responsibilities and demands to be somewhere between that of Planning Committee Chairman and Executive Member, who receive Special Responsibility Allowances of £5,000 and £10,000 per annum respectively.

1.3. The Panel researched the approach taken by other Councils that have Member NEDs, sent a questionnaire to WBC's Member NEDs and examined documents that outlined the roles as well as legislation on Council-owned Companies.

1.4. Having identified the main issues, the Panel then met with most of the Members who responded to the questionnaire and also the Leader of the Council and the Leader of the Opposition.

1.5. Following those meetings the Panel decided on the following recommendations.

## 2. Recommendations

2.1. The Panel recommends to the Executive that:

2.1.1. it be noted that the current payment of £6,095 per annum to Members who are Non-Executive Directors (NEDs) is reasonable;

2.1.2. a Non-Executive Director who receives a Special Responsibility Allowance as an Executive Member should not receive a payment for the NED position in order to comply with the Council's Constitution and the legislation on Local Authority Companies;

2.1.3. the NED payments should not be strictly linked to the Special Responsibility Allowances although legislation puts a maximum limit on the payments.

2.1.4. job descriptions for the NED positions should be agreed by the Council's Companies and published so that the Panel can recommend appropriate payments that will be transparent.

2.1.5. the Independent Remuneration Panel should review the payments to Member NEDs as part of its annual review of Member Allowances.

2.1.6. the Independent Remuneration Panel be requested by the relevant Council Company to recommend a level of payment for any new Member NED position that is created with a different job description from any existing positions.

2.1.7. the Panel will review the Constitutional provision that "Members of the Executive can only receive one Special Responsibility Allowance" in its next annual review.

## **REPORT**

### **1. Directorship Report**

- There are no changes to the directorships of the companies to report this month.

### **2. Operational Update to 31 May 2016**

#### **2.1 WBC (Holdings) Ltd**

WBC (Holdings) Ltd does not undertake any operations as it is a holding company.

#### **2.2 Optalis Ltd**

- CQC compliance – there are no outstanding CQC compliance matters.
- No Care Governance Ratings are currently in place.
- Sickness absence for April was the best on record with an overall rate of 8.82, with an underlying short term sickness rate of 6.18 days per person. Optalis' target is 5 days on average. There were five people on long terms sickness absence (over 30 continuous days); one of those individuals has now been dismissed on capability grounds. The remaining four are subject to regular review.
- Recruitment to the Head of Service in Brokerage & Professional Support has not yet been successful; however discussions are underway with an internal candidate.
- An appointment has been made to the post of Director of Quality & Delivery. Andrew Crammond took up the post on 6 June; he joins us from Mencap where he was a regional director. Simon Thompson will stay with Optalis until the end of June to ensure a thorough handover.
- The Optalis Care Governance Committee met on 12 April to review all aspects of quality and compliance. The three top risks identified were 1) Recruitment, 2) Training (records of, and completion and verification of Care Certificate training), 3) Quality of Reporting and Recording. Action is being taken across all identified risks. The meeting also started a programme of work around identifying areas of 'outstanding' practice (in CQC ratings terms) in order to support future inspections. This work will culminate in the key feature item in next month's meeting.
- The Customer Experience Champion has instigated work programmes including supporting a bid for Learning Disability Development Funding (LDDF) (from the LD Partnership Board); celebrating Optalis' 5th birthday; customer engagement about designing the future of activities in Extra Care Housing (ECH) and Suffolk Lodge.
- Optalis continues to work with WBC on the safe transition of the Woodley Age Concern service. The service is now planned for closure and Optalis' rate of intervention has reduced.

#### **Progress on major corporate projects**

- The STAR Awards event took place at Easthampstead Park on Wednesday 25 May. This was a first in Optalis' history and provided an excellent opportunity to celebrate the achievements of individuals and teams who have demonstrated good

practice against Optalis Core Values. The event was received positively by colleagues who have said they felt valued.

### **Business Development:**

#### **Wokingham**

- Optalis has now been engaged by WBC commissioners as the provider of choice for a new extra care scheme in Woodley (Bulmershe) originally set to open in October 2016. Optalis has been notified that the timeframe has slipped to May 2017. Value: To be confirmed, but estimated at £400k (annual turnover).
- Optalis continue to work with WBC on the redevelopment of the Fosters site, where a new ECH scheme is due to launch in September 2017. Value: Not yet available.

#### **West Berkshire**

- The tender for the home care framework was suspended by the authority; we await news.

#### **Reading Borough Council**

- The Council has announced its intention to retender/outsource a number of ECH services and has engaged providers in initial discussions about price ranges. Optalis has responded and we await the formal tender which is due out in late June.

#### **Royal Borough of Windsor & Maidenhead**

- The Council has approached Optalis on the possible handover of an LD residential care home. The service is high acuity and there are complexities around the accommodation. Engagement in continuing and a meeting is due shortly with the current provider. Value: Not yet known, but estimated at £550k (annual turnover).

#### **Hampshire County Council**

- A tender has been submitted for two 'lots' of ECH schemes in north Hampshire. We await their response following shortlisting. Total value: £1.2m (annual turnover).

#### **Buckinghamshire Council**

- Optalis have submitted an application for a framework for learning disability supported living. Value: Unknown as it is a framework agreement; the framework closes in January 2017 for four years hence the need to apply now.

## **2.3 Wokingham Housing Ltd (WHL)**

### **2.3.1 WHL Completed schemes:**

There are no operational changes at Hillside since our last report.

WHL continue to work closely with WBC colleagues, the care provider (LinkNursing) and the parents of residents to resolve the outstanding original specification issues. These have now been priced and WBC as the Commissioner is making final decisions on what works to instruct WHL to undertake.



### **2.3.2 WHL Schemes in Progress and/or Development:**

#### Phoenix Avenue:

Progress remains on target and to budget. A difficulty in acquiring one of the approved brick types was resolved promptly between the build contractor Hill Partnership, WHL and the Council's planners to ensure no delay to the programme. We also successfully dealt with a potential health and safety matter relating to the boundary wall and local play park, working closely with Council colleagues in the Cleaner and Greener team who responded promptly to Hill's concerns. WHL continue to publish photographs to show the progress of the development on WHL's website at - [www.wokinghamhousing.co.uk](http://www.wokinghamhousing.co.uk). There is also new WHL and WBC branding on the site hoardings to promote the work of the Council's Local Housing Company in delivering affordable homes.

#### Fosters Extra Care Home:

Work continues to progress well with on-site activity now obvious to local residents. Hoardings to promote the work of the Council's Local Housing Companies, WHL and Loddon Homes, is now in place. A time-lapse video is being set up shortly to record the activity and will be available on WHL and Loddon Homes websites - [www.loddonhomes.co.uk](http://www.loddonhomes.co.uk).

#### Pipe-line sites:

Should Anson and Grovelands be granted Executive approval, WHL will be awarding the build contract to the winning tenderer under the Small Contractors Framework in mid-July, let as a package of 10 homes. Tenderers have indicated that they will honour their original prices given in March as part of the Framework Agreement tender, with no additional costs as a result of not including Barrett Crescent as part of the original package.

Should Barrett Crescent also be granted Executive approval (subject to a new planning application being secured for a more cost effective affordable housing project) it will be tendered later in the year.

WHL are intending to package two other sites with planning permission – Norton Road and Elizabeth Avenue (11 homes) – for tender post all approval processes being complete in late September, again through the Small Contractors Framework. This will then be followed by a package of four further sites (9 homes), including Barrett Crescent, should all the necessary approvals in September be given and also planning permission achieved for all four projects.

#### Loddon Homes (LHL):

The Homes and Communities Agency (HCA) discussed Loddon Homes' application to be a For-Profit Registered Provider (FPRP) at a meeting on 2nd June and Wokingham Housing Group are very pleased to be able to announce that Loddon Homes Limited achieved official FPRP status on 10th June 2016 – registered as number 4827.

This is a great achievement for the Council in what commentators in the sector thought would be a very difficult thing to convince the HCA to do. Having our own FPRP provides the Council with useful flexibility in the way it can deliver its strategic affordable housing

objectives, in an uncertain period where Government housing policy is in a state of flux as the Housing and Planning Act 2016 is implemented.

### **3. Financial Report**

#### **Budget Monitoring for 2016-17 financial year (To 30 April 2016)**

**3.1 WBC Group Consolidated**, (i.e. comprising WBC (Holdings) Ltd, Wokingham Housing Group (including Loddon Homes Ltd), and Optalis Group).

The figures shown below represent the overall expenditure and income of the Council's subsidiary companies. A consolidated budget for the group is not yet available for 2016/17 therefore an overall comparison of spend against budget is not possible for the Group at present:

At the operational level, the net deficit was £58k. The net deficit after interest and tax was £74k.

#### **3.2 WBC (Holdings) Ltd**

A deficit of £29k is reported for April.

#### **3.3 Optalis**

- The result for April is a loss of £6.0k against a budgeted profit of £4.0k.
- 2016/17 full year result is expected to be a profit of £50k. (This is after an efficiency saving return of £308k to the Commissioner as agreed). Current month's loss reflects the increase in this efficiency saving from 15/16 to 16/17.
- Revenue in the month was £1,110k. This is consistent with the full year budget.
- Current year business plan included an increase in the Short Term Assessment and Reablement (START) contract of 100 hours per week giving additional annual income of £114k. It has now been communicated from the commissioner that this has been delayed and is not now to be part of our 16/17 figures.
- Costs for April are £1,116k. Nearly £900k is made up of payroll and agency costs.
- Net assets at 30 April are £239k.
- Cash at 30 April was £320k.

#### **2015/16 year end results and Audit update:**

- The auditors have completed their fieldwork and they have proposed some journal adjustments to our year-end figures. These adjustments are favourable for Optalis and our year end profit for 2015/16 has increased from £60k up to £72k. We are currently waiting for their reports to be sent with their findings and the close meeting needs to be arranged.

#### **Risk/Mitigation**

- Agency spend remains unacceptably high and weekly management reviews chaired by the managing director continue. Recruitment remains the greatest underlying pressures on agency spend. Progress has been made in ILS and

Clement House in particular and these service areas are likely to be able to stand down from the meeting at the end of May when they should be fully recruited.

- Recruitment continues to be challenging, however, we have 17 starters on induction during May, and a further induction scheduled for early June. A successful recruitment open day was held at Wokingham Library on 20 May generating six possible applications. The trial with Vetro recruitment has not delivered as expected; a new approach is being trialled including a focused assessment day in Wokingham.
- The work with WBC on the Woodley Age Concern service continues.
- The change in finance resources continues to place pressure on the organisation. The finance team has been restructured for better governance and new, skilled finance staff have been recruited. The depth of this review is continuing to cause business continuity issues.

### Overview of Results – Year to Date

Total Company April 16	Apr Actual (£000)	Mar Actual (£000)	Prior Month Variance (£'000)
Turnover	1110	1051	59
Costs	(1109)	(1030)	(79)
Operating Profit	1	21	(20)
Depreciation	(7)	(17)	10
Profit before tax	(6)	4	(10)
Taxation	0	(0)	0
Net Profit	(6)	4	(10)

### 3.4 Wokingham Housing (Including Wokingham Housing Ltd & Loddon Homes Ltd)

Total Sub Group APRIL	Apr Actual	Apr Budget	Budget Variance	Prior Mth Actual	Prior Mth Variance
	(£000)	(£000)	(£000)	(£000)	(£000)
Income	9	7	2	26	(17)
Costs	(45)	(51)	6	(98)	53
Operating Loss	(36)	(44)	7	(72)	36
Non Trading costs	-	-	-	-	-
Depreciation	(2)	(2)	-	(2)	-

Loss before Tax	(38)	(46)	7	(74)	36
Taxation	-	-	-	-	-
Net Loss	(38)	(46)	7	(74)	36

### Wokingham Housing Limited (Consolidated)

P01: April / Year To Date

Profit and Loss Account for the period to 30th April 2016	Actual	Budget	Variance
	£	£	£
Income	8,808	7,046	1,762
Operating Expenditure	(47,271)	(52,939)	5,669
Operating Loss	(38,463)	(45,893)	7,430

Income for April 2016 is £9k (Equivalent to Year to Date). Against budget this represents a surplus in month of £1.8k and is due to timing of income accounting compared to budget. Operating expenditure is underspent in the month by £5.7k due mostly to lower cost levels after significant catch up of cost recognition in March 2016. As the first reported month of 2016/17, YTD expenditure is equal to the results for the month.

The Net Loss position of £38k in the month and YTD is £7k ahead of budget.

### Balance Sheet

Capital Expenditure in April was £560k as contractor payments for the build of Phoenix Avenue. Fosters Lane has also commenced and contractor payments will also be due on this contract from May. Net assets total £417k at 30th April 2016. In total there are 1,900,000 issued and fully paid Ordinary £1 shares held by WBC (Holdings) Ltd. The share capital remains at £1.9m.

### FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	See other financial implications below	Yes	Revenue
Next Financial Year (Year 2)	See other financial implications below	Yes	Revenue
Following Financial Year (Year 3)	See other financial implications below	Yes	Revenue

#### **Other financial information relevant to the Recommendation/Decision**

The Council will benefit from reduced costs in commissioning services, the interest and management charges to WBC (Holdings) Ltd and future profits paid out as dividend. These will be factored into the Medium Term Financial Plan under the appropriate service.

#### **Cross-Council Implications**

No Cross-Council Implications

#### **List of Background Papers**

None

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<b>Telephone No</b> 07769957900	<b>Email</b> Emma.Lyons@wokingham.gov.uk
<b>Date</b> 20 June 2016	<b>Version No.</b> 3

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<b>TITLE</b>	<b>Library Offer</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Heather Thwaites, Director of Environment
<b>LEAD MEMBER</b>	Pauline Jorgensen, Executive Member for Resident Services

## **OUTCOME / BENEFITS TO THE COMMUNITY**

Library Services support the achievement of vibrant and self-sustaining communities through the provision of materials and services for enjoyment, education, creative and engagement activities. The proposed Library Offer and Delivery Model present an exciting and sustainable solution for the Wokingham Borough Council Library Service.

## **RECOMMENDATION**

The Executive is asked to:

- 1) agree the Library Offer for Wokingham Borough Council Library Services as set out in the report;
- 2) utilise up to £300K of S106 on the Library Service Delivery Model to implement Self-Service and increase opening hours;
- 3) amend the Library Opening Times to add an additional 17.5 hours opening per week.

## **SUMMARY OF REPORT**

This report follows the January 2016 Executive Report that outlined the proposed Library Offer. Following an extensive consultation on the offer and proposed delivery models, this report now makes provision for implementation of the Library Offer and in particular the recommendation to extend opening hours through the implementation of self-service.

In implementing the Offer and driving improvements, the Library Service in Wokingham Borough will be on track to further embed itself as a central community facility fit to deliver broad 21<sup>st</sup> Century services, whilst offering exceptional value for money for Wokingham Council Tax payers.

## **BACKGROUND**

### **The Library Offer and Delivery Model**

The Library Offer has been developed to establish and promote the activities that our residents can expect when visiting or using our libraries, including a clear understanding of their contribution to the borough and how they will evolve within the future means of the Council.

The ambition is that libraries will be welcoming and vibrant places that people are drawn to. They will protect the clearly valued heritage of our library services whilst evolving naturally to offer more and more opportunity for residents of all ages to engage in activities and access services. The libraries themselves will be flexible and adaptable in terms of their space and their uses, aligning seamlessly with other provision in their area.

The achievement of the Library Offer is made possible through the adoption of a new Delivery Model for our Library Services. This model centres on the implementation of some self-service, alterations to staffing patterns, and gaining the maximum usage from the buildings in which each library is operated, which includes co-locating our libraries with other local services such as community centres, sports facilities and schools.

The central theme of the delivery model is that it enables those who live, work and study in the borough to have a greater choice in when and how they want to use the Library Service. Self-service and new staffing patterns enable the library service to extend its opening hours whilst making savings in its operating costs.

Details of the Library Offer are presented in Appendix 1.

Details of the Wokingham Borough Council Library Service are presented in Appendix 2.

### **Library Offer Consultation**

Between February and April 2016, the Council conducted a consultation on the proposed guiding principles for the Library Service (The Library Offer) and the different options for delivering the service (The Delivery Model). This consultation included a general questionnaire, a specific questionnaire for local groups/organisations, the offer of direct discussions with local groups/organisations, and a series of public events held across the borough to engage with non-library users as well as existing library users. The proposals for the Library Service were also considered by the Council's Overview and Scrutiny Committee.

In total, the Council received 1,112 responses to the consultation questionnaire. Of these, 344 were completed online, with the remainder submitted in hard copy format. Some of the key findings and observations are presented below.

97.8% of respondents are a member of the Council's Library Service. This is not surprising as the vast number of questionnaires returned were done so in hard copy to one of the library sites. It was evident from the engagement sessions held throughout



the borough that once people understood that the proposals did not include the closure of any libraries (in contrast to proposals in neighbouring local authorities), the motivation from the wider population to engage with the consultation diminished.

It is clear that Wokingham, Woodley and Lower Earley libraries are the most used library sites, with Winnersh and Finchampstead libraries also proving popular. By far the most common reason to visit a library was to borrow books (95.4% of respondents), with a wider selection of books and more convenient opening hours being the key things which would encourage respondents to visit a library more often.

In terms of respondent's views on the Library Offer, the vast majority (over 70%) agreed with each of the proposals. The only exception to this was the proposal to enable people to buy other services and products within our libraries, where almost half were ambivalent and just over 30% were in agreement with the proposal.

There was also substantial support for the proposed delivery model of extending its opening times by implementing some self-service and unstaffed opening, with 53% of respondents agreeing with the proposal compared to 25% who did not agree with it. Again, the engagement with residents was helpful in understanding their views on this issue, with an analysis of the additional comments from those who responded positively to the proposal showing that respondents were mainly focussed on its ability to increase access and flexibility to the library service and the related benefit of increased library usage. Those responses that were broadly supportive are categorised in the table below:

Proposals would increase access to libraries and flexibility	64 comments
Proposals would increase library usage	62 comments
Conditional positive responses	25 comments
Non-specific positive responses	22 comments
Support as 'least bad' option / preferable to closure	20 comments

However, despite the generally positive response, the analysis of the comments received also highlighted some significant concerns over aspects of the proposal. In particular, approximately 60% (434) of those respondents who commented on the impact of the proposal raised concerns over the specific introduction of unstaffed hours. These concerns have been broadly categorised in the table below:

Concerns over security / safety of unstaffed libraries	208 comments
Concerns over loss of personal contact / general staff assistance	86 comments
General concerns about unstaffed opening	44 comments
Concern over impact on specific user groups (older people, children, vulnerable adults)	37 comments
Concerns for loss of community feel of libraries	24 comments
Comments questioning need for extended opening hours	19 comments
Concerns over operation/quality/reliability of self-service technology	18 comments
Concern that change would reduce library usage	8 comments
Concern over loss of staff jobs	7 comments

Research conducted has also shown that a number of local authorities who have piloted or have been early adopters of unstaffed opening have now implemented live monitored CCTV and/or 'assistants' on site to mitigate security, safeguarding and operational resilience issues. These remedial measures have the ability to significantly increase the operational cost of the service.

The consultation also included some other options for how the Council could continue to deliver its library service within the current financial climate. The responses show that whilst people are broadly supportive of having libraries in parts of the borough where they are most useful and located in buildings with other local services (such as community centres, sports centres and schools), there was strong disagreement with options to reduce opening hours, reduce the book purchasing budget or moving to a mainly online service with eBooks.

The consultation did show some support for making more use of volunteers within the Library Service.

The consultation asked people whether the library they used was the one nearest to them. On this, 82.5% of respondents stated that the library they used was the nearest to them. Further analysis shows that whilst people may make use of their local library, they also use other libraries across the borough. The tables below show the responses for people who used Wokingham, Woodley, Lower Earley and Winnersh and the other libraries that they visit. This shows clearly that people are making use of a range of different libraries across the borough.

<b>Library</b>	<b>No's</b>		<b>Library</b>	<b>No's</b>
<b><u>Wokingham</u></b>			<b><u>Lower Earley</u></b>	
Woodley	149		Woodley	119
Winnersh	106		Wokingham	80
Finchampstead	93		Maiden Erlegh	52
Lower Earley	80		Winnersh	35
Twyford	39		Finchampstead	22
Maiden Erlegh	24		Spencers Wood	19
Spencers Wood	18		Twyford	14
Wargrave	10		Wargrave	5
Arborfield	7		Arborfield	2
<b>Total</b>	<b>526</b>		<b>Total</b>	<b>348</b>
<b><u>Woodley</u></b>			<b><u>Winnersh</u></b>	
Wokingham	149		Wokingham	106
Lower Earley	119		Woodley	63
Winnersh	63		Lower Earley	35
Twyford	56		Finchampstead	24
Maiden Erlegh	42		Twyford	24
Finchampstead	25		Maiden Erlegh	16
Wargrave	17		Wargrave	6
Spencers Wood	7		Spencers Wood	5
Arborfield	2		Arborfield	3
<b>Total</b>	<b>480</b>		<b>Total</b>	<b>282</b>

## Implementing the Library Offer and Delivery Model

It is clear from both the usage statistics and the consultation responses that Wokingham, Woodley and Lower Earley libraries are the most well used libraries within the borough. Usage statistics and consultation responses also show that Winnersh and Finchampstead libraries are also well-used libraries, each with over 30,000 visits a year. Winnersh Library is currently open 30 hours per week, with Finchampstead open for 18 hours a week. Winnersh Library is located in a separate building within the Forest School site with approximately half of its of its usage currently being school pupils, and the Finchampstead library being located within the large FBC Centre which is also home to a range of community and sports facilities, including a Children's Centre.

Deployment in other libraries will be considered on a case by case basis.

## Self Service

Although self-serve and unstaffed opening were both broadly supported through the consultation process, a number of concerns were raised about the unstaffed element of the model. This together with the uncertainty of the long term success of this emerging model means that the recommendation at this stage is to simply move to increased self-service within libraries. This enables extended opening hours but with reduced staff presence. To some extent, the Library Service already has a substantial amount of self service capability with its range of online services. Users can search, reserve and renew items, download eBooks and e-Audio items, find out about the range of activities

that are happening in each library, and keep up to date with all the library news via the regular Facebook and Twitter updates. The proposal to extend the self-service capability to those visiting a library is an extension of some things that a lot of library users are already familiar with.

Introducing self-service will enable members of the library to both check out and return items and pay fines in addition to searching for and reserving items in each of the selected libraries.

The key requirements of self-service and the supporting software will be that it is intuitive and easy to use, and that it is suitably resilient to be relied upon by both service users and staff.

It is advisable to have a small number of staff available to assist people with any difficulties they may have with the self-service function.

### **New Staffing Patterns**

The introduction of Self-Service means that fewer staff are needed for the core elements of the library service, namely the checking out and returning of books and other items. At busiest times, the hub libraries will have up to six members of staff on duty to serve customers and provide advice and support for people wanting to make use of the other services available. Following the introduction of self-service, the library can be operated with fewer staff on duty.

In order to still provide residents with a choice of using self-service or traditional style of library service, it is proposed to implement a reduced staffing regime for 40% of the opening times for those libraries with self-service.

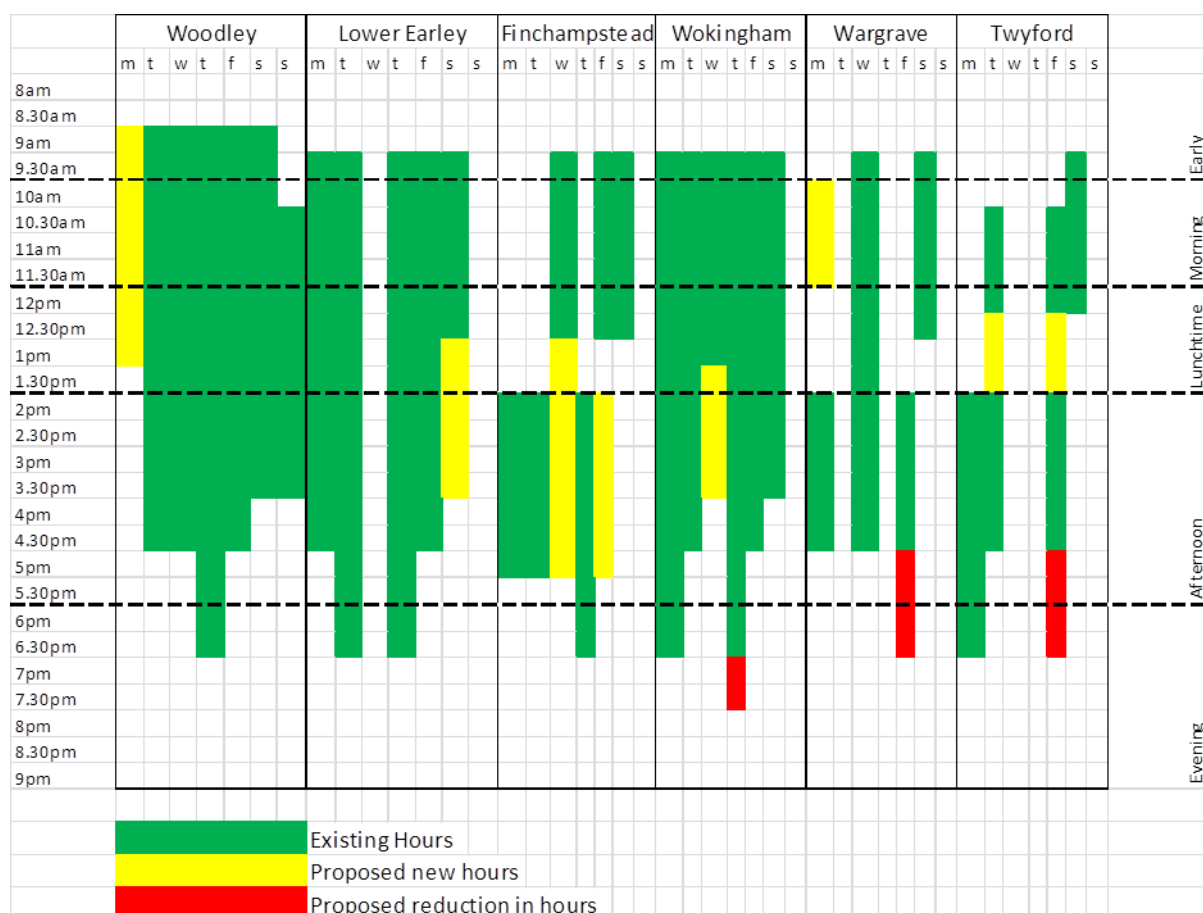
### **Extending Opening Times**

In order to increase access to the Library Service, it is proposed to introduce the following new opening times:

- Woodley Library - Monday morning - 9:00am - 12:00am
- Wokingham Library - Wednesday afternoon - 1:00pm- 4:00pm
- Lower Earley - Saturday afternoon - 1:00pm - 4:00pm
- Finchampstead- increase 7 hours per week during afternoons
- Twyford: Increase by 1 hour per week to enable opening at lunchtimes
- Wargrave: redeploy opening hours to open on Monday mornings

This is illustrated in the diagram below:

## Changes to Wokingham Borough Council Library Opening Times



### Ongoing Operational Costs

The introduction of the new Delivery Model will enable the Library Service to reduce its operational costs by approximately £130,000 p.a. These savings are based upon the proposal of operating a skeleton staff in self-service libraries for 40% of the current opening hours, whilst still incorporating an increase in opening hours across the service.

### Financial Investment to Deliver the New Delivery Model

Wokingham borough is a mix of urban and semi-rural neighbourhoods with its population centres spread across a relatively dispersed geographical area. In providing a comprehensive library service for the borough, the Council has located a library within most of the populated areas so that people can directly access these services.

A consequence of this is that people have a degree of choice about which library they use, with most residents having at least two libraries within a few miles of their homes. Analysis shows that most library users make use of two or more libraries across the borough.

The Council's current Local Plan includes the provision of around 13,000 new homes within the Borough by 2026, which will significantly increase the local population and therefore the demand for library services. From the current housing developments that are happening across the borough there are contributions to the local infrastructure from developers allocated for the provision of library services to the residents of these areas.

The increased access to library services to be delivered within the Library Offer will provide more capacity and services to meet the growing demand from the increasing population, and therefore the delivery of the library offer will be funded by utilising the existing S106 contributions for library services.

### **Impact on Residents**

It is clear from the increasing number of visits and level of usage that the Library Service continues to make a substantial contribution to the lives of people who live, work and study within Wokingham Borough. This impact includes the use of the library buildings for a growing variety of uses by other local authority services, community groups and commercial activities.

It is clear that finding ways to increase the opening hours at key times will provide more opportunity for residents to make use of library services and the library buildings. However, there is currently a perceived difference between the impact of implementing self-service and implementing unstaffed opening, with the latter generating substantial concerns over the usage by school-age children, the elderly and those with additional needs, on issues such as safety and anti-social behaviour.

Given that Wokingham Borough is one of the few areas in the country where library usage is still increasing, it is advised that further analysis and consideration be given to implementing unstaffed opening, especially the expected impact on those residents who make regular use of the library service.

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

*The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.*

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Up to £300K	Yes	Capital - S106
Next Financial Year (Year 2)	(£130,000)	Yes	Revenue
Following Financial Year (Year 3)	(£130,000)	Yes	Revenue

### Other financial information relevant to the Recommendation/Decision

None

### Cross-Council Implications

None

### List of Background Papers

None

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<b>Date</b> 9 June 2016	<b>Version No.</b> 1

**WOKINGHAM BOROUGH LIBRARY OFFER****Access to Services**

- The Library Service will adapt to meet the growing population and changing behaviours of our residents.
- The Library Service will utilise opportunities to provide residents with a flexible mix of physical and virtual options for accessing all services
- Improve access to other Wokingham Borough Council services in line with Customer Services vision
- Strong partnership working to ensure flexibility of delivery and access to library services

**Library Stock**

- Maintain the approach of books being the primary stock type
- Stock purchased will be responsive to the behaviour and needs of our residents
- Increase the numbers of items available in other formats
- Continue to ensure that we hold the books that people most want

**Visiting and Using Library Buildings**

- The environment within libraries will be welcoming and enjoyable
- Buildings will be flexible and adaptable to changing demands for their use
- Enable access to other types of services including other council services, health services and local community and voluntary services
- They will provide space for locally focused events and activities that develop a sense of community
- Actively identify events and services that support the broader Council vision

**Technology**

- The Library Service will continue to grow its online services to provide more opportunity for residents to access services when they want them.
- Invest in technologies that support learning and self-sustaining behaviours in residents.
- Increase the range of services within libraries by enabling payments for other Council services.
- Respond to natural opportunities to deliver a greater range of Council services within libraries.

**Income Generation**

- Income generation ideas will feel a natural extension of our services and activities
- Where opportunities for investment present themselves we will look to gain the most value from them so as to minimise the need for further investments in the future



### **Supporting Wokingham Borough Council Vision**

- The library service will continue to identify ways to directly support Wokingham Borough Council's vision for the borough
- Maintain or improve on the usage of library services so that they remain a valuable method of supporting and promoting other Council services.

### WOKINGHAM BOROUGH COUNCIL LIBRARY SERVICE

Wokingham Borough Council operates ten libraries and a Home Library Service within the Borough. Last year the libraries had over 470,000 physical visits and a further 90,000 online contacts, which is part of an increasing local trend in library usage against a national picture of declining usage.

The ten public libraries operated by the Council are located in each of the main population centres across the borough and are provided in a mix of purpose built and shared buildings.

The Home Library Service is operated from Woodley Library and provides to residents from all across the borough who are unable to visit a library in person.

#### **Statutory Requirements**

The Public Libraries & Museums Act (1964) sets out the requirement for all local authorities to provide a public library service in their area.

The Act requires the Council to:

- Provide a comprehensive and efficient library service for all persons in the area that want to make use of it.
- Lend books and other printed material free of charge for those who live, work or study in the area.

Aside from this general requirement for local authorities there are very few additional regulations which dictate what and how local authorities are required to provide.

The key elements that have to be included within a library service can be summarised as:

- Lending of books has to be free.
- Internet usage should be free of charge.
- Lending of eBooks should be free.
- Be able to obtain books we don't have in stock.
- A duty to encourage usage.

Whilst we are unable to charge for library membership or for the loan of books, we are not restricted in generating income through libraries in other ways.

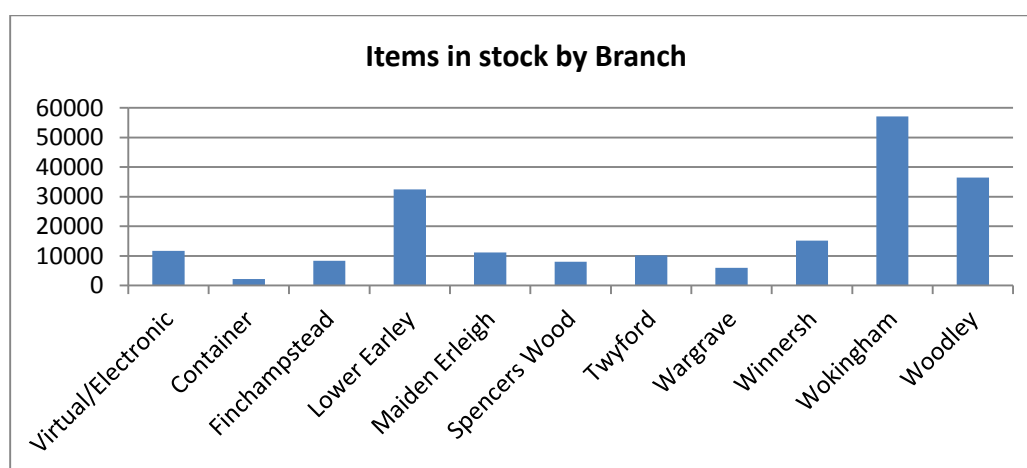
Our Library Service has a long history of implementing this statutory duty robustly, economically and flexibly. For many years, we have developed creative ways to not only encourage users into the Libraries themselves, but also to take the Library to those who cannot always make a physical visit.

## Library Stock

The Library Service currently holds the following items within its stock:

Stock Type	Items
Books - Adult fiction	53056
Books - Adult Non Fiction	43960
Books - Children's & Young People Fiction	53747
Books - Children's & Young People Non fiction	16965
Audio visual material (DVD, CD & Cassette)	10584
School stock at dual usage libraries	1592
Non loan reference material (dictionaries, encyclopaedia, etc.)	4400
Misc.	2956
<b>Total</b>	<b>187260</b>

The chart below shows the number of item in stock within each branch.



## Usage

Items loaned from libraries were increasing up until 2010/11, but since then there has been a decline in the number of items issued. This change in trend of items issued broadly coincides with changes in visiting trends. In 2010/11 after a period of multiple years of declining visits, physical visits to libraries started increasing.

This suggests a change in the way libraries are used by Wokingham residents in that they are using them a little less for traditional book borrowing services and a little more for the other services on offer. The table below shows the issues/loans for hard copy and eBooks over the past three years:

Year	2013/14	2014/15	2015/16
Hard copy loans	850348	813510	783864
e-loans	2500	12064	15603
Total	852848	825574	799467
e-loans as %	0.29%	1.46%	1.95%

## Services Available In Each Library

All of the libraries within the borough provide a core service to residents of being able to borrow books and other items and providing a space for reading, research and learning. However, the expectations of a modern library go beyond this and as such the Wokingham Borough Council Library Service offers a much greater range of services and activities. These are summarised below:

- Specialist areas for children & young people
- Reminiscence services for older residents
- Free Wi-Fi access and the use of computers
- Copying and printing facilities
- Meeting space for hire
- Café facilities
- Research facilities (including ancestry searches)

## Library Activities

Wokingham Borough Libraries are home to a wide range of activities each month that support enjoyment, learning and achievement for all those that attend. This includes Rhymetime sessions for children under 5, craft groups, historical societies, adult learning courses, local business training, and reminiscence groups for older residents.

The table below provides a sample of the activities delivered within Wokingham Borough Council Libraries during October 2015. This shows both the significant number of events held within our libraries, the similar proportion of events for adults and for children & young people, and the usage of the Council's libraries by voluntary and community groups for their events.

Category	Adults	Children and Young People	Total
Events run or commissioned by WBC staff	57	55	112
Events run by volunteers	18	20	38
Events run by community groups	3	0	3

(Source: One month sample – Oct 2015)

## Library Users

The tables below show the breakdown of age, gender and disability for people who have borrowed an item during the past year and how this compares with the demographics of the borough as a whole:

Library Users	
Age	%
0-17	43.91
18 - 24	3.40
25 - 34	6.18
35 - 44	16.14
45 - 54	10.47
55 - 64	6.01
65+	13.98

Wokingham Borough	
Age	%
0-17	22.97
18 - 24	6.98
25 - 29	5.23
30 - 44	21.86
45 - 59	21.45
60 - 64	6.11
65+	15.41

Gender	Library Users	Wokingham Borough
Female	52.30%	50.5
Male	32.66%	49.5
no data	15.03%*	

(\* some library users joined the service before gender was recorded)

Disability	Library Users	Wokingham Borough
	Library Users identifying as having a disability	Residents declaring that their day-to-day activities are limited a lot by their health
	1.91%	4.7%

(Source: Library Usage Statistics (2015/16) & Census Data 2011)

This shows that a substantial proportion of the library users are children and young people, and that overall the Library Service is used by people of all ages.

## Library Choices

Wokingham borough is a mix of urban and semi-rural neighbourhoods with its population centres spread across a relatively dispersed geographical area. In providing a comprehensive library service for the borough, the Council has located a library within most of the populated areas so that people can directly access these services.

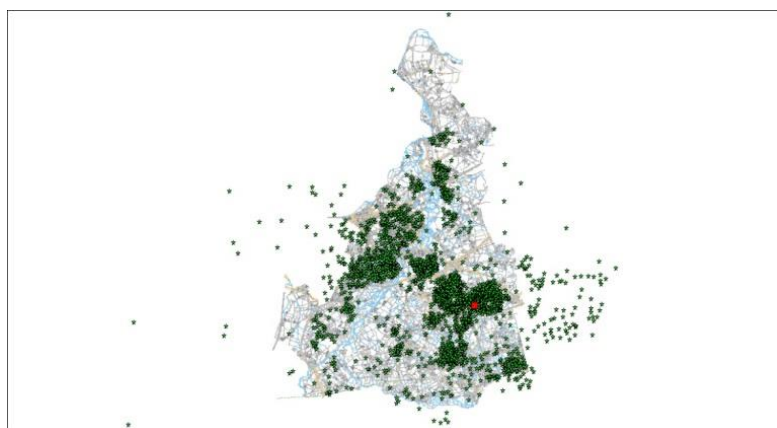
A consequence of this is that people have a degree of choice about which library they use, with most residents having at least two libraries within a few miles of their homes. The table below shows the percentage for each library of the different distances that people have travelled to use them.

	<b>0 - 1 miles</b>	<b>1 - 2 miles</b>	<b>2 - 3 miles</b>	<b>3 - 5 miles</b>	<b>5+ miles</b>
<b>Wokingham</b>	35.98%	29.53%	13.22%	15.94%	5.33%
<b>Woodley</b>	53.71%	23.16%	13.15%	7.86%	2.12%
<b>Lower Earley</b>	62.63%	22.31%	7.65%	6.55%	0.86%
<b>Winnersh</b>	45.27%	21.44%	15.42%	14.64%	3.23%
<b>Finchampstead</b>	50.68%	18.16%	16.18%	12.39%	2.60%
<b>Twyford</b>	81.67%	9.92%	2.85%	4.51%	1.05%
<b>Maiden Erleigh</b>	82.65%	9.59%	2.14%	4.08%	1.53%
<b>Spencers Wood</b>	60.77%	20.58%	8.92%	6.04%	3.70%
<b>Wargrave</b>	69.10%	14.61%	6.37%	5.99%	3.93%
<b>Arborfield</b>	50.62%	9.88%	20.99%	14.81%	3.70%

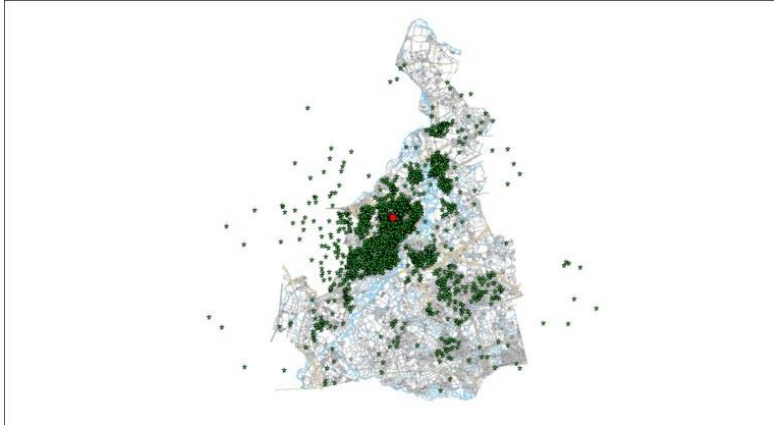
(2015/16 Data)

We can understand this further by mapping the home postcodes of the users of each library to show the catchment area of each library. Below are maps showing catchment areas for boroughs most well-used libraries:

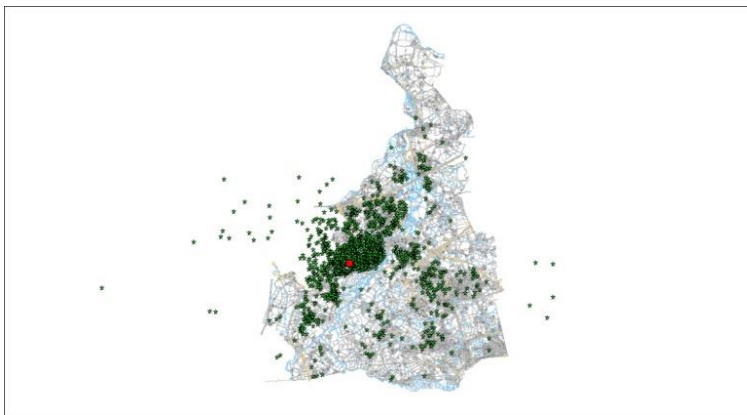
- Wokingham Library



- Woodley Library



- Lower Earley Library



From this we can see that each library is being used by residents from all over the borough. It is also clear that Wokingham Library, which offers the largest range of services and includes a café, has by far the most active usage from all parts of the borough.

## Opening Times

Across the Borough the Library Service is open to the public for a total of 259 hours per week across its ten libraries. The table below shows how this relates to each library for each day of the week:

It is worth noting that between Monday and Friday there is at least one library open between 9am and 7pm and that there are libraries open on both days each weekend.

[illegible]



<b>TITLE</b>	<b>Re3 Waste Strategy</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Heather Thwaites, Director of Environment
<b>LEAD MEMBER</b>	Angus Ross, Executive Member for Environment

**OUTCOME / BENEFITS TO THE COMMUNITY**

Residents receive better value for money through both their Waste collection and disposal services.

**RECOMMENDATION**

The Executive is recommended to:

- a) endorse the Re3 Strategy;
- b) note that a report on the Council's Waste Policy and Collection options will be brought forward for consideration in the Autumn

**SUMMARY OF REPORT**

The Re3 Strategy is a framework for enhanced delivery for the Re3 Partnership comprising Wokingham, Bracknell Forest and Reading Borough Councils. The Strategy is intended to articulate the aspirations of the partnership, in consideration of the strategic challenges facing the waste services and the councils. There are four key themes around which the Strategy has been developed:

- Reduce the net cost of waste
- Recycle 50% by 2020
- Capacity
- Supportive Systems

The Strategy reflects a desire and necessity to work more collaboratively across the three Councils and also reflects the strong correlation between Waste collection and disposal hitherto managed more distinctively.

## **Background**

During the last few months the Re3 Board has been working hard to develop an enhanced understanding of its role and function within the current financial climate. This Strategy is the culmination of the three Councils' determination to work more collaboratively and strategically to ensure greater value for money for residents in challenging financial times. Its main aspirations are to reduce the net cost of waste and improve performance to reach 50% recycling and re-use by 2020 (as required by the Waste (England and Wales) Regulations 2011). Failure to meet this target could result in a fine of up to £0.5 million directly to Wokingham Borough Council.

## **Analysis of Issues**

The Strategy describes the collaborative process by which data was gathered from all three Councils. The data leant itself to four themes:

1. Reduce the net cost of waste  
This reflects the need of all three Councils to prioritise spend more impact fully within constrained budgets
2. Recycle 50% by 2020  
This acknowledges the need to improve performance as recycling is financially as well as environmentally preferable to disposal
3. Capacity  
Each of the three authorities will be experiencing population growth over the forthcoming years and this objective recognises the resultant increasing pressure on Re3 services.
4. Supportive Systems  
This underpins how the partnership will work and the scope for sharing and increasing its efficiency and impact.

The 23 individual objectives are intended to either deliver a direct performance improvement or provide the basis for an informed policy decision by the partnership or individual council. Any financial investment that might arise in delivery of any of these objectives would be the subject of a further Executive decision. It is proposed that the strategy is renewed annually and monitoring of performance is undertaken quarterly by the Joint Waste Disposal Board.

Of particular note for Wokingham Borough Council is objective G3 where specific targets have been set for the Borough to increase recycling and reduce the contamination of kerbside recycling as its overall contribution to the collective targets.

In order to fully support the Council's ability to meet these objectives and whether the current collection arrangements are fit to enable this, it is proposed that options for future waste policy and collection options are brought forward for the Executive to consider in the Autumn. This is timely as consideration needs to be given to the current Waste collection contract which can be retendered or extended in 2019.

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

*The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.*

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Should save as recycling is a more financially efficient		Revenue
Next Financial Year (Year 2)			
Following Financial Year (Year 3)			

### Other financial information relevant to the Recommendation/Decision

The potential fine for Wokingham Borough Council for not meeting the 2020 recycling target could be up to £0.5 million per annum. Any financial investment that might arise in delivery of any of these objectives would be the subject of a further Executive decision.

### Cross-Council Implications

None

### List of Background Papers

Re3 Waste Strategy - 2016/17 (DRAFT)

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<b>Date</b> 16 June 2016	<b>Version No.</b>

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# **re3 Strategy – 2016/17**

## ABOUT THIS STRATEGY

The re3 strategy is principally intended to provide a practical response to the two definitive challenges faced by the re3 waste services in 2016. The first is the impact of the change to local government funding as a result of the central government austerity programme. The second is the Waste (England and Wales) Regulations 2011 (transposing from the Revised EU Waste Framework Directive (2008)) which sets the 50% target for reuse and recycling for the re3 councils. In combination, those challenges are at the heart of the contribution waste services can (and must) make in support of the re3 councils and the communities they serve.

Though the financial impacts and performance imperatives on local government demand immediate attention, it is important that re3 has a credible plan for a thriving future. This re3 strategy aims to promote the realignment of re3 services so they are fit for modern purpose and the 'real world' business environments within which the re3 councils operate.

Fortunately, the re3 partnership has a considerable track-record in successfully addressing shared and difficult circumstances. The partnership was established to address earlier strategic challenges and this strategy seeks to continue in that vein. It aims to do that via two routes. Firstly via initiatives which build upon the shared re3 PFI contract and, secondly, by identifying and promoting the conditions for further collaboration and efficiency in the waste services operated across the re3 councils.

The re3 strategy has been developed following consultation with the Members of the re3 Board and senior officers. The individual councillors on the re3 Board, and the appropriate senior officers, also have responsibility for waste collection and thus as a collective they work together as the "re3 partnership" and towards common goals. The strategy seeks to combine the responsibilities of the Joint Waste Disposal Board and the commitments of each of the Councils in their re3 partnership capacity. Appendix 1 below describes the process that was followed in the development of this re3 Strategy.

This re3 strategy recognises the financial impacts on the re3 councils, and thus residents, which arise from how waste is managed. External factors, including legislation, have increased the exposure of the councils to the risks and rewards of secondary material markets. Accordingly, this strategy seeks to introduce, alongside the traditional emphasis on collecting waste, a more commercially-minded approach to service objectives. This re3 strategy considers the destination of waste materials no less than it considers their source.

Despite that change in emphasis, it is also more important than ever before that the re3 partnership understands and remains engaged with its residents. This two-way process must be more consistent and is critical to understanding the views of the people to whom re3 delivers services. As a result of the financial circumstances for local government, service changes are inevitable. It is essential that re3 has the platform from which to explain and communicate detail to residents. This re3 Strategy includes a number of areas in which the re3 councils will increase clarity for residents and other (some prospective) stakeholders. It is hoped that such an approach will promote greater understanding and thus more focused engagement.

The objectives in this re3 strategy seek to be non-prescriptive wherever possible. This approach is intended to reflect the shared needs of the re3 councils, their enduring

synergies and their considerable shared investment. However, the approach also affords the individual councils scope to make the necessary contribution to the strategy objectives in their own way, where such is appropriate.

Finally, the re3 Strategy must be delivered. So, while there is scope to adopt a separate approach in some cases, the shared objectives must remain the priority for the re3 partnership. Accordingly, each objective has its own delivery template which will detail ownership, timescale for delivery and, very importantly, provide a basis for shared and continued learning. Furthermore, this strategy, which covers a single year, fits within a strategy schedule which runs up to the beginning of the 2020/21 council year. It is intended that successive annual strategies as shown in appendix 1 will contribute progressively to achieving delivery of a reduction in net spending on waste services and the 50% target for reuse and recycling.

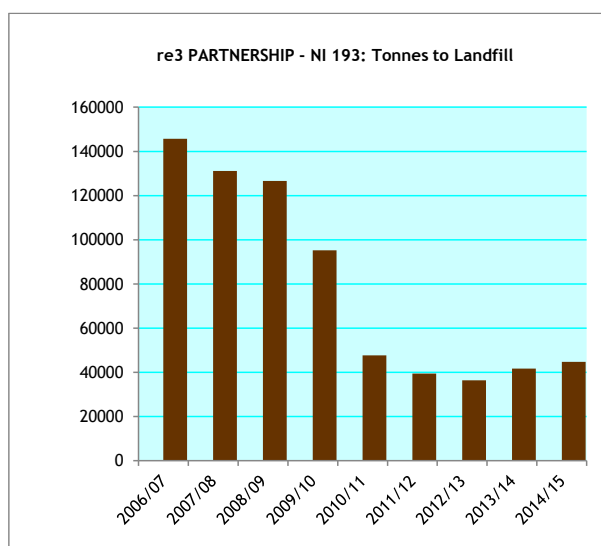
## ABOUT THE re3 PARTNERSHIP

### The re3 Partnership

#### Notable achievements

1. Greatly reduced reliance on landfill: This was one of the principal objectives that the re3 partnership had for their shared contract. It continues to be an important objective in strategic waste management. Since commencement of the re3 contract in late 2006, the amount of waste sent to landfill by the re3 partnership has reduced from [145,699 tonnes (66.70%) in 2006/07] to [41663 tonnes (21.70%) in 2014/15] as Figure 1, below, illustrates. This is principally related to the inclusion, within the re3 Contract of access to the Lakeside Energy from Waste facility.

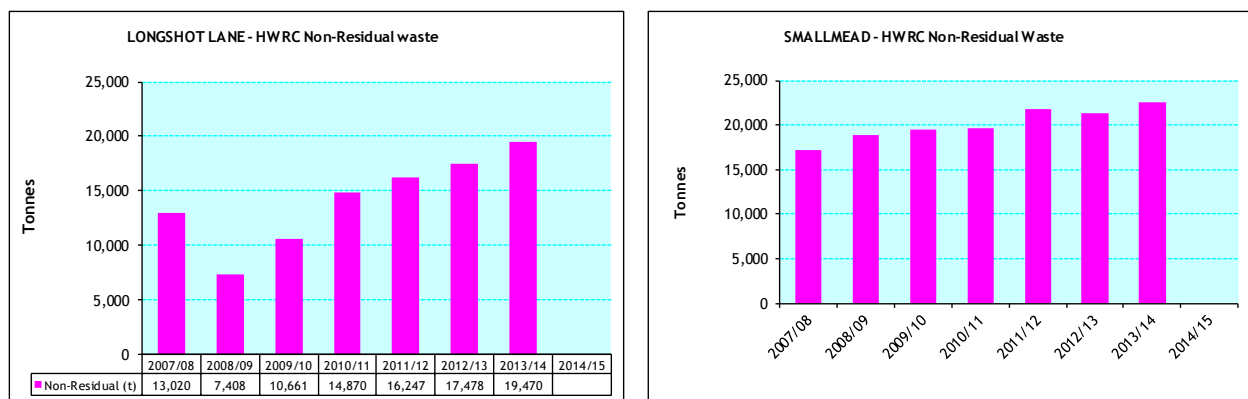
Figure 1 – Waste to Landfill re3 Partnership (Tonnes per Annum)



2. Increased HWRC recycling: Both the range of materials that can be recycled and the amount recycled or reused has increased as a result of the arrangements put in place via the shared re3 contract. Figures 2 and 3, below, illustrate the increase

since the start of the re3 Contract. There is scope for further improvement in recycling at the HWRCs.

Figures 2 and 3 – Non-Residual Waste at the re3 Household Waste Recycling Centres.

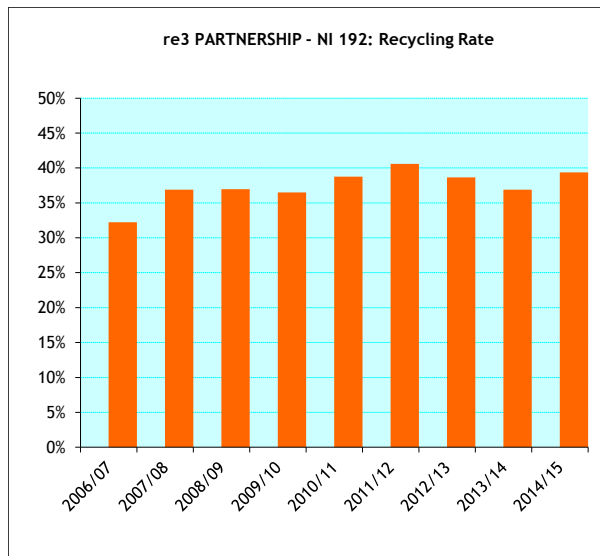


3. Introduction of waste collection constraints: During the period of the re3 partnership, each of the re3 councils has introduced a form of capacity and/or frequency control for waste intended for disposal. In Bracknell Forest and Reading, that takes the form of an alternating weekly collection. In Wokingham it takes the form of a limitation on the number of bags that are freely available. The successful introduction of these constraints has contributed to savings in the cost of collection and introduced a degree of compulsion to recycle.
4. User satisfaction at HWRCs: Despite their increasing numbers of visitors and receipt of waste the re3 HWRCs have maintained high levels of user satisfaction. This is a notable achievement for the shared arrangements – the councils and the staff who work at the HWRCs. It is also worth acknowledging the willingness of re3 residents to sort the waste they bring so that we can recycle and reuse as much as possible.

#### Notable challenges

5. Improving performance to achieve the 50% recycling and reuse target: While performance at the HWRC's continues to improve, the councils have struggled to build-upon the initial gains that were achieved by their respective changes to collection frequency or capacity (as described at 3, above). Improved performance across the board is required in order to maximise the efficiency of existing waste services and to get as close as possible to 50% recycling and reuse. Figure 4 below illustrates the re3 recycling rate since 2006/07.





6. Local Government funding: Considerable cuts in funding across local government mean that considerable change is needed. Waste services can make an important contribution to the corporate objectives of the re3 councils and to other services such as Social Care and Health. The scope to make change exists. The motivation for all parties to engage in change must be encouraged and nurtured. Waste services will need to operate with a reduced direct cost to the councils (and thus taxpayers). Alongside that, however, all parties must recognise (in all areas) that almost everything the councils collect and manage can contribute to the net cost of the service. Recyclables may derive an income or reduce a cost and even waste for disposal might be directed to a cheaper form of processing.
7. Population growth: Recent growth predictions for households being built in the re3 area exceed those assumed at the time the re3 contract was negotiated. The re3 councils understand the need to ensure appropriate access to services that residents use directly (e.g. the shared HWRCs) and indirectly (e.g. the management of waste collected by the respective council waste collection services). However, the scope to increase access is likely to be constrained, not least financially, and so it will be necessary to balance present needs with future capacity.
8. Accommodating changes in patronage at HWRCs: The re3 councils recognise that there appears to be a link between the frequency and scale of waste collection and use of the HWRCs. A further factor may be the willingness of residents to make a trip to the HWRCs more frequently and/or with smaller amounts of waste. These factors are likely to exist within the re3 area and across boundaries with neighbouring councils. The re3 partnership will need to build such considerations into future service planning and be mindful of them in estimating future performance and financial outcomes.

## VISION

The re3 partnership provides and supports universal services. While waste includes some important statutory obligations; the net reduction in funding for local government cannot be overlooked. The re3 councils have commitments to residents in the re3 area (including some who are vulnerable) and many other important areas of service. Accordingly, this re3 Strategy reflects the need to evolve existing operations and standards, in the waste service area, in support of the corporate priorities of the re3 councils.

Accordingly, the vision for re3 reflects the need for waste services to be better aligned with one another and to contribute both corporately and, of course, to the wider community. The vision for re3 is as follows:

**A high performing service that manages waste for the benefit of the whole re3 community.**

## STRATEGY

The re3 Strategy is embodied in the following objectives. The objectives are listed alphabetically within four, numbered, themes.

Reporting and renewal of the strategy is explained at Appendix 1. Principal Owners will be assigned following adoption of the strategy.

### 1. REDUCE THE NET COST OF WASTE

Ref	Objective	
A	The re3 partnership will target the cost of food waste to residents.	
Additional Background		
Waste food represents a double cost to communities. <b>The re3 partnership will target the cost of food waste to residents.</b> Whenever food is wasted, residents, as consumers, pay for food that ultimately isn't consumed and then they pay, as taxpayers, to dispose of it or treat it. Even if treatment involves energy production residents are still footing the bill for food they ultimately did not consume. Accordingly re3 intends to: (a) try to address food waste at source and encourage re3 residents to become the least wasteful 'foodies' in the country, and (b) seek ways of addressing imbalances between those of us who have enough and those who don't – as one approach to addressing and reducing food wastefulness in general.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>• This objective is linked with objective I.</li><li>• Measurement of the target for this objective will be achieved via compositional analysis of waste within the re3 area.</li></ul>		

Ref	Objective	
B	The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).	
Additional Background		
Within the context of the strategic requirements of the re3 councils, it is important that the HWRCs provide an appropriate and sustainable service for re3 residents. <b>The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).</b> The HWRCs each serve over 10,000 visitors a week. That number of visits represents both an indication of the demand that has built-up for this service but also the potential opportunities for engaging with re3 residents in a manner which supports better performance and a reduction to the net cost of waste.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>This objective will also impact upon non-re3 residents.</li><li>This objective will incorporate some new arrangements at the HWRCs – some of which are already in operation in neighbouring authorities.</li></ul>		

Ref	Objective	
C	The re3 partnership will investigate the business case for optimised additional sharing and collaboration between the re3 councils.	
Additional Background		
<p>The re3 partnership recognises that there is potential for savings and efficiencies to be achieved via further sharing of services (including waste collection in 2019). It is important that the universality of some waste services does not prevent change but is retained, nonetheless, as an important consideration in planning their future delivery. Because of their importance, it is essential that any theoretical benefits (from further sharing) are objectively assessed and shown to be deliverable and sustainable. <b>The re3 partnership will investigate the business case for optimised additional sharing and collaboration between re3 councils.</b> This work will support the individual and collective decision-making procedures of the re3 councils.</p>		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>This objective will require the modelling of (it is suggested) a manageable number of potential shared-service arrangements.</li><li>The full support and openness of the respective councils (their client teams and contractors) will be required in order to ensure that modelling of options is accurate.</li><li>In order to support the re3 councils in a decision-making process, and any ensuing procurement process, modelling must be complete within the 2016/17 year. Failure to</li></ul>		

undertake modelling within that timescale may mean that some opportunities are undeliverable.

Ref	Objective	
D	The re3 partnership will work with its waste management Contractor to maximise utilisation of the re3 facilities where that has a positive financial or performance outcome and no detriment to re3 residents or re3 services.	
Additional Background		
The re3 partnership will work with its waste management Contractor to maximise utilisation of the re3 facilities where that has a positive financial or performance outcome and no detriment to re3 residents or re3 services. The re3 councils have made a considerable investment in the excellent facilities provided through the shared contract. Changes in waste volumes arise for a variety of reasons. As an example, waste volumes fell sharply as a result of the financial crisis in 2008. Where capacity exists, the re3 councils will seek to use it for mutual gain and ideally on commercial terms.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>The re3 PFI contract foresees the utilisation of any present spare capacity.</li><li>The re3 PFI contract specifies that re3 (Contract) waste will take precedence.</li></ul>		

Ref	Objective
<b>E</b>	<b>The re3 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste.</b>
<b>Additional Background</b>	
<p>To support the re3 councils in the delivery of their wider corporate objectives, the re3 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste. This, arguably more self-sufficient, perspective is a widely recognised response to the manner in which the funding for local government services is changing. The re3 councils also recognise, however, that there is both a legal and commercial balance to be struck between universal funding for universal services and commerciality.</p>	

Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"> <li>The EU Waste Framework Directive recognises the manner in which commercial markets underpin the recycling of secondary materials.</li> <li>The Landfill Allowance Trading Scheme (LATS) was abolished in 2013. This step removes a disincentive to local authorities wishing to operate commercial collection services (the tonnage of such would have contributed to the LATS target for each council).</li> </ul>		

Ref	Objective
<b>F</b>	<b>The re3 partnership will keep a close eye on the development of Government Policy on waste collection harmonisation and, as relevant, will contribute to studies and evidence gathering.</b>
<b>Additional Background</b>	
<p>Waste services are delivered across the country in a vast number of local variations. Such differences often reflect valuable local policy decisions but they may also build-in cost. <b>The re3 partnership will keep a close eye on the development of Government Policy on waste collection harmonisation and, as relevant, will contribute to studies and evidence gathering.</b> Differences in collection types may add variables which prevent effective assessment of optimised collections (or benchmarking) which could drive-down costs. If preferred, national, collection service archetypes are to be developed, it would be beneficial to be prepared and have contributed an re3 voice to their development.</p>	
<b>Principal Owners</b>	<b>Target</b>
<b>Notes</b>	
<ul style="list-style-type: none"> <li>One relevant initiative is the work by WRAP on the harmonisation of waste collections systems. Government appears supportive of greater harmonisation of waste collection systems.</li> <li>From a theoretical and economic perspective, difference is a differentiating cause of cost in pricing.</li> </ul>	

## 2. RECYCLE $\geq$ 50% BY 2020

Ref	Objective	
<b>G1</b>  BRACKNELL FOREST COUNCIL	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>	
<b>Additional Background</b>		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b> There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.		
Principal Owners	Target	Deadline
	Increase collected recycling/composting/reuse rate to 23% of total household waste	31.03.17
	Reduce contamination of kerbside recycling delivered to the MRF to 15%	31.03.17
<b>Notes</b>		
<ul style="list-style-type: none"><li>These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.</li><li>Overall recycling rate includes composting and reuse.</li><li>Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.</li></ul>		

The table below summarises current contributions to Bracknell's recycling rate of 37%, and sets out target contributions in order to meet the 2020 target of 50%.

	CURRENT	2020 TARGET
BRACKNELL	% Recycled by Source	
HWRC	11%	15%
Council Collected	21%	28%
Bring Bank	5%	7%
<b>Total Recycling Rate</b>	<b>37%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.

### ANNUAL TARGETS

2016/17 2017/18 2018/19 2019/20

BRACKNELL	Target % Recycled by Source			
HWRC	12%	13%	14%	15%
Council Collected	23%	26%	28%	28%
Bring Bank	6%	7%	7%	7%
Total Recycling Rate	41%	46%	49%	50%

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

	2015/16	2016/17	2017/18	2018/19	2019/20
BRACKNELL	CURRENT	TARGET CONTAMINATION RATE			
	20%	15%	12%	10%	10%

Ref	Objective	
G2  READING BOROUGH COUNCIL	Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.	
Additional Background		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b> There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.		
Principal Owners	Target	Deadline
	Increase collected recycling/composting/reuse rate to 24% of total household waste	
	Reduce contamination of kerbside recycling delivered to the MRF to 20%	
Notes		
<ul style="list-style-type: none"><li>These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.</li><li>Overall recycling rate includes composting and reuse.</li><li>Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.</li></ul>		

The table below summarises current contributions to Reading's recycling rate of 32%, and sets out target contributions in order to meet the 2020 target of 50%.

	CURRENT	2020 TARGET
READING	% Recycled by Source	
HWRC	9%	12%
Council Collected	20%	32%
Bring Bank	4%	5%
<b>Total Recycling Rate</b>	<b>32%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.



#### ANNUAL TARGETS

2016/17 2017/18 2018/19 2019/20

READING	Target % Recycled by Source			
HWRC	10%	11%	11%	12%
<b>Council Collected</b>	<b>24%</b>	<b>28%</b>	<b>32%</b>	<b>32%</b>
Bring Bank	5%	5%	5%	5%
<b>Total Recycling Rate</b>	<b>39%</b>	<b>44%</b>	<b>48%</b>	<b>50%</b>

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

	2015/16	2016/17	2017/18	2018/19	2019/20
READING	CURRENT	TARGET CONTAMINATION RATE			
	27%	20%	15%	10%	10%

Ref	Objective	
<b>G3</b>  WOKINGHAM BOROUGH COUNCIL	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>	
<b>Additional Background</b>		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b> There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.		
Principal Owners	Target	Deadline
	Increase collected recycling/composting/reuse rate to 20% of total household waste	31.03.17
	Reduce contamination of kerbside recycling delivered to the MRF to 15%	31.03.17
<b>Notes</b>		
<ul style="list-style-type: none"><li>• These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.</li><li>• Overall recycling rate includes composting and reuse.</li><li>• Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.</li></ul>		

The table below summarises current contributions to Wokingham's recycling rate of 38%, and sets out target contributions in order to meet the 2020 target of 50%.

	CURRENT	2020 TARGET
WOKINGHAM	% Recycled by Source	
HWRC	16%	21%
Council Collected	18%	24%
Bring Bank	4%	5%
<b>Total Recycling Rate</b>	<b>38%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.

#### ANNUAL TARGETS

2016/17 2017/18 2018/19 2019/20

WOKINGHAM	Target % Recycled by Source			
HWRC	17%	18%	19%	21%
Council Collected	20%	23%	24%	24%
Bring Bank	5%	5%	5%	5%
Total Recycling Rate	42%	46%	48%	50%

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

	2015/16	2016/17	2017/18	2018/19	2019/20
WOKINGHAM	CURRENT	TARGET CONTAMINATION RATE			
	19%	15%	12%	10%	10%

Ref	Objective	
<b>G4</b>  HWRC	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>	
<b>Additional Background</b>		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>		
Principal Owner	Target	Deadline
	To recycle/ compost/ reuse 50% of household waste received at the HWRCs	31.03.17
<b>Notes</b>		
• Overall recycling rate includes composting and reuse.		

The targets below relate to the performance of the HWRC in isolation. They are, however, linked directly to the performance shown in objectives G1 to G3, above.

#### SMALLMEAD HWRC

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES			
HWRC Recycling Rate	47%	50%	55%	60%	65%

#### LONGSHOT LANE HWRC

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES			
HWRC Recycling Rate	49%	50%	55%	60%	65%

Ref	Objective	
<b>G5</b>  MRF	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>	
<b>Additional Background</b>		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>		
Principal Owners	Target	Deadline
	To reduce the rate of target recyclables rejected to 20%	31.03.17
<b>Notes</b>		
<ul style="list-style-type: none"><li>• These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.</li><li>• Reductions in contamination must be matched by improvements in the performance of the MRF (reductions in the loss of Target Recyclables in MRF rejects).</li></ul>		

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET PROCESS LOSS RATE			
Rate of Rejection of Target Materials	39%	20%	10%	5%	0%

Ref	Objective	
H	The re3 partnership will focus planning and development on forms of treatment that would have most impact.	
Additional Background		
<p>The re3 partnership will focus planning and development on forms of treatment that would have most impact. If significant investment is needed in order to achieve the 50% target, it must be directed (wherever possible) at forms of treatment that add value beyond the target itself. A comprehensive local treatment solution for wood waste is an example. Wood recycling is possible for some forms of wood waste while recovery via biomass is more common. Recycling wood would contribute to our target while biomass might provide a more sustainable contribution to local energy needs. Moreover, as wood is principally delivered via resident trips to the HWRCs the cost of an additional collection service may be unnecessary.</p>		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve.</li><li>This objective links to E.</li></ul>		

Ref	Objective	
I	The re3 partnership will purposefully explore the introduction of forms of treatment for the surplus food from residents that ends-up in the waste stream.	
Additional Background		
<p>The re3 partnership will purposefully explore the introduction of forms of treatment for the surplus food from residents that ends-up in the waste stream. It is important that, on behalf of residents, the re3 councils minimise exposure to conditions and arrangements which indirectly support wastefulness or penalise waste avoidance. It is for this reason that this objective sits alongside work to reduce food waste at source. Food waste represents a significant proportion of the waste not currently recycled or reused. There are no direct legal requirement for the separate collection and processing of food waste. However, policy developments (such as the recent inclusion, as part of the recent EU Circular Economy Package, of food within the TEEP arrangements) represent a direction of travel which re3 acknowledges in its strategic planning.</p>		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>This objective seeks to support a widened aspiration of the re3 partnership in terms of what it</li></ul>		

can achieve.

- This objective links to [E].

Ref	Objective	
J	The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA).	
Additional Background		
<p>The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA). While re3 understands the <b>stance</b><sup>1</sup> taken by the relevant legislative bodies (UK Government and European Union), there is a strong case for classing, as recycling, the production of construction materials from IBA. For re3, via our use of the Lakeside Energy from Waste facility, this activity displaces the use of virgin materials and does not 'crowd-out' recycling in any way. A recent <b>report</b><sup>2</sup> indicated that classifying this activity as recycling would contribute 4% to recycling performance across England (and possibly more for the re3 councils). The current classification places a considerable and unhelpful additional cost burden on Waste Disposal Authorities such as re3.</p>		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>This objective might be pursued via dialogue and cooperation between the re3 Board and Executive Members at like-minded Waste Disposal Authorities (e.g. <a href="#">Hampshire</a>)</li><li>One approach might be to demonstrate, alongside those benefits detailed above, how the recycling of IBA doesn't 'crowd-out' other recycling. This might be achieved by an explanation of the financial benefits of recycling and reiterating the imposition of controls on EfW use within the re3 contract.</li></ul>		

Ref	Objective
K	<b>The re3 partnership will investigate and publish its assessment of the link between bin volume (per week) and recycling performance.</b>
<b>Additional Background</b>	
<p>Waste collection is often planned on the basis of the volume (litres per week equivalent) of the bins, bags or other receptacles provided by local authorities for waste collection. <b>The re3 partnership will investigate and publish its assessment of the link between bin volume per week and recycling performance.</b> This assessment of existing and new evidence will provide a clear basis upon which future local policy decisions can be made and support the planning of future re3 waste services. Such information will also assist in the</p>	

<sup>1</sup> [Waste Data Flow Guidance \(2009\)](#) provides a good description (page 4) of the enduring Gov't position.

<sup>2</sup> ['At this rate...exploring England's recycling challenges'](#) (2015) Suez (page 9).

requirements that the re3 councils may seek to place upon new developments (as per **M** below) for appropriate space.

Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"> <li>The successful delivery of this objective will provide essential information for future planning.</li> <li>This objective will benefit from the contributions of a wide range of officers (both re3 and from other authorities), Contractors and waste industry experts. It will draw upon both existing work and new evidence.</li> <li>This objective links to objective [P]</li> </ul>		

Ref	Objective
<b>L</b>	<b>The re3 partnership will take steps to increase recycling of glass bottles and jars.</b>
<b>Additional Background</b>	
Bottle Banks are a critical part of the overall recycling package for the re3 councils. Many bottle banks are provided within the shared re3 contract while others have been added to further improve accessibility for residents. <b>The re3 partnership will take steps to increase recycling of glass bottles and jars to 6% of total household waste by 2020.</b>	
<b>Principal Owners</b>	<b>Target</b>
	Increase recycling of glass bottles and jars at bring banks to 5% of household waste
	<b>Deadline</b>
	31.03.17
<b>Notes</b>	
<ul style="list-style-type: none"> <li>re3 residents make good use of existing bottle banks. Improvement in utilisation and capture of glass is possible though.</li> <li>Using the existing bottle bank system is expected to remain the most financially advantageous system (though it will continue to be reviewed).</li> </ul>	

### 3. PLANNING AND CAPACITY

Ref	Objective
<b>M</b>	<b>The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.</b>
<b>Additional Background</b>	



Waste Planning will be an important issue for the re3 councils as the current contract progresses, and ultimately nears its final years. The re3 councils have discussed working together to prepare a Minerals and Waste Plan. Discussions were initially held across the respective Planning functions but the input and support of the re3 Project Team will be essential in ensuring that the waste element is addressed adequately. **The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.**

Principal Owners	Target	Deadline

#### Notes

- This objective relates to the input of the re3 councils to the process. It should be noted that The Royal Borough of Windsor and Maidenhead are also expected to be a co-contributor to the Plan itself.
- This objective is specifically concerned with the 'waste' element of the Plan.
- This objective is intended to work alongside objectives N and O.

Ref	Objective
<b>N</b>	<b>The re3 councils will collaborate on common elements of development guidance and/or enforcement.</b>

#### Additional Background

There is a need to ensure that new housing developments, of any type, within the re3 area appropriately and adequately incorporate the need for operational waste management (based on the waste hierarchy). **The re3 councils will collaborate on common elements of development guidance and/or enforcement.** Failure to address this may embed future costs to taxpayers and may undermine the effectiveness and efficiency of re3 services.

Principal Owners	Target	Deadline

#### Notes

- The re3 councils will seek to develop commonly supported principles which support shared requirements on developers. The guidance they each produce may differ in other areas to reflect local and corporate priorities.
- The re3 councils believe that it is beneficial to all parties for common principles, and waste-related development guidance, to be adopted across the re3 area.

Ref	Objective
<b>O</b>	<b>The re3 partnership will consider the potential requirement for new waste management facilities within the re3</b>

## area between 2016 and 2036.

### Additional Background

With increased residential development and performance considerations in mind, the re3 partnership may need to supplement the existing complement of re3 facilities. **The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036 [the latter date being the same as the potential Minerals and Waste Plan timescale].** An open process of reviewing needs and aspirations will assist the re3 councils in identifying potential sites and stakeholders.

### Principal Owners

### Target

### Deadline

### Notes

- The re3 councils consider that being open about their aspirations and plans would assist potential service providers in bringing forward options.
- Moreover, the process of assessing options will ideally lend itself to sharing current expectations with residents and other stakeholders – such as on the cost and affordability of potential new facilities.
- This objective supports objectives N and P.

## 4. SUPPORTIVE SYSTEMS AND COMMUNICATION

### Ref

### Objective

**P**

**The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.**

### Additional Background

Within the re3 partnership, the councils will seek to take advantage of all opportunities to share where they will contribute towards reduced costs, improvements in recycling performance or assist the councils in ensuring capacity. **The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.** Shared initiatives have already been approved for marketing and communications. Further opportunities exist for working supportively on issues such as service policies, data, marketing, bids for funding and enforcement.

### Principal Owners

### Target

### Deadline

### Notes

- The potential advantages to working together more closely, or undertaking the initial consideration, may not lead to immediate savings but will contribute to a change of perspective that is almost certainly going to be required in future.
- As a specific example, working together on marketing (where existing data sources do not exist) would most likely result in positive economies of scale.
- A further example that the re3 partnership will explore is in bidding for additional sources of funding for specific initiatives.
- This objective is linked to objectives C, F and N.

Ref	Objective	
Q	The Board will support re3 as a local brand and seek to build upon the collective scope of the re3 partnership.	
Additional Background		
A trusted brand can be invaluable in communicating purposefully with service users and external bodies. The re3 facilities are very well used and popular but recognition of whom or what re3 represents could be improved. The re3 brand could be used to a greater extent in the process of change – both internally and with external engagement. Examples of the value of a strong brand include in communicating with residents and in recognition with suppliers and material processors of the quality of services or materials from re3. <b>The Board will support re3 as a local brand and seek to build upon the collective scope of the partnership.</b> The partnership should ensure that residents are aware that re3 is formed of the respective councils, working together.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>• The re3 brand would be strongly supportive of efforts to strengthen the culture of re3.</li><li>• The re3 brand should also be developed to maximise the impact of re3 responses to consultations on legislation or guidance.</li><li>• This objective is supportive of R and S.</li></ul>		

Ref	Objective	
R	Communication activities for re3 will be coordinated by the shared Marketing and Communications Officer and will support the re3 partnership in speaking as one on relevant waste issues.	
Additional Background		
The re3 partnership has agreed to work together in the delivery of marketing and communications campaigns where they relate to common (uniform) aspects of the waste service. <b>Communication activities for re3 will be coordinated by the shared Marketing and Communications Officer and will support the re3 partnership in speaking as one on relevant waste issues.</b> Communications campaigns for re3 will be set out in an annual Communications Strategy (to include social media).		
Principal Owners	Target	Deadline

### Notes

- The re3 Joint Waste Disposal Board and the respective Communications Teams and Senior Officers of the re3 Councils have approved a share Communications Strategy.
- This objective supports objectives all other objectives.

Ref	Objective	
S	The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.	
Additional Background		
It is essential that service engagement and change is undertaken in a manner which encourages resident participation and actively seeks resident opinion. The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>This objective works closely with objective R and may support any of the other objectives according to the content and context of any consultation.</li></ul>		

## **APPENDIX 1 – STRATEGY MONITORING AND RENEWAL**

### **PART 1 – Annual Cycle**

This re3 strategy has been written to specifically address the requirements of the re3 partner councils. The urgent and ongoing financial pressures require prompt attention. But the 50% target must be achieved by 2020 and it is that ‘horizon’ which has been adopted as the principal guide in terms of meeting targets and objectives.

The re3 strategy has been developed to link Member/Officer aspirations with the specific requirements of our prevailing operating conditions. The strategy describes what the re3 partner councils will do – the strategic objectives, as shown below – to ensure that their activities are purposefully directed at successfully addressing those conditions.

Alongside identifying what needs to happen, however, the re3 partnership must demonstrate delivery and progress. This approach can be summed-up as follows:

“Good corporate performance is achieved by knowing what you are aiming for, being as certain as you can that the actions that you are taking are going to lead to where you want to be and ensuring those actions are carried out at the right level.”<sup>3</sup>

The second part of the re3 Strategy is, therefore, a compelling mechanism for reporting progress. That will be ever more important as we continue to move towards 2020.

The process for monitoring and renewing this re3 strategy will be as follows:

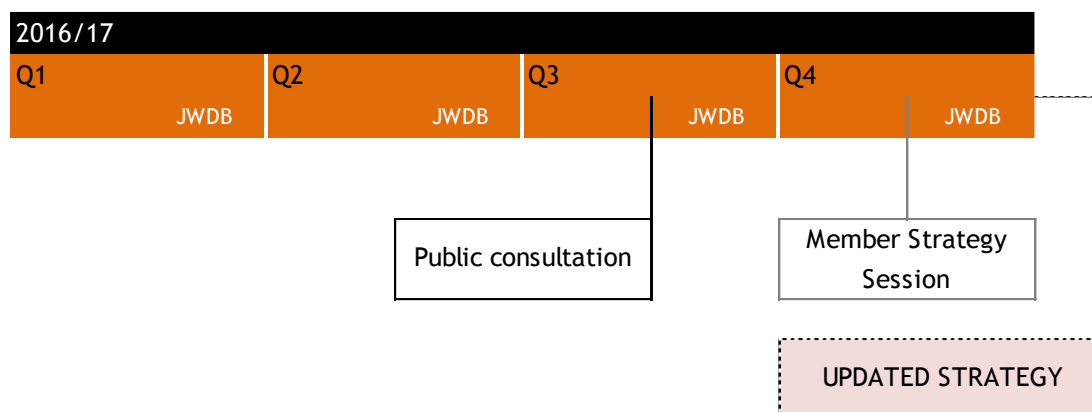
- A. Progress towards the achievement of each target and objective will be reported, by the relevant officers, at each Joint Waste Disposal Board (JWDB) meeting. It is expected that a variety of relevant officers will contribute to the delivery of any given objective. Performance reporting (presentation at the re3 JWDB) will be the responsibility of the respective Head of Service or the re3 Strategic Waste Manager. It is proposed that subsequent to reporting at the re3 JWDB, performance is also reported to an appropriate committee or forum at each council (as has previously been the case).
- B. During Q3 (October to December) each year, an appropriate and purposeful public consultation exercise will be undertaken. The financial constraints on the councils may limit the format of any consultation. However, re3 officers will seek to identify creative ways to elicit feedback from residents and other relevant stakeholders.
- C. An annual Member Strategy Session will be held in Q4 (January to March) each year. The session will consider performance in the year to date, the outcome of the public consultation and other relevant information.
- D. Drawing upon the data derived from A, B and C, above, a new re3 strategy will be presented to the first JWDB of the new year. This meeting will review the final outcomes (targets and objectives) for the year just gone and approve the new re3 strategy.

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<sup>3</sup> Cranfield University, School of Management (2016)

Figure 1.1, below, illustrates the way in which strategy is proposed to be monitored, in year, and renewed for the subsequent year.

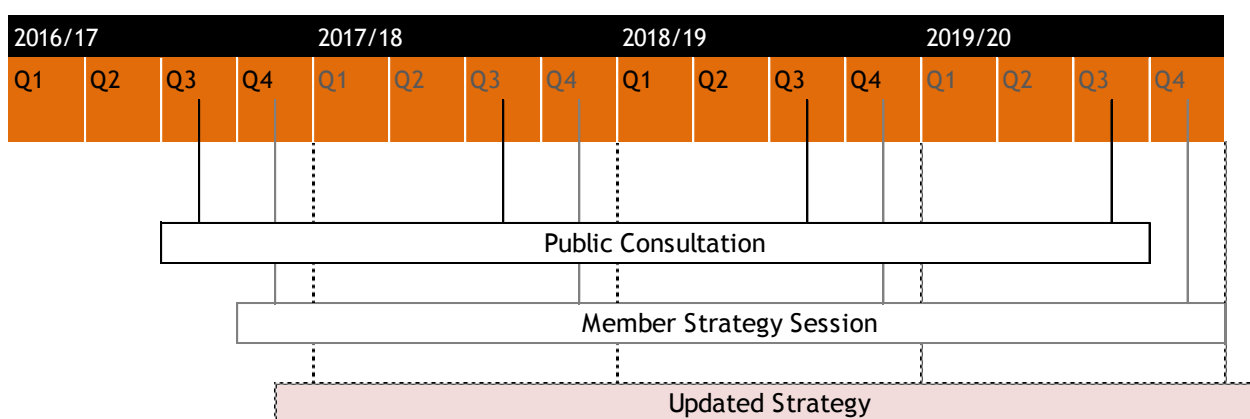
**Figure 1.1 – Annual Strategy Cycle**



The four years to 2020 have been identified singly, as illustrated at Figure 1.2, below.

The re3 partnership, and where appropriate each individual council, should make progress and achieve or surpass the respective year one (2016/17) targets. Via the process described above, targets and objectives will be reviewed and amended on an annual basis so that they reflect the required (or otherwise agreed) annual outcome which is required in order to reach the level of performance required in 2020.

**Figure 1.2 – Annual Cycle Over Four Years to 2020**



The re3 councils will monitor the development of Government policy on waste and similarly reflect change in the production of annual targets.

## **PART 2 – DATA DERIVED STRATEGY**

In January 2016, the contributed to a detailed strategy workshop. The data collected from their contributions was collected, coded and analysed before being ordered into themes. From the themes, the 23 objectives were developed.

The process is shown at 1.3 below.

Many of the targets are challenging. In the case of the targets relating directly to recycling (such as at G and L) analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted.

It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

All targets are derived from existing sources of data. While much data is available through the operation of the contract, objective P stresses the need to ensure that other sources, such as data procured by the councils, remains relevant. This will be particularly important in the case of the compositional data used in the objectives G1 to G5.

### PART 3 – CONTINUOUS IMPROVEMENT

The annual cycle is intended to encourage immediate progress and ensure that new or updated targets can direct the councils towards addressing the two principal challenges that are described at the beginning of this re3 Strategy – reducing the net cost of waste and improving performance to achieve the 50% recycling and reuse target.

Delivery of the annual targets will be essential or the councils may find that the required levels of improvement, as they near 2020, are too large.

The recycling targets that have been set (objectives G1 to G5) can be shown to progress from the current level of performance for each council or relevant service to the level. These targets combine waste collection and waste management to contribute to the overall 50% target attributed to each council.

The other principal challenge for re3, reducing the net cost of waste, does not have a specific target in the first year. This is because several of the other objectives are expected to provide data that could make such a specific target possible. For example, the work described at objectives B and C (HWRCs and Sharing) will, respectively, represent such a shift in operational outcomes that pre-estimates would carry significant uncertainty. It is anticipated that, subject to their delivery, both will provide far greater clarity on potential savings in time for the 2017/18 re3 Strategy. Accordingly, it is advised that a savings target is introduced in future re3 strategies for years 2 to 4 (2017/18 to 2019/20).



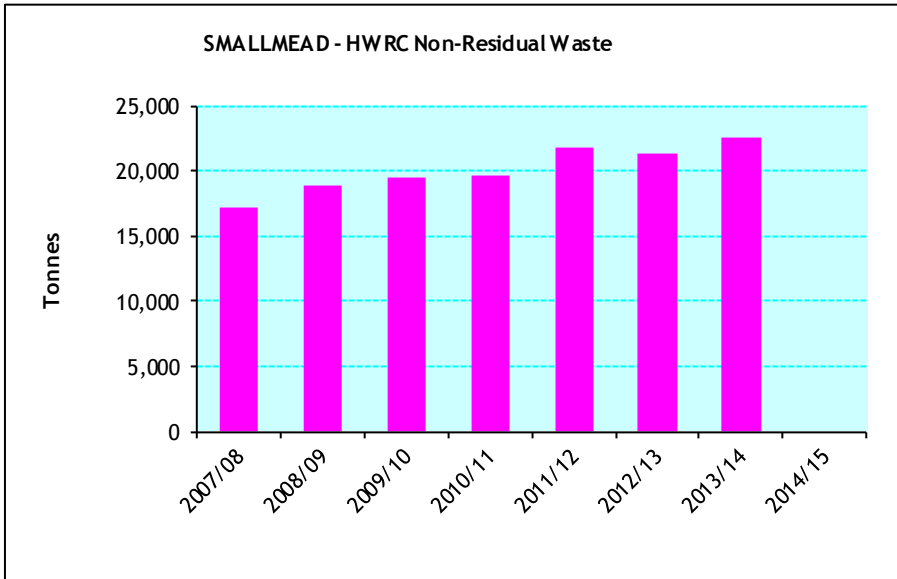
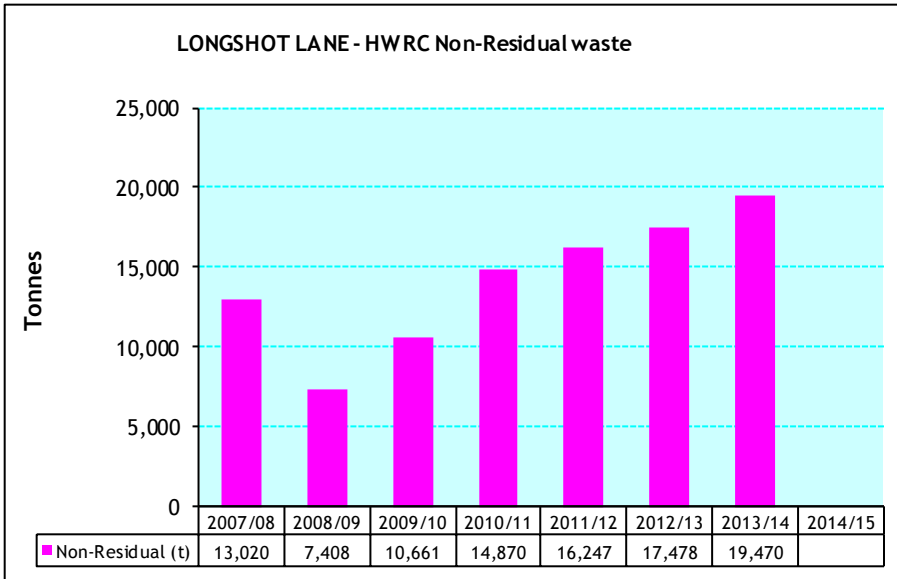
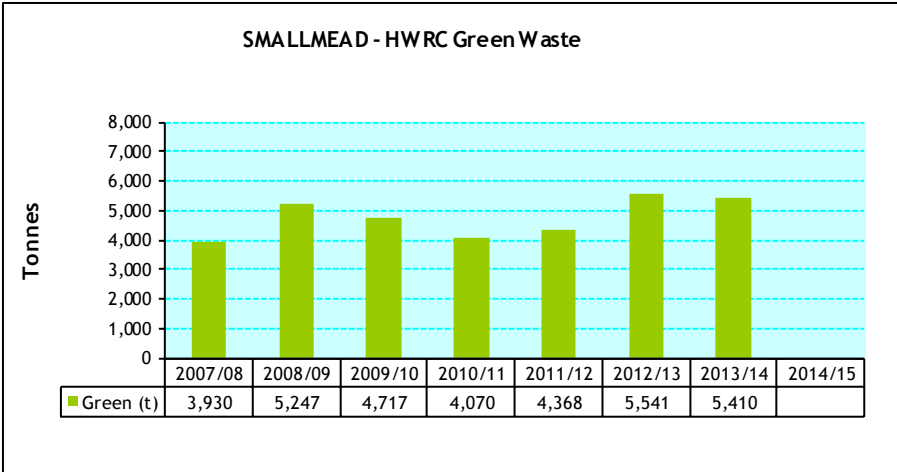
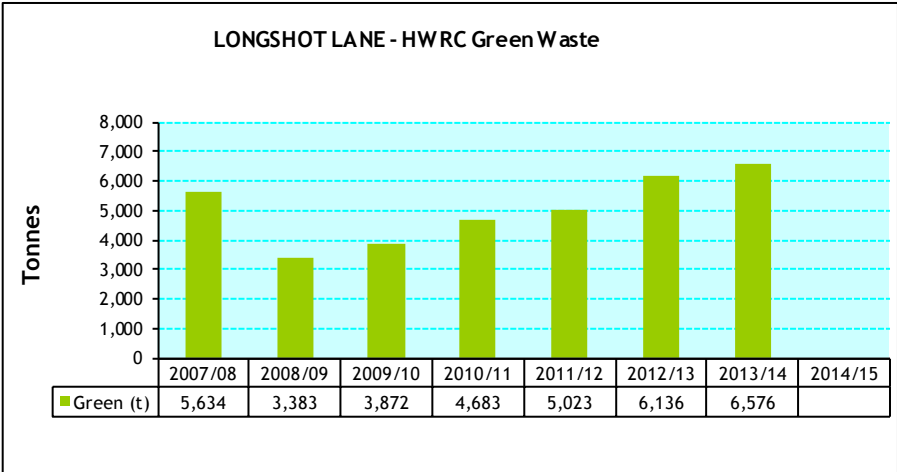
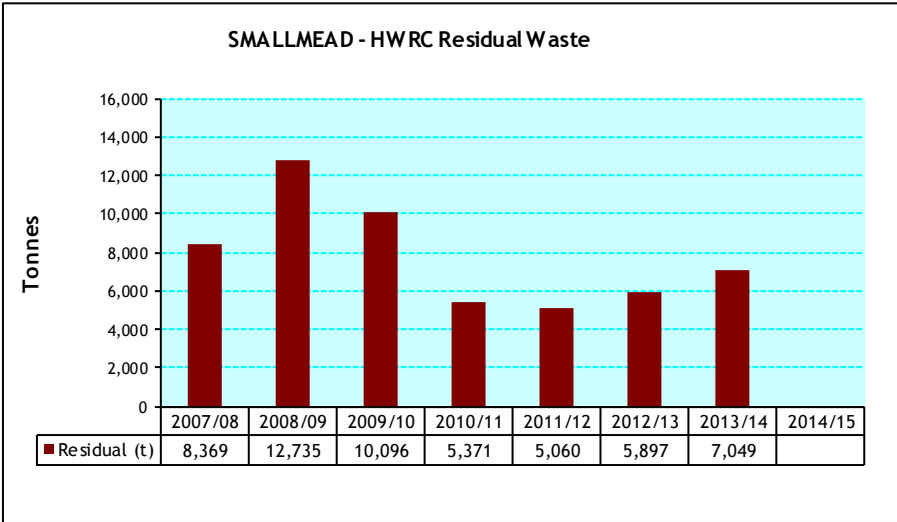
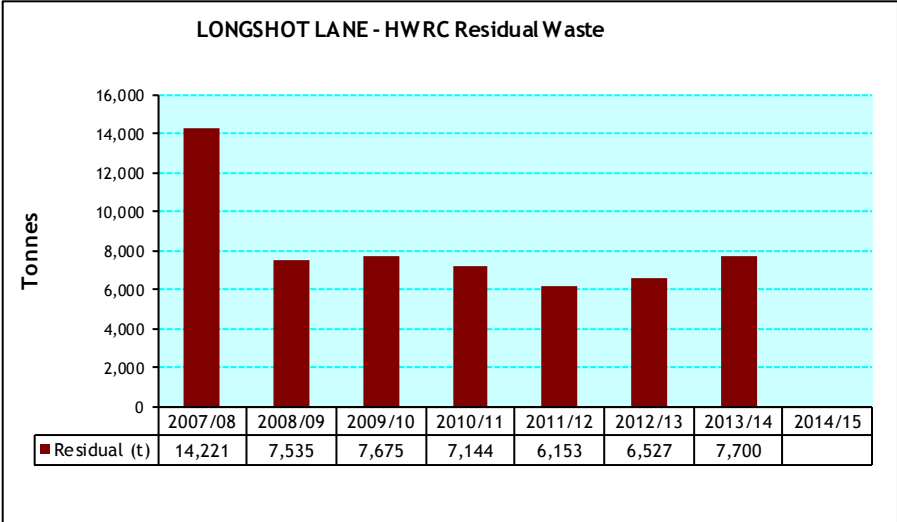
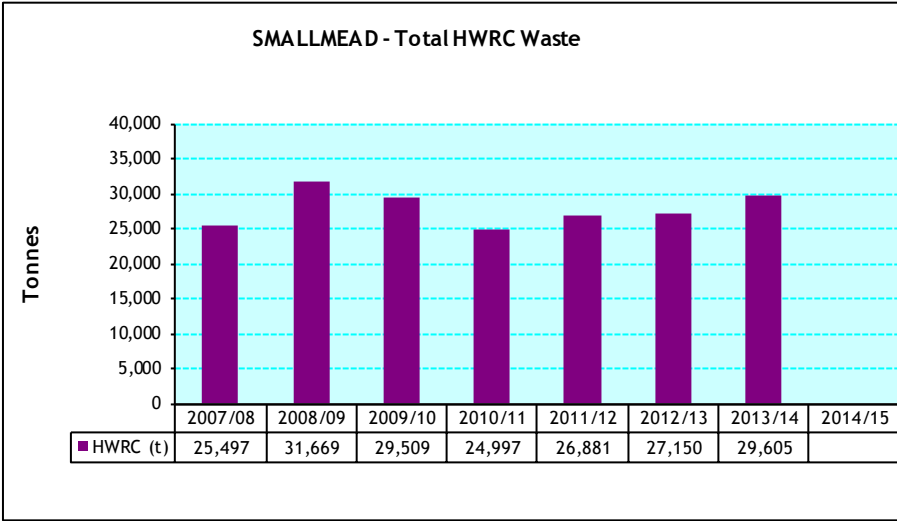
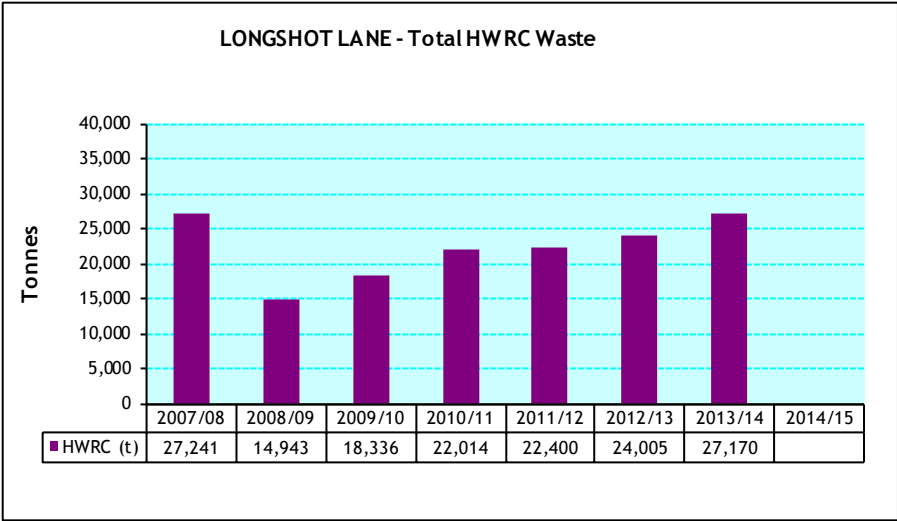
Figure 1.3 – Development of the re3 Strategy

Transcript Excerpts	Descriptive to Interpretive	Interpretive Coding	Themes	re3 Objective	
1 Flat building in re3 area	24 Genuine conversation about in-house or outsourced waste collections	Type of Collection	Reduce Net Cost of Waste	C	
2 Promoting better waste management design principles	25 Outsourced collections extended across Borough boundaries (e.g. green collections by Sita in Wokingham)				
3 wastemanagement provision in new developments	31 Three weekly collections of residual waste.				
4 insufficient planning for waste	53 Fortnightly collections in Wokingham				
5 developers taking responsibility	54 Wheeled bins (instead of sacks)				
6 number of bins for HMOs to be reviewed (space)	75 Hunt for high value materials	Commerciality		Reduce Net Cost of Waste	E
7 Too many bins - confusing/dissuading residents (generally)	65 Expectation of income generation				
8 Renewed focus on comm's to change behaviour (better w.mgmt)	67 Charging for services undermines the justification for council tax				
9 In new developments give resident 180 litre bins instead of 240 litre bins - to encourage behaviour change	76 invoicing/charging electronically for efficiency				
10 Waste management in flats a concern across re3	62 RBC trade service offer				
11 Not considering glass collection	73 Opportunities re: WEEE expanded services	MRF	Reduce Net Cost of Waste		E + D
12 encourage residents to recycle via bring banks	61 One-off biodegradeable bags for green (charged)				
13 Not considering food collection at the moment	70 Charge for clinical waste				
14 Opt-in food waste collection (in future)	71 Business opportunity for nappies/incontinence products				
15 Green bin cleaning service	15 Green bin cleaning service				
16 Engaging other members to support 50% target*	51 Plastics (other) and market issues	HWRC		Reduce Net Cost of Waste	B
17 Programme of engaging with managing agents, landlords, residents (flats/HMOs)	79 Bid for third party material through MRF (where no negatives)				
18 Office block conversions into residential needs proper planning guidance	83 Receiving (Council/third-party) waste up to 24 hours (to manage traffic)				
19 No glass collection plans	55 Charging for HWRC wastes (open to the idea)				
20 Make it easy and convenient for people to recycle	82 Open HWRCs for longer ('sweat asset')				
21 Communication on glass recycling (include jars)	57 Charges to be reasonable	Bins/ Bin Sizes	Recycle 50% by 2020		K
22 Put anything they (residents) want into kerbside (targetting tonnage)	74 Free bags limit at HWRC - chargeable thereafter				
23 Continue to challenge why some materials not added to kerbside	80 Reduce summer opening (close at 6pm)				
24 Genuine conversation about in-house or outsourced waste collections	81 Alternate access (by class of user/vehicle type etc.)				
25 Outsourced collections extended across Borough boundaries (e.g. green collections by Sita in Wokingham)	6 number of bins for HMOs to be reviewed (space)				
26 Common need doesn't mean common approach	7 Too many bins - confusing/dissuading residents (generally)	Food/Glass		Recycle 50% by 2020	A, I + L
27 Working with FCC to set up biomass facility	9 In new developments give resident 180 litre bins instead of 240 litre bins - to encourage behaviour change				
28 Potential use of land around Smallmead	30 Smaller bin capacity as a means to behaviour change (phased-in)				
29 Longshot Lane too small (or not big enough)	60 Containment policy (bins) and potential to charge for any excess				
30 Smaller bin capacity as a means to behaviour change (phased-in)	34 Containment (bin capacity) versus Freedom				
31 Three weekly collections of residual waste.	14 Opt-in food waste collection (in future)	Biomass and Wood Waste	Recycle 50% by 2020		H
32 Doorstepping to supplement Comms and embed messages	13 Not considering food collection at the moment				
33 Incentive Schemes that reward individuals/groups	40 Weekly food waste collection not financially justifiable at present				
34 Containment (bin capacity) versus Freedom	42 Food waste collection promptim behaviour change itself				
35 Reaching Communities where English is not first language	19 No glass collection plans				
36 Coordination of contracts/contract extensions	11 Not considering glass collection	Bring Banks		Recycle 50% by 2020	L
37 Wet cardboard and how to deal with it (as significant % of contamination)	27 Working with FCC to set up biomass facility				
38 State of bring bank sites as a reflection of our service	43 Idea of an Anaerobic Digester				
39 Policy at bring bank sites (collaboration)	63 Biomass as potential business opportunity				
40 Weekly food waste collection not financially justifiable at present	38 State of bring bank sites as a reflection of our service				
41 WBC design guide for planning processes	39 Policy at bring bank sites (collaboration)	Material Quality	Recycle 50% by 2020		P
42 Food waste collection promptim behaviour change itself	20 Make it easy and convenient for people to recycle				
43 Idea of an Anaerobic Digester	22 Put anything they (residents) want into kerbside (targetting tonnage)				
44 Expand Longshot Lane to the level (size) required	37 Wet cardboard and how to deal with it (as significant % of contamination)				
45 A third HWRC	1 Flat building in re3 area				
46 Door knocking not financially justified	2 Promoting better waste management design principles	Housing Growth		Capacity	N + K
47 How to engage residents who do not currently participate at all	3 wastemanagement provision in new developments				
48 Who to target; where to expend energy	4 insufficient planning for waste				
49 Green Redeem - incentives not great, difficulties in finding things upon which to redeem points	5 developers taking responsibility				
50 Targetting: HMOs "transient" residents, the young (students)	10 Waste management in flats a concern across re3				
51 Plastics (other) and market issues	17 Programme of engaging with managing agents, landlords, residents (flats/HMOs)	Strategic Development Planning	Capacity		M + O
52 Cardboard from online purchases as a particular opportunity	18 Office block conversions into residential needs proper planning guidance				
53 Fortnightly collections in Wokingham	41 WBC design guide for planning processes				
54 Wheeled bins (instead of sacks)	87 Section 106/ CIL				
55 Charging for HWRC wastes (open to the idea)	93 Consequences of bad planning/building				
56 Effects of policies on flytipping	28 Potential use of land around Smallmead	Facilities		Capacity	O
57 Charges to be reasonable	64 Land as an opportunity (leasing to third party)				
58 Shared learning on charges for green bins	92 Minerals and waste plan - one voice				
59 Gather resident contacts for future communications	29 Longshot Lane too small (or not big enough)				
60 Containment policy (bins) and potential to charge for any excess	44 Expand Longshot Lane to the level (size) required				
61 One-off biodegradeable bags for green (charged)	45 A third HWRC	re3 Board	Supportive Systems		Q, F + P
62 RBC trade service offer	86 Growth driven by population increase and usage				
63 Biomass as potential business opportunity	26 Common need doesn't mean common approach				
64 Land as an opportunity (leasing to third party)	68 Position re3 as a separate entity				
65 Expectation of income generation	69 Board to be unified at re3, separate as councils				
66 Emphasising the benefits of the services already offered	88 Sticking together to build local mandate	Shared Approach		Supportive Systems	P + C
67 Charging for services undermines the justification for council tax	94 Collective of re3 is bigger than just three councils				
68 Position re3 as a separate entity	23 Continue to challenge why some materials not added to kerbside				
69 Board to be unified at re3, separate as councils	36 Coordination of contracts/contract extensions				
70 Charge for clinical waste	77 Shouldn't miss an opportunity to share				
71 Business opportunity for nappies/incontinence products	58 Shared learning on charges for green bins	Marketing	Supportive Systems		R + S
72 Comm's with residents on how it's not free if traders dump waste for them	56 Effects of policies on flytipping				
73 Opportunities re: WEEE expanded services	89 Working with LEP				
74 Free bags limit at HWRC - chargeable thereafter	95 Continual review				
75 Hunt for high value materials	96 Good governance = continual review of policies				
76 Invoicing/chargin electronically for efficiency	8 Renewed focus on comm's to change behaviour (better w.mgmt)	Ways of Working		Supportive Systems	R + S
77 Shouldn't miss an opportunity to share	59 Gather resident contacts for future communications				
78 Share expertise e.g. Doorstepping, working with flats, green charging	84 Intelligence led initiatives				
79 Bid for third party material through MRF (where no negatives)	90 Prioritise things we can do (low hanging fruit)				
80 Reduce summer opening (close at 6pm)	91 Communications should come from one central source				
81 Alternate access (by class of user/vehicle type etc.)	16 Engaging other members to support 50% target*	Specific Messages	Supportive Systems		R + S
82 Open HWRCs for longer ('sweat asset')	35 Reaching Communities where English is not first language				
83 Receiving (Council/third-party) waste up to 24 hours (to manage traffic)	47 How to engage residents who do not currently participate at all				
84 Intelligence led initiatives	48 Who to target; where to expend energy				
85 Doorstepping across re3 area (cost, 'resource' needs)	50 Targetting: HMOs "transient" residents, the young (students)				
86 Growth driven by population increase and usage	12 encourage residents to recycle via bring banks	Direct Communications ('Doorstepping')		Supportive Systems	S, R + Q
87 Section 106/ CIL	21 Communication on glass recycling (include jars)				
88 Sticking together to build local mandate	52 Cardboard from online purchases as a particular opportunity				
89 Working with LEP	66 Emphasising the benefits of the services already offered				
90 Prioritise things we can do (low hanging fruit)	72 Comm's with residents on how it's not free if traders dump waste for them				
91 Communications should come from one central source	32 Doorstepping to supplement Comms and embed messages	Incentives	Supportive Systems		P
92 Minerals and waste plan - one voice	46 Door knocking not financially justified				
93 Consequences of bad planning/building	78 Share expertise e.g. Doorstepping, working with flats, green charging				
94 Collective of re3 is bigger than just three councils	85 Doorstepping across re3 area (cost, 'resource' needs)				
95 Continual review = continual review of policies	33 Incentive Schemes that reward individuals/groups				
96 Good governance = continual review of policies	49 Green Redeem - incentives not great, difficulties in finding things upon which to redeem points				

Descriptive data from the re3 Board Strategy Session was numbered and grouped according to its relationship with waste related issues and initiatives. These initial groupings formed 19 Interpretive Codes (illustrated where data has been grouped by colour) which were then also organised into four Themes. The objectives contained within the re3 Strategy were derived from the data and analysis as described here. The link between the objectives and data is shown in the final column.

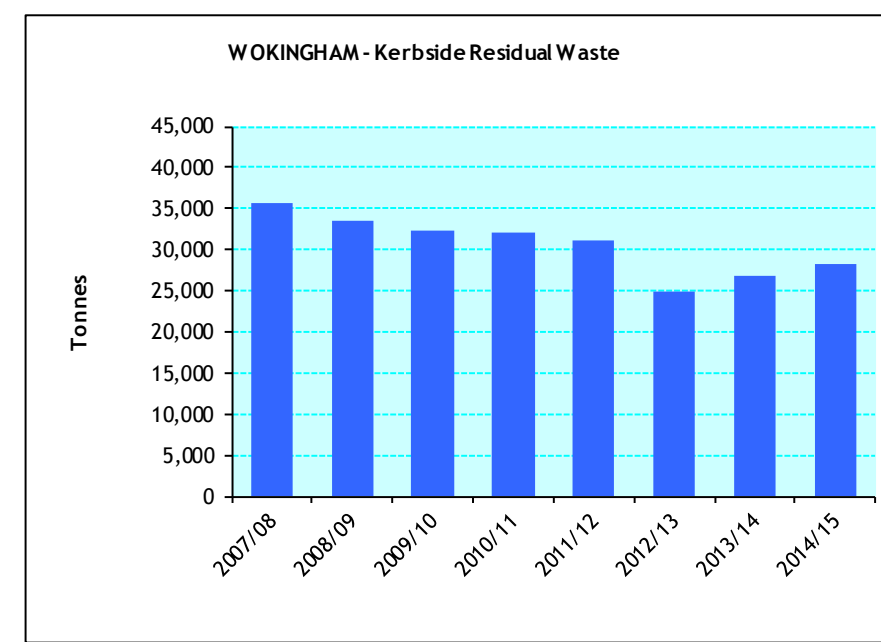
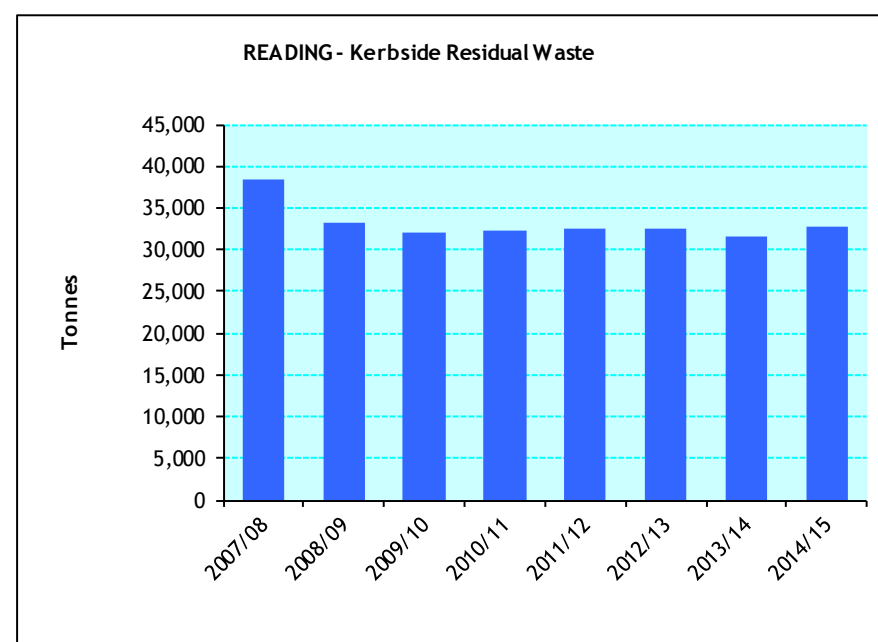
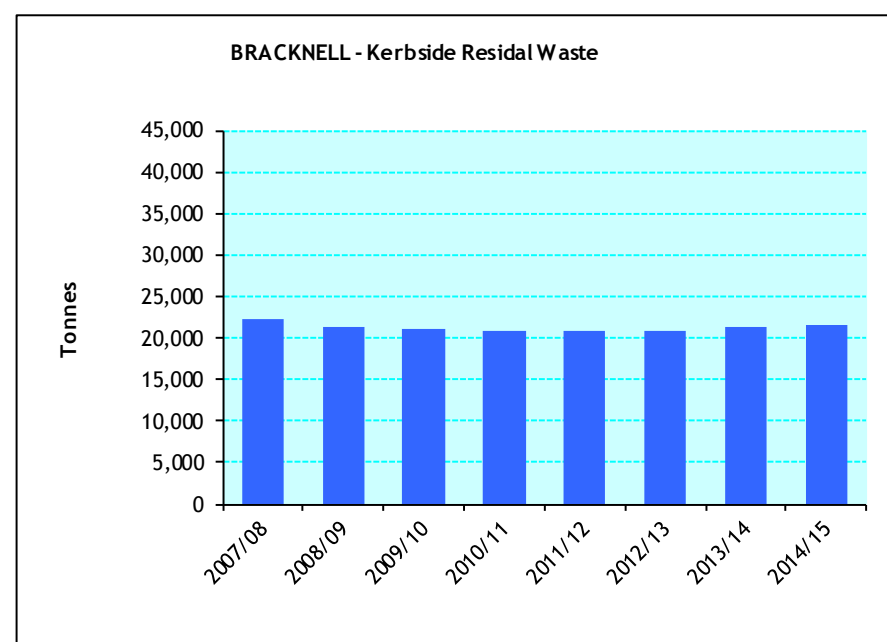


APPENDIX 2 – Background Data

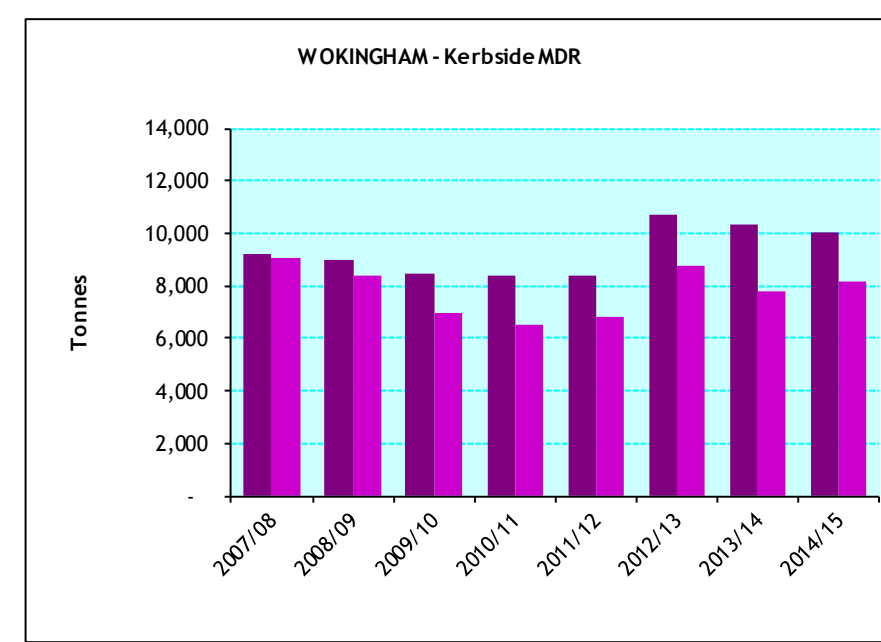
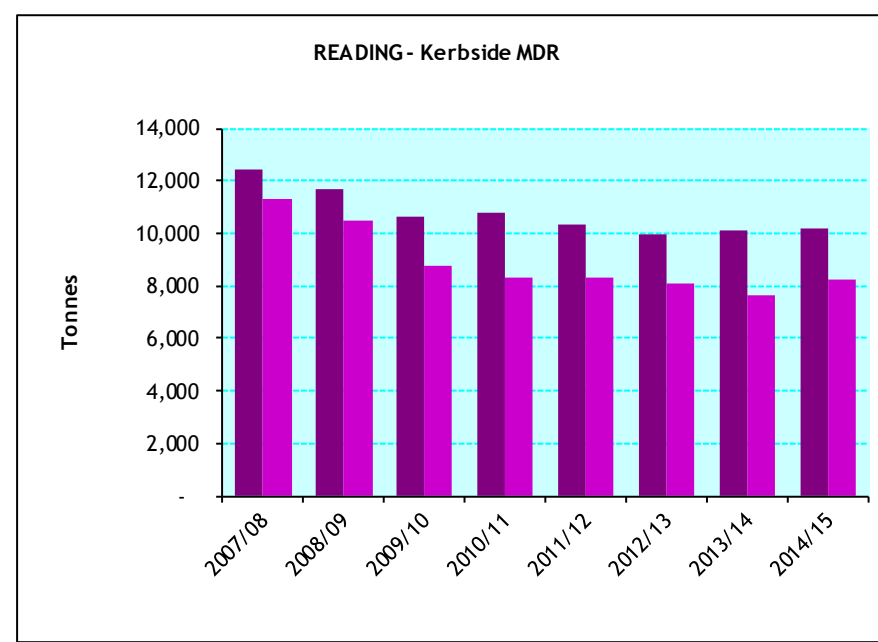
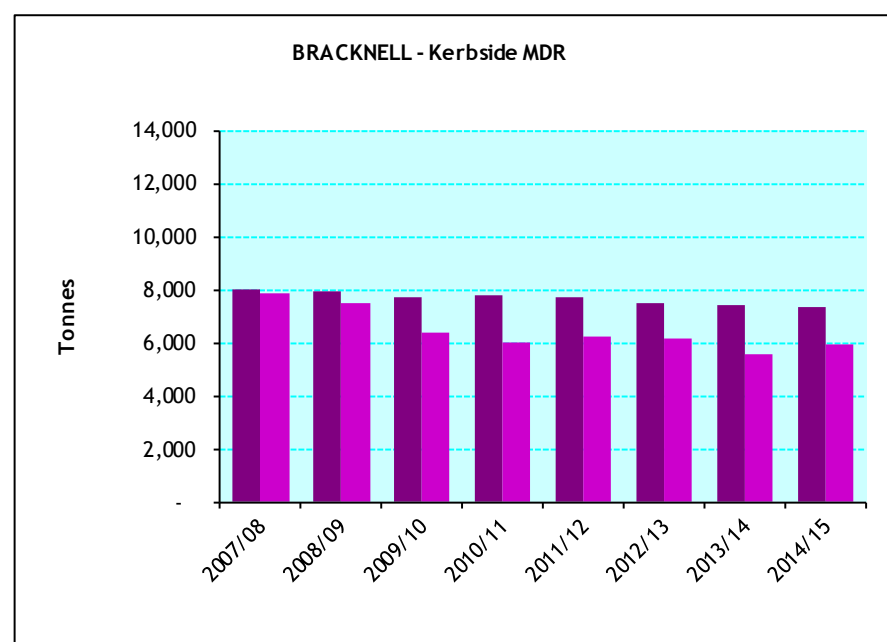


**Household Waste Recycling Centres:** The graphs above illustrate the performance of the two re3 HWRCs over the life of the re3 Contract. The overall tonnages of waste received by the sites has stayed broadly the same at Longshot Lane with an increase of up to 16% at Smallmead. Within that overall tonnage, however, the amounts sent for disposal from the two sites have reduced as the new arrangements provided for a wider range of recycling. The amount of Green Waste has increased, partially as a result of the introduction of charges for green waste collection.

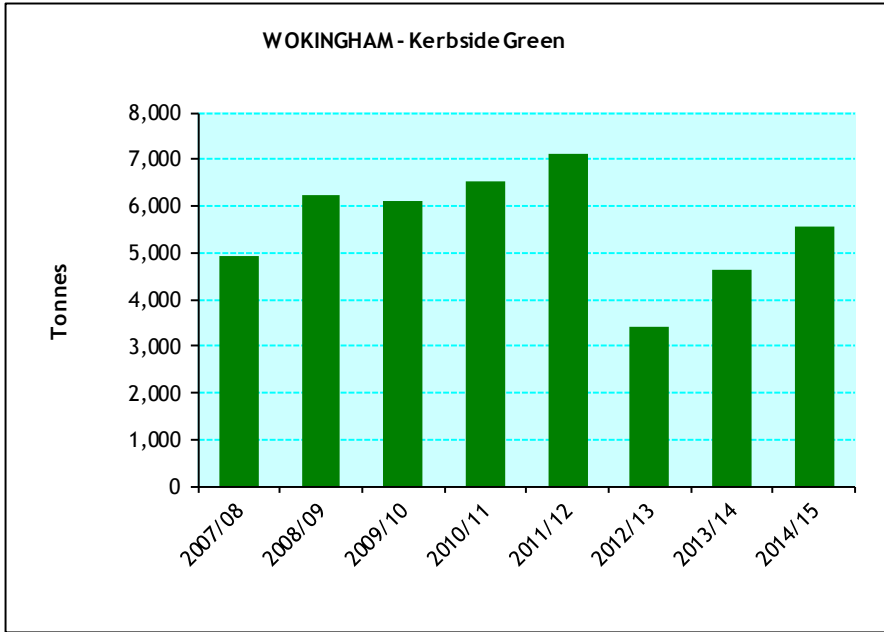
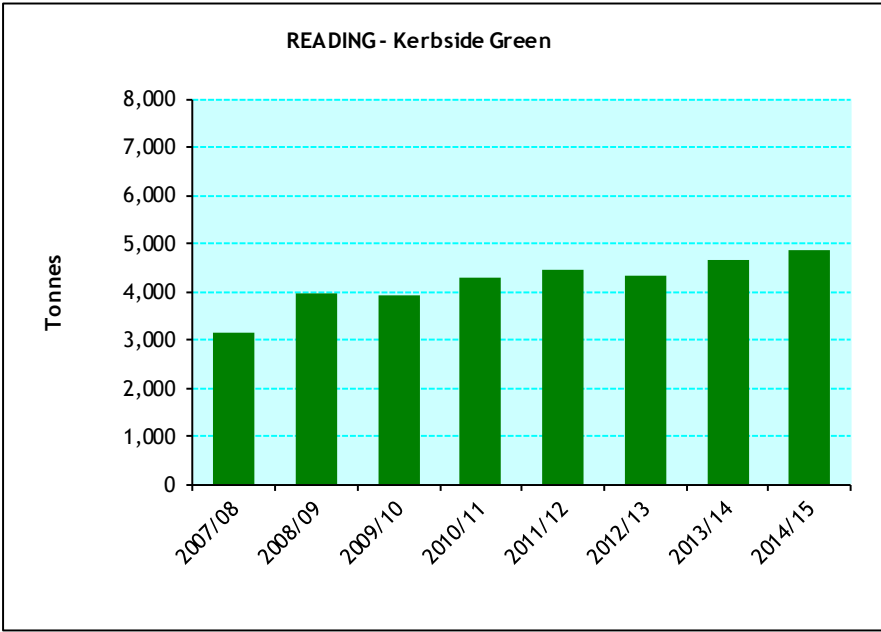
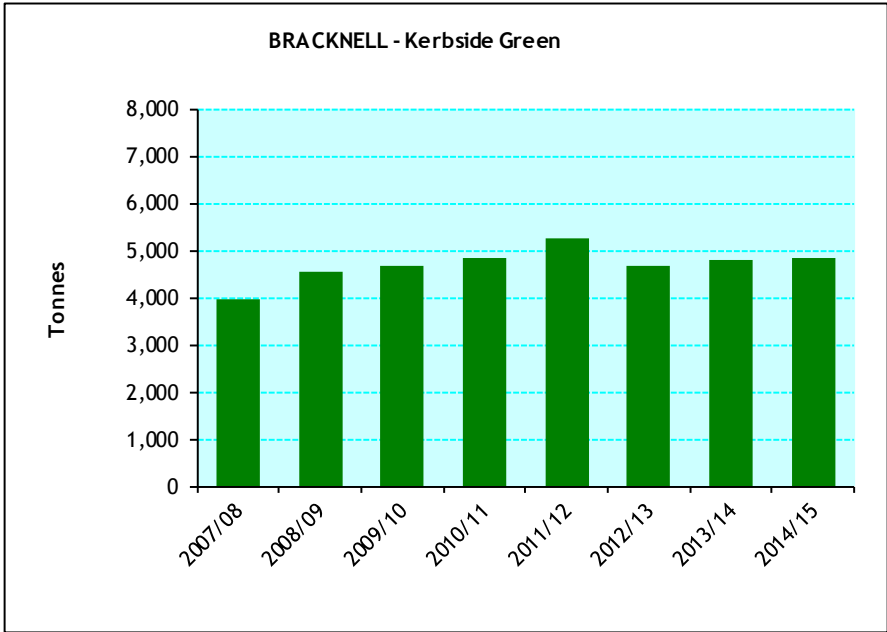
Please note: Construction of the new sites was completed during 2009. The graph columns for 2008-2009 show an increased tonnage at Smallmead and a reduced tonnage at Longshot Lane as a result of the additional patronage at the latter site due to construction-related reduced hours at Longshot Lane.



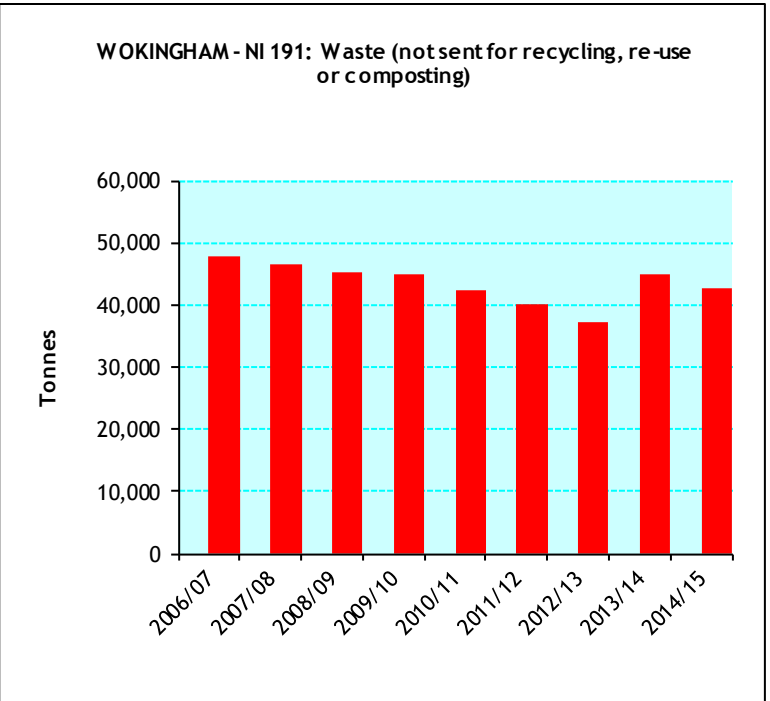
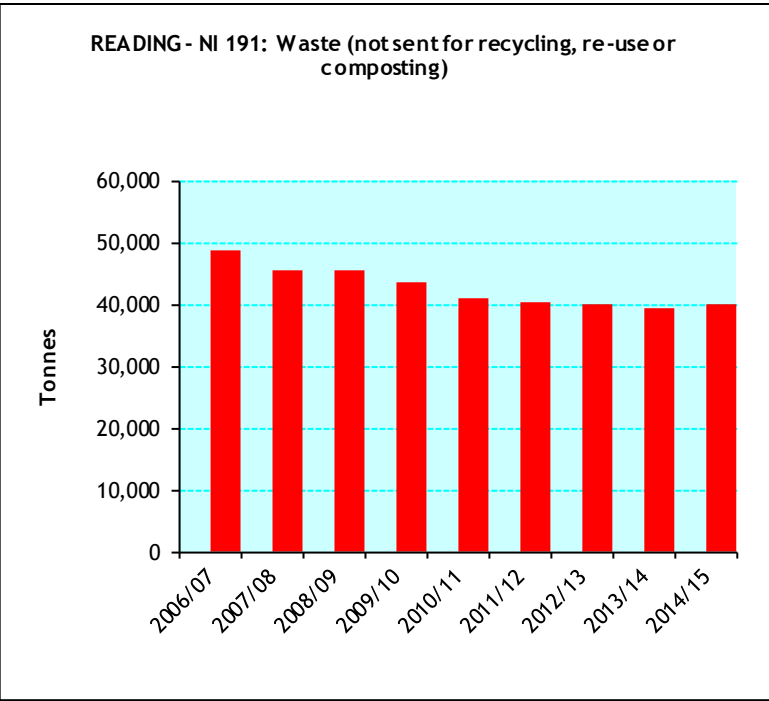
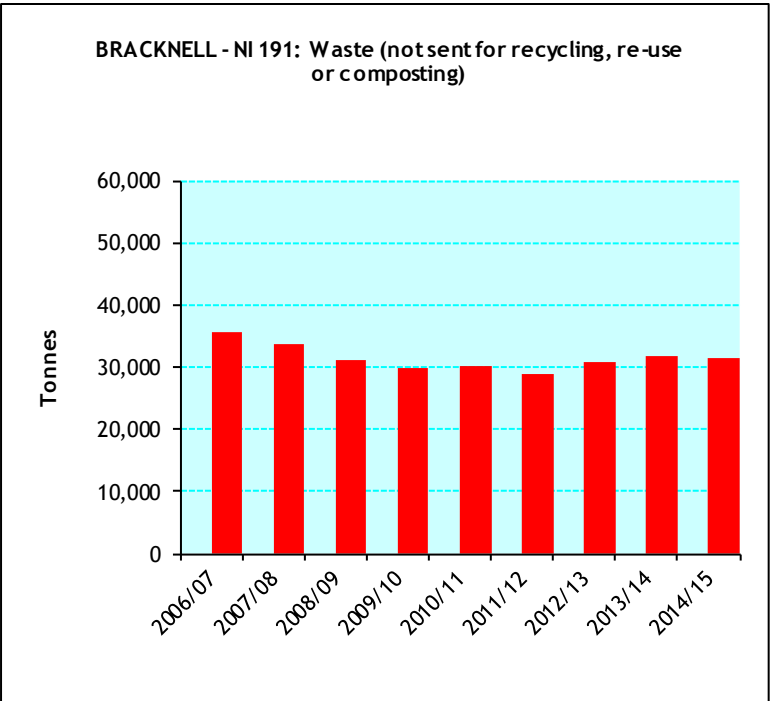
**Total Collected (Kerbside) Residual Waste:** As the graphs (above) illustrate, there has been an increase in waste being received at the two HWRCs. That increase may have been prompted, in part, by a reduction in collected waste (at the kerbside via weekly and alternated weekly collections) for the three councils. The policy decision to manage the capacity available for residents has made an important contribution to the service and particularly in relation to the cost of waste collection.

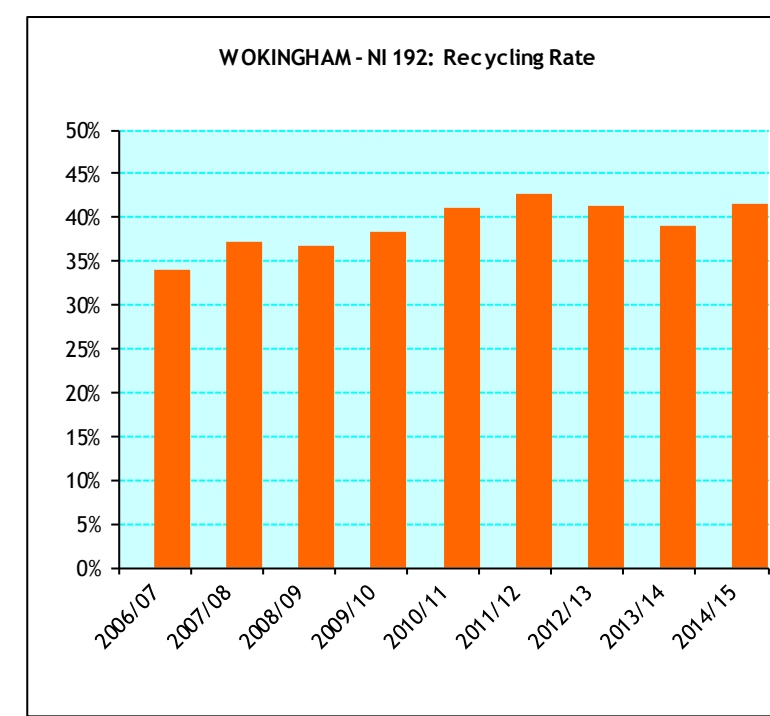
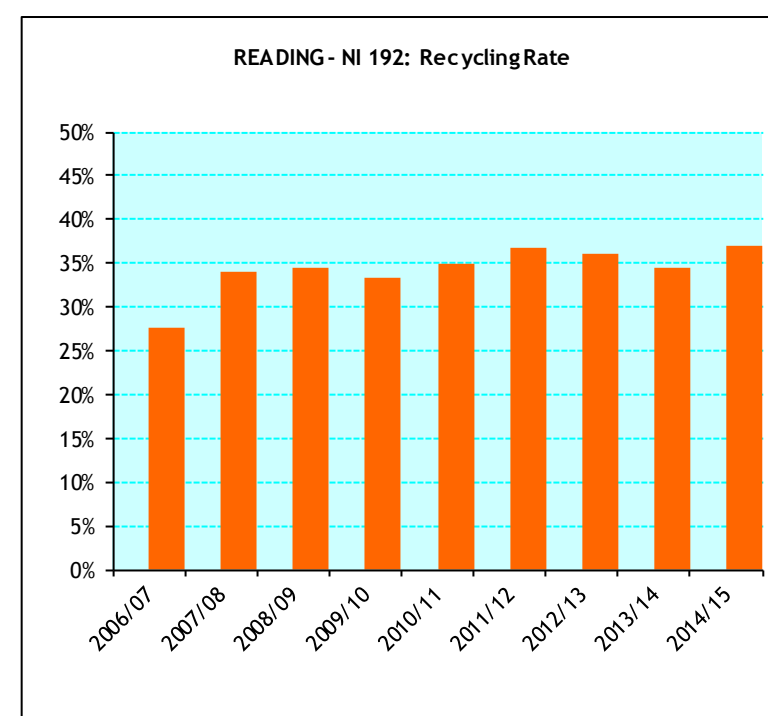
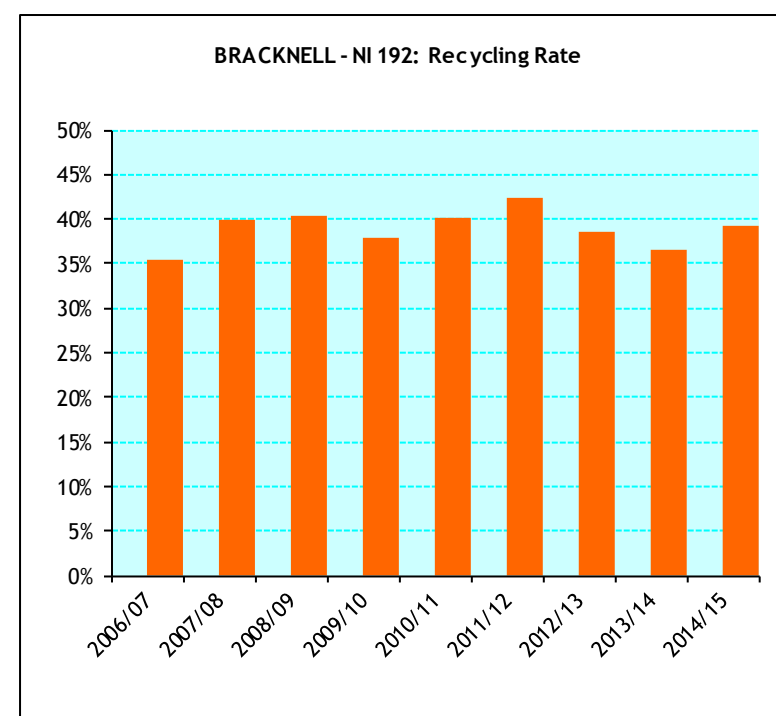
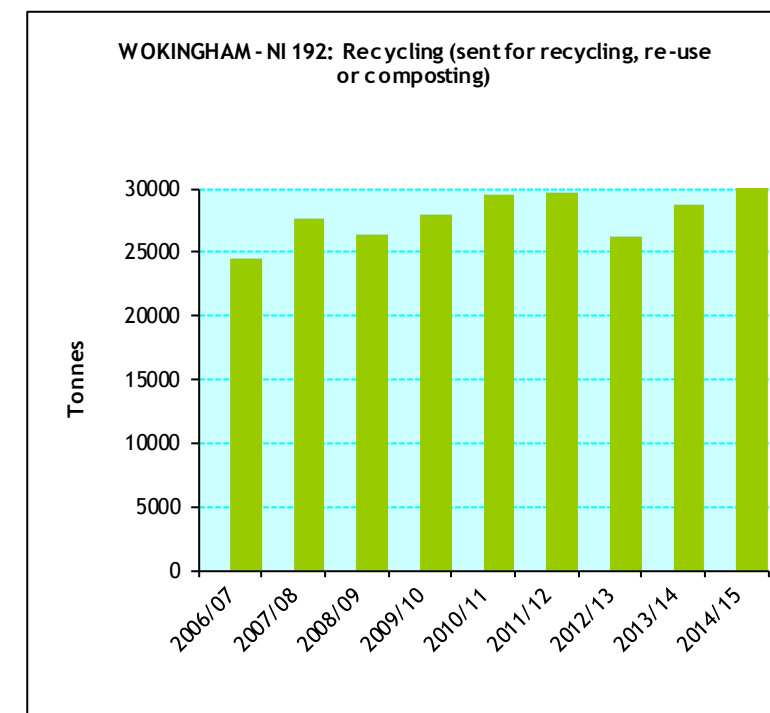
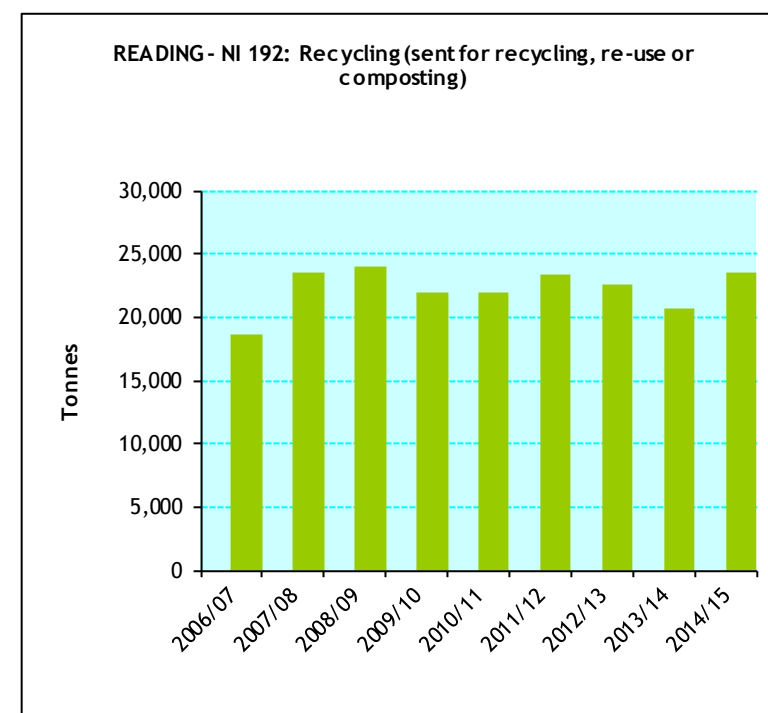
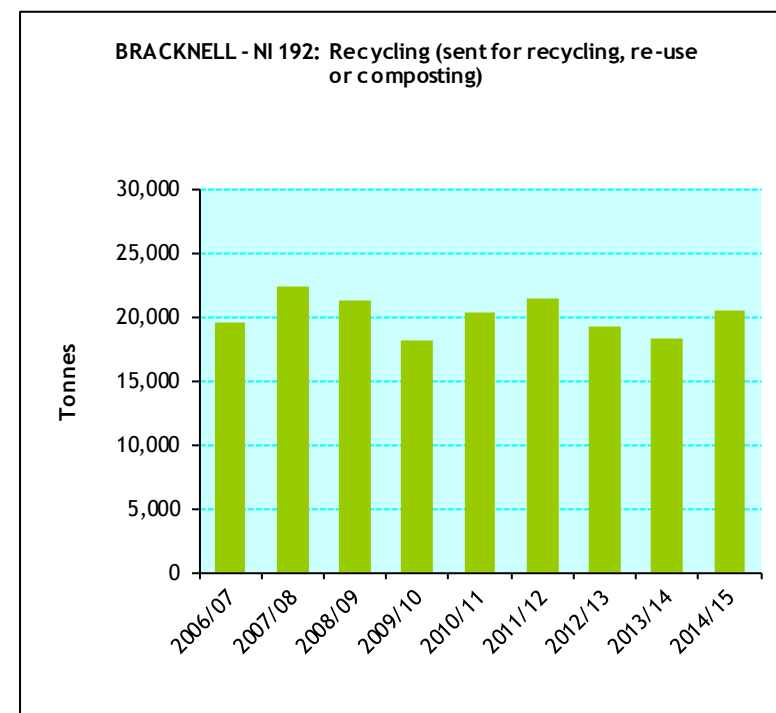


**Total Collected Recyclables (Kerbside MDR):** Mixed Dry Recyclables are collected by the re3 councils and processed, before recycling, at the re3 Materials Reclamation Facility (MRF). Since 2007, the amounts of recycling collected (purple columns) have gradually reduced and that is likely to be caused by the process of 'light-weighting' which has seen the overall weight and density of packaging reduced - in many ways a process which represents progress but which is making the job of the re3 councils (whose targets are weight based) harder and harder. The exception (right) is for Wokingham where changes to the waste collection arrangements were made in 2012. The amount actually recycled (pink) has also reduced over time and this is a result of 'contamination'. Contamination is an industry term to indicate the presence, within mixed recyclables, of materials that are not going to be recycled. Residents within the re3 area have embraced recycling but there is a persistent problem with contamination which must be addressed in order to maximise the efficiency of collections and contribute to increasing the amount recycled.

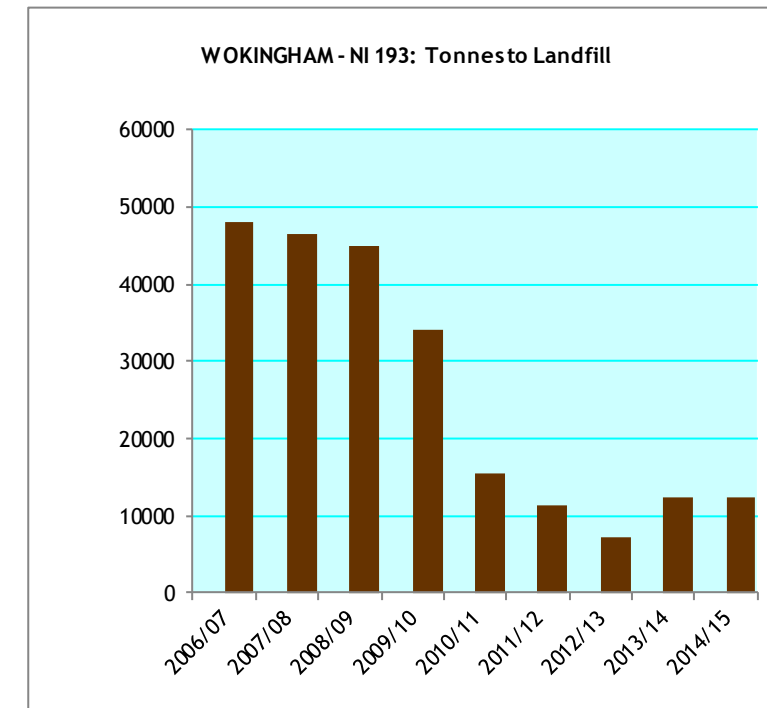
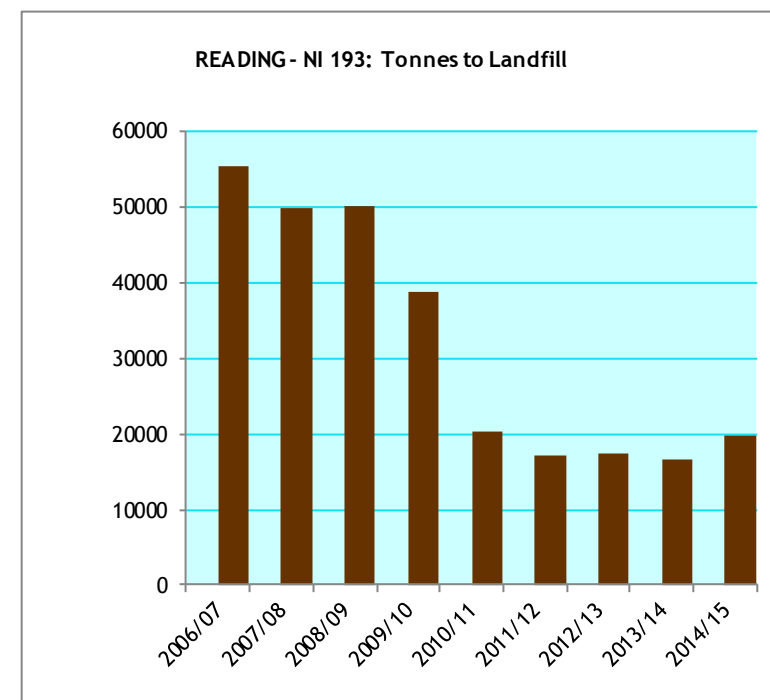
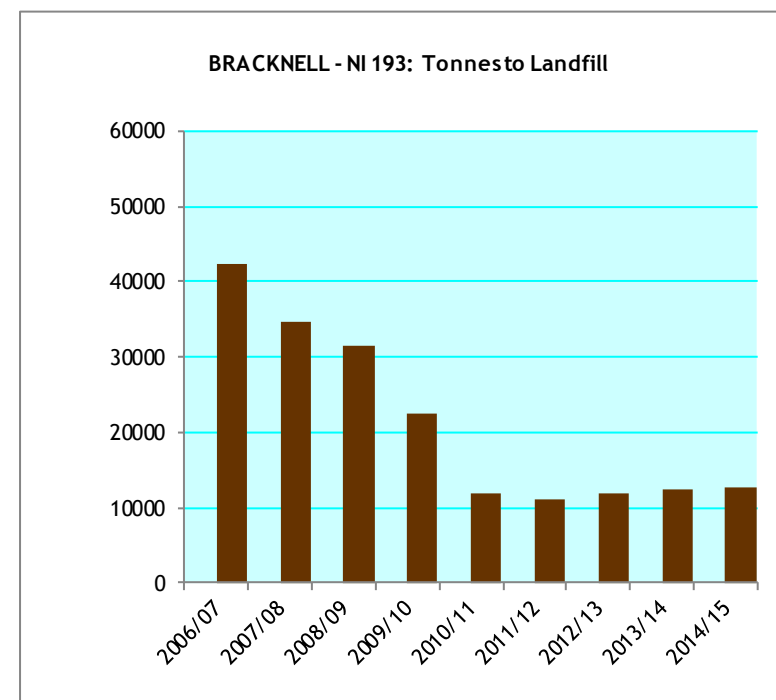


**Collected Green Waste:** The graphs illustrating HWRC performance (above) showed an increase in green waste being delivered to the HWRCs. There has also been an increase in collected green waste for Bracknell and Reading since 2007. For Wokingham, the introduction of a charge for green waste collection in 2012 had a notable effect though levels of collected green waste are returning towards pre-2012 levels.





Recycling: The graphs above illustrate the tonnage of recycling (green) and the overall recycling rate (orange). The graphs show that there have been improvements over the period covered 9in this instance including the year in which Bracknell and Reading introduced alternate weekly collections) but that it has proved difficult to sustain them and move clearly beyond 40%.



Landfill: Arguably the most significant factor driving the re3 councils throughout the procurement of the re3 contract was the need to reduce waste to landfill. That objective remains important and, as the graphs illustrate, it has been successfully addressed.



<b>TITLE</b>	<b>SuDS Strategy</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Heather Thwaites, Director for Environment
<b>LEAD MEMBER</b>	Angus Ross, Executive Member for Environment

## **OUTCOME / BENEFITS TO THE COMMUNITY**

This guidance document sets out the long term vision for the use of Sustainable Drainage Systems (SuDS) within the Borough with a focus on managing flood risk and improving the water environment. The use of properly designed and constructed SuDS will promote strong, resilient, sustainable communities and improve flood risk across the Borough.

## **RECOMMENDATION**

That the Executive:

- 1) approve the draft SuDS Strategy for public consultation;
- 2) agree for Officers to consult on the plan and report back with the results of the consultation at a future Executive meeting.

## **SUMMARY OF REPORT**

The SuDS Strategy sets out the long term vision for the use of Sustainable Drainage Systems (SuDS) in the Borough with a focus on managing flood risk and improving the water environment. The guidance document is designed to be used by planning officers and developers including their design teams when master planning all major developments, from the Strategic Development Location (SDL) scale, through to a ten dwelling development, to ensure surface water runoff within the development is sustainably discharged. The Strategy also provides advice to help mitigate flood risk, water quality and biodiversity concerns in the wider catchment. Within the Appendix of the Strategy is a technical guide which establishes the requirements of planning applications and discharge of condition applications in light of Wokingham Borough Council's statutory responsibility as Lead Local Flood Authority (LLFA) to comment on major developments with drainage. Together, the Strategy and Appendix include advice to developers ensuring SuDS systems are provided that can be maintained in perpetuity with minimal costs, and appropriate maintenance regimes, enforced through the planning system.

The consultation documents will be hosted on the Council's website at the following link:  
<http://wokingham.moderngov.co.uk/ieListMeetings.aspx?Committeed=129>

*[Due to the size of the Strategy a copy is not included in the agenda but is available on the Council's website or on request from Democratic Services.]*

## **1. Background**

- 1.1. Government consulted on the implementation of Schedule 3 of the Flood and Water Management Act 2010 (FWMA) between December 2012 and March 2013. Prior to the consultation, Wokingham Borough Council (WBC) was expecting to become a Sustainable Drainage Systems (SuDS) Approving Body (SAB) which would have placed responsibility on the Council for the approval, adoption, and maintenance of SuDS on new developments. However, as a result of the consultation, in September 2014 Government proposed making better use of the planning system to secure SuDS in new development.
- 1.2. The Secretary of State for Communities and Local Government laid a Written Ministerial Statement in the House of Commons on 18 December 2014 requiring all new developments to include provision for SuDS as a mechanism for managing surface water flooding. This change came into effect on 6 April 2015.
- 1.3. Under this new approach WBC, in its role as Lead Local Flood Authority (LLFA), is now the statutory consultee for sustainable drainage. This means that the Local Planning Authority (LPA) must be satisfied that the advice from the LLFA is incorporated into development, ensuring there is a robust flood management strategy and SUDS regime designed into the development that satisfactorily mitigates any flood risk, including clear arrangements in place for the lifetime maintenance of SuDS. This may include the use of planning conditions where appropriate.
- 1.4. The Environment Agency (EA) is no longer the statutory consultee for surface water management issues, but they retain their strategic overview role for all flood and coastal erosion management issues.
- 1.5. The aim of delivering SuDS is to reduce flood risk for communities by slowing the rate of surface water run-off and increasing infiltration, particularly at times of heavy rainfall.

## **2. Wokingham Specific SuDS Strategy**

- 2.1. Following the changes to delivering Sustainable Drainage Systems (SuDS) through the planning system, WBC as statutory consultee for SuDS schemes on major planning applications of 10 or more dwellings, currently provides developers with a standard Pre-Application Drainage Advice Note which sets out the requirements at the Pre Application stage.
- 2.2. WBC has had a long standing commitment to consider adopting SuDS within the Borough and for this reason has drafted a Wokingham specific SuDS Strategy with attached SuDS Technical Guidance to ensure that the SuDS are designed appropriately to the local conditions found within the borough.
- 2.3. This guidance document aims to set out WBC's local requirements for sustainable drainage in the Borough and provide guidance on the suitability of the various SuDS options in different areas of the Borough. It also encourages developers to use the most appropriate options and to provide detailed maintenance regimes for these to ensure the effectiveness of the SuDS over their lifetime.
- 2.4. The SuDS Strategy is divided into 5 sections, each of which is summarised below:
  - Section 1 – includes background information about the guidance document as well as how the strategy will help to achieve the overall



vision for the Borough. It gives a description of who the document is aimed at, and an overview of what SuDS are and their benefits.

- Section 2 – provides an overview of the characteristics of Wokingham Borough that must be considered when designing, constructing and implementing SuDS, including geology, topography, hydrology, historic environment, landscape and townscape character and nature conservation.
  - Section 3 – is designed to assist with the master planning of new and re-developments within the borough. This section includes information on why particular SuDS features are needed in certain locations, where they should be used and why there is a benefit in using different types of SuDS features.
  - Section 4 – summarises the SuDS Strategy and highlights that WBC is not only looking to address flood risk and water quality issues, but also to improve the natural environment for the benefit of those that live, work, and visit the borough.
  - Appendix A – includes the Wokingham Technical Guidance which establishes the local standards to be considered by developers when submitting planning applications. This section includes requirements for the design, construction, operation and maintenance of SuDS in the borough.
- 2.5. The Strategy is primarily intended for use by developers and their consultants who are seeking guidance on the Borough Council's requirements for the design of sustainable surface water drainage in Wokingham.
- 2.6. Once the SuDS Strategy is adopted, planning applications will need to show that their proposed developments meet the requirements laid out in the document.

### **3. Benefits**

- 3.1. The SuDS Strategy helps support WBC's vision for the implementation of SuDS throughout the borough to achieve the following:
- Facilitate the regeneration of our towns and increase the vibrancy of our communities.
  - The use of well-designed SuDS in redevelopment to provide many of the aspects that create better places to live, work and play, creating better, cleaner and greener urban environments.
  - Create an environment that allows businesses to grow and thrive.
  - Sustainable management of surface water run off to ensure that flood risk to business and transport links are minimised during periods of heavy rainfall and flooding.
  - Deliver well designed development and strong communities.
- 3.2. The Strategy provides information on the planning, design and delivery of attractive and high quality SuDS schemes which should offer multiple benefits to the environment and community.
- 3.3. The Strategy will help to improve developers and their consultants understanding of the local characteristics of Wokingham Borough that must be considered when designing, constructing and implementing SuDS.
- 3.4. The guidance document directs developers towards the most suitable SuDS options for different locations across the Borough that will result in low cost

- maintenance regimes but remain effective over their life cycle.
- 3.5. The Strategy will also ensure a consistent approach is taken when providing pre-application advice, assessing proposals, developing drainage solutions for development and granting approval.

#### 4. Conclusion

- 4.1. The Strategy will ensure development is delivered in accordance with best practice relating to SuDS, and that the systems will be designed and constructed to the specific needs of the borough, leading to a reduction in flood risk.

#### FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£0	N/A	N/A
Next Financial Year (Year 2)	£0	N/A	N/A
Following Financial Year (Year 3)	£0	N/A	N/A

#### Other financial information relevant to the Recommendation/Decision

Production of Strategy and consultation are delivered from existing service budgets

#### Cross-Council Implications

N/A

#### List of Background Papers

Flood and Water Management Act 2010  
Wokingham Borough Council Pre Application Drainage Advice Note  
Wokingham SuDS Strategy

<b>Contact</b> Francesca Hobson	<b>Service</b> Highways and Transport
<b>Telephone No</b> 0118 9746569	<b>Email</b> Francesca.hobson@wokingham.gov.uk
<b>Date</b> 16 June 2016	<b>Version No.</b> 1

<b>TITLE</b>	<b>Economic Development Strategy 2016-2021</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	None Specific
<b>DIRECTOR</b>	Heather Thwaites, Director of Environment
<b>LEAD MEMBER</b>	Anthony Pollock, Executive Member for Economic Development and Finance

## **OUTCOME / BENEFITS TO THE COMMUNITY**

The Strategy seeks to secure a more prosperous and productive future for the borough's residents and businesses by facilitating business growth, ensuring that people have the skills that businesses need and promoting innovation. The Strategy also commits to delivering the housing and infrastructure growth needed to support the economic growth of the area.

## **RECOMMENDATION**

That the Executive:

- 1) recommend to Council approval of the Economic Development Strategy 2016-2021;
- 2) note that any investment needed to deliver the strategy (over and above what would be delivered currently through existing budgets) will be brought back to the Executive for a decision

## **SUMMARY OF REPORT**

Wokingham borough is in the heart of Thames Valley Berkshire a successful high performing economy second only to London. This Strategy sets out how the Council will facilitate economic growth locally within the context of the government's wider agenda for growth and the Thames Valley Berkshire Local Enterprise Partnership (LEP) Strategic Economic Plan.

The key objectives set out in the strategy are to:

- Create a place where businesses thrive by offering good quality housing and infrastructure
- Facilitate business growth through business support and inward investment
- Ensure that people have the skills that businesses need and are able to support themselves into employment
- Encourage innovation and technology to build a competitive business environment.

Positive feedback on the draft strategy has been received from a number of different organisations and local businesses.

## **Background**

Wokingham borough is in the heart of Thames Valley Berkshire a successful high performing economy second only to London. However, the area cannot afford to stand still as a sub-region if it is to continue to contribute to UK growth and remain internationally competitive.

This Strategy sets out how the Council will facilitate economic growth locally within the context of the government's wider agenda for growth, which is being developed through its relationship with Thames Valley Berkshire Local Enterprise Partnership (LEP).

## **Analysis of Issues**

The Wokingham Borough Council Economic Development Strategy 2016-2021 has been drafted in line with Thames Valley Berkshire LEP's Strategic Economic Plan (SEP), whilst seeking to identify the Council's specific economic role and local priority projects. Four objectives have emerged:

### **Objective 1 : Create a place where businesses thrive by offering good quality housing and infrastructure**

The Strategy recognises that if the local economy is to reach its full potential, we need the homes and associated infrastructure to support this. Our strategy is therefore centred on planned growth and sustainable house building, so that we can attract the highly-skilled, professional workforce we need. The Strategy recognises that we need to protect the character of the area, in order to continue to attract businesses and workers to locate here.

### **Objective 2 : Facilitate business growth through business support and inward investment**

This objective is focused on how we drive forward business growth in the area, with an increased emphasis on certain high-growth sectors. This activity will be undertaken with partners (including the LEP, UKTI, etc.). In addition, the strategy identifies a local project to investigate opening an incubator unit for small, high-growth business start-ups.

### **Objective 3 : Ensure that people have the skills that businesses need and are able to support themselves into employment**

Since the last Strategy, significant progress has been made in this area, including the Elevate project, supported apprenticeship programme and work with developers on construction skills. This section sets out our continued commitment to support people of all ages into work and training opportunities, with a strong focus on self-sufficiency and our vital role as a corporate parent.

### **Objective 4 : Encourage innovation and technology to build a competitive business environment**

Technological advances are an important economic driver and we are lucky to have some high-profile tech companies located in the Borough. A recent report by Tech City found that Wokingham Borough (combined with Reading and Bracknell Forest) has a

turnover of £10bn from the digital sector (second only to London) and the third highest total number of digital jobs. We therefore need to ensure that we capitalise on our strengths in this area

The Council has sought feedback on the draft strategy from a number of different organisations and local businesses, including the Thames Valley Berkshire LEP and Wokingham Chamber of Commerce, to confirm that it highlights the key issues of local importance.

An action plan is being developed with SMART targets setting out how we will deliver against the priorities. This will be a working document and updated at least annually.

## **FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£0	Yes	Not Applicable
Next Financial Year (Year 2)	£0	Yes	Not Applicable
Following Financial Year (Year 3)	£0	Yes	Not Applicable

### **Other financial information relevant to the Recommendation/Decision**

The strategy itself does not commit the council to any additional costs. However, should any of the actions identified result in any future financial implications, these would be brought to the Executive for approval.

### **Cross-Council Implications**

Economic development is at the heart of the Council's vision for Wokingham Borough - "A great place to live, an even better place to do business" and will impact on all Council services.

### **List of Background Papers**

Thames Valley Berkshire Strategic Economic Plan 2015/16 to 2020-21:  
[http://thamesvalleyberkshire.co.uk/strategic\\_economic\\_plan](http://thamesvalleyberkshire.co.uk/strategic_economic_plan)

<b>Contact</b> Rhian Hayes	<b>Service</b> Environment
<b>Telephone No</b> 0118 974 6090	<b>Email</b> Rhian.hayes@wokingham.gov.uk
<b>Date</b> 21 June 2016	<b>Version No.</b> 0.2

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**WOKINGHAM  
BOROUGH COUNCIL**

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# ***Draft ECONOMIC DEVELOPMENT STRATEGY 2016-2021***



# A great place to live, an even better place to do business

## INTRODUCTION

Wokingham Borough sits at the heart of the Thames Valley Berkshire area, widely considered to be the UK's economic powerhouse. This Economic Development Strategy will support the Thames Valley Berkshire Local Economic Partnership (TVB LEP) in delivering the Strategic Economic Plan for the area and in turn securing a more prosperous and productive future for the Borough's businesses and residents.

We recognise that if we are to enable our economy to continue to grow, we need the homes and associated infrastructure, including new roads, to support this. Our strategy is therefore centred on planned growth and sustainable house building so that we can continue to attract the highly-skilled, professional workforce needed to maximise our economic potential.

Our aspiration is for all of our residents to share the benefits of a strong economy; with reduced levels of deprivation and increased levels of labour market participation. Through this strategy, we will support innovation and connectivity and enable businesses across the Borough to flourish.

The key objectives set out in the strategy are :

- ⇒ Create a place where businesses thrive by offering good quality housing and infrastructure
- ⇒ Facilitate business growth through business support and inward investment
- ⇒ Ensure that people have the skills that businesses need and are able to support themselves into employment
- ⇒ Encourage innovation and technology to build a competitive business environment

Wokingham Borough Council will develop, maintain and monitor an ongoing action plan that will sit alongside the strategy in order to ensure the objectives are achieved.

New photo to be  
added before  
publication

Cllr Anthony  
Pollock  
*Executive  
Member for  
Economic  
Development  
and Finance*



Councillor Stuart  
Munro  
*Deputy  
Executive  
Member for  
Economic  
Development  
and Finance*



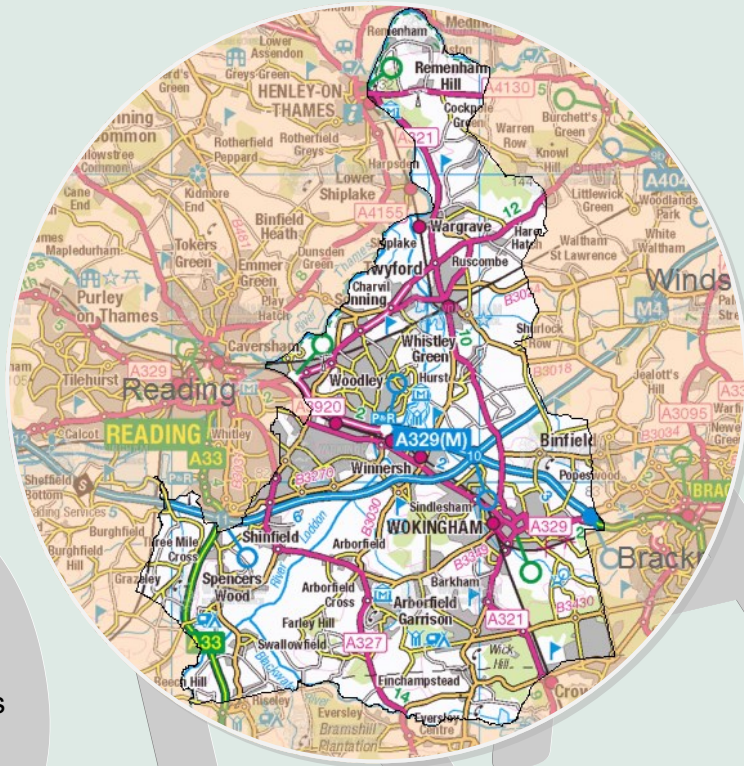
# KEY FACTS ABOUT WOKINGHAM BOROUGH

## Highly skilled workforce

- 159,100 total residents
- 81% economically active
- Only 2.9% are unemployed compared to 5.2% nationally
- 60.7% managers/ professionals
- 48.8% qualified to NVQ 4 and above\*
- University of Reading attracts a young, skilled cohort.

## Top place to live in the UK

- Low reported crime rates
- High performing schools
- Higher than average life expectancy
- Picturesque towns and villages
- High quality housing



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Ordnance Survey 100019592

## Large scale regeneration and development across the Borough

- 10,000 new homes and associated infrastructure under development on four Strategic Development Locations
- Local Plan Review to address economic needs up to 2036
- Wokingham town centre regeneration; Peach Place, Carnival Pool, and Elms Field.



## Excellent location

- Good links to M4 and M3
- Excellent transport links between business centres in the Borough.
- Direct train services to Gatwick, Reading, London Waterloo, London Paddington, and other local towns
- Accessible to both Heathrow and Gatwick airports

## Prestigious and innovative businesses

- High profile businesses with headquarters in Borough
- Strong digital technology, life sciences and healthcare sectors



\*Facts correct as of January 2016

# THE STRATEGY

## Objective 1 : Create a place where businesses thrive by offering good quality housing and infrastructure

- i. Continue to deliver the four Strategic Development Locations (SDLs) by 2026 providing 10,000 new homes to accommodate the workforce needed to deliver high economic growth.
- ii. Refresh our Local Plan by 2018 to deliver the required housing, employment space and infrastructure to meet the future economic needs of the area up to 2036 whilst maintaining the character of the Borough.
- iii. Regenerate town centres across the Borough (where appropriate) to bring forward retail, office accommodation, leisure and entertainment facilities, as well as housing.
- iv. Continue to work with the University of Reading to deliver the Science Park in Shinfield, which will enhance the knowledge economy of Berkshire.
- v. Promote and support initiatives to upgrade existing infrastructure and boost transport links within and around Wokingham Borough; such as access to and expansion of airports, the third Thames crossing, Crossrail and improving the London Waterloo service.
- vi. Encourage sustainable transport links between Wokingham Borough and other core employment areas such as Reading.
- vii. Use our own assets, investments and companies to deliver high quality development and growth.
- viii. Look to secure infrastructure funding in partnership with the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP).

## Objective 2 : Facilitate business growth through business support and inward investment

- i. Encourage more innovative, high-growth new businesses into the area, including developing a proposal for business incubator hubs in partnership with organisations such as the University of Reading.
- ii. Work in collaboration with the TVB LEP to prioritise the key sectors of; digital technologies, professional and business services, life sciences and healthcare.
- iii. Develop our relationship with businesses, particularly major employers and new business entrants in the area.
- iv. Engage with all businesses through networking groups, partnership events, and a regular business bulletin in partnership with the Business Growth Hub.
- v. Work in partnership with the Berkshire Economic Development Officers Group, The Thames Valley Chamber of Commerce, TVB LEP and UK Trade and Investment to improve the Thames Valley Berkshire brand and encourage inward investment.





# THE STRATEGY

## Objective 3 : Ensure that people have the skills that businesses need and are able to support themselves into employment

- i. Work in partnership with TVB LEP to identify the skills needs of businesses and support the Skills Priority Statement.
- ii. Realise the potential of all young people, including reducing the number who are NEET (not in employment, education or training) by brokering with employers, schools and colleges.
- iii. Value and harness the skills and experience of older workers across Wokingham Borough in partnership with organisations such as the Wokingham Skills and Economy Group.
- iv. Promote STEM (science, technology, engineering and maths) subjects and careers in all schools and colleges.
- v. Maximise the career opportunities in construction generated through the growth across the Borough.
- vi. Support all vulnerable people into employment and as a corporate parent, ensure that our children in care and care leavers are given the best possible opportunities to engage with the workplace.
- vii. Promote apprenticeships as a viable career path for young people.

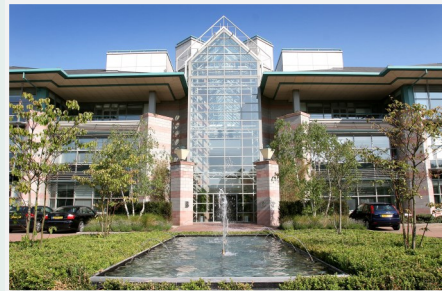
## Objective 4 : Encourage innovation and technology to build a competitive business environment

- i. Improve broadband connectivity and speeds so that 99.5% of properties in the Borough have access to superfast coverage
- ii. Make use of the 'internet of things' across Council services; transport, healthcare, energy. The 'internet of things' is the network of physical objects embedded with technology to communicate, sense or interact with each other or the external environment.
- iii. Capitalise on and encourage the high profile tech businesses already located in the Borough to be at the forefront of new technology.
- iv. Use the Strategic Development Locations to start integrating connective technology and data science techniques.



## NEXT STEPS

- An action plan will be developed and updated annually setting out how we will deliver against the priorities set out above.
- Actions on how we will deliver the positive outcomes needed to provide economic growth will be measured by SMART targets.
- Progress will be monitored by the Council, the Health and Well-being Board, and the Wokingham Skills and Economy Group.
- Economic data will be collected and analysed quarterly and published in the economic development facts and figures report.



<b>TITLE</b>	<b>In Principle Use of Compulsory Purchase Powers</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Heather Thwaites, Director of Environment
<b>LEAD MEMBER</b>	Mark Ashwell, Executive Member for Planning and Regeneration

## **OUTCOME / BENEFITS TO THE COMMUNITY**

The construction of infrastructure schemes is necessary to support comprehensive development within the SDLs.

The in principle authority to use statutory powers of compulsory purchase to acquire land which could not be purchased through agreement will require further dedicated authority which identifies inter alia the land, the interests over land, the related statutory powers to acquire by compulsory purchase and where appropriate indemnity agreements with developers to indemnify the Council against all costs relating to the CPO process, including inter alia public inquiry costs and acquisition/compensation costs.

## **RECOMMENDATION**

It is recommended that Executive:

- 1) note that the Service Manager Strategic Property is to discuss the acquisition of land for the implementation of the infrastructure necessary facilitate the development of the strategic development locations and that the final details negotiated (area and values etc.) will be reported back to Executive;
- 2) agree in principle that in default of agreed acquisition, appropriate statutory powers be used to deliver comprehensive planning development of the SDLs;
- 3) note that this recommendation is subject to referral back to Executive at the appropriate time for detailed authority setting out inter alia:
  - a) details of the appropriate enabling statutory powers of compulsory acquisition,
  - b) areas and value of land to be acquired compulsorily,
  - c) areas of land over which interests are to be acquired; and
  - d) where appropriate indemnity agreements with developers to indemnify the Council against all costs relating to the CPO process, including inter alia public inquiry costs and acquisition/compensation costs.

## **SUMMARY OF REPORT**

The in principle authority to use appropriate statutory compulsory purchase powers to acquire land to construct and deliver infrastructure schemes within the SDLs (in the absence of agreed acquisition) is part of the Council's strategy to meet the housing need identified in the Core Strategy. New infrastructure required to support the comprehensive planned development of SDLs will require land acquisition. If land

required to enable the SDLs cannot be acquired by agreement then in principle authorisation to use of compulsory powers is required subject to further authorisation specifying amongst other things, the details of the statutory powers, the land to be acquired, required rights over the land, severance issues, statement of reasons and where appropriate indemnity agreements with developers to indemnify the Council against all costs relating to the CPO process, including inter alia public inquiry costs and acquisition/compensation costs.

Further detailed authorisation will be required once the design of the infrastructure scheme has been completed to determine amongst other things the location and extent of land required for the roads and associated flood mitigation, site compounds etc., and the Service Manager Strategic Property has undertaken negotiations to acquire land necessary to deliver the schemes. There are areas of land that will be required the title to which has not been registered at HM Land Registry and it is therefore likely that these interests to the extent they are required to deliver the SDLs will be subject to compulsory purchase powers.

## Background

The Wokingham Borough Core Strategy (policies CP17 - CP21) establishes a requirement for at least 13,500 new homes in the in the period to 2026. The majority of these are to be delivered in four Strategic Development Locations (shown on the attached plan) two of which – North and South Wokingham - are extensions to the town of Wokingham. The rationale for this approach is to achieve comprehensively planned development with the infrastructure required to support it. A series of Supplementary Planning Documents (SPDs) sets out the spatial planning framework for each SDL, with a separate Infrastructure and Contributions SPD establishing the infrastructure requirements.

Subject to authorisation the Service Manager Strategic Property will negotiate to acquire by agreement the land required, in default of agreement any land required may then be acquired by Compulsory Purchase Order (CPO) subject to a further dedicated and detailed Executive authorisation.

Transport modelling and site survey and investigation carried out in advance of any CPO being confirmed will assist in determining the land to be acquired. Subject to further site specific authorisation, the CPO process for infrastructure schemes required to deliver comprehensive planning development within the SDLs can be progressed.

## Analysis of Issues

It has become clear that to enable effective delivery of our strategic sites there is a need for there to be clarity about the Council's appetite to pursue all options available to secure the infrastructure necessary. It is considered that this would assist with negotiation through the process of acquisition. This report sets out our normal stance in that we will initially establish contact with affected land owners and as these are established we will seek to secure acquisition through negotiation as with Gray's Fruit Farm and Pebblestone Cottage. As yet we have not needed to refer to CPO powers, though it is considered that as a precautionary measure and to assist with discussion a resolution to show a willingness to follow all available options is appropriate.

In advance of the confirmation by the Secretary of State of any Compulsory Purchase Order officers will use their statutory powers to enter land for the purpose of investigation and survey. This will inform the modelling and design required for infrastructure schemes and negotiations to acquire by agreement. Where it is not possible following negotiation to acquire land by agreement or the ownership of land cannot be ascertained the Council may need to use its statutory powers to compulsorily acquire.

The funding of the CPO process including public inquiry (if required) and acquisition/compensation costs will where appropriate be funded by developers through indemnity agreements or otherwise inter alia through funding streams including Community Infrastructure Levy and central government grant.

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough***

***Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Nil at this stage	Within budget	Within budget
Next Financial Year (Year 2)	Subject to further detailed report/s	Subject to further detailed report/s	Subject to further detailed report/s
Following Financial Year (Year 3)	Subject to further detailed report/s	Subject to further detailed report/s	Subject to further detailed report/s

#### **Other financial information relevant to the Recommendation/Decision**

This is an in principle decision to authorise negotiation for acquisition by agreement of land required for comprehensive planning development within the SDLs and to agree if necessary to use of compulsory purchase powers subject to a further authority which will set out the financial implications. There are currently no costs which are not covered by existing budgets at this stage.

Going forward, estimated land & property costs are budgeted for in the medium term financial plan and 10 year vision though actual acquisition costs either by agreement or statutory powers will need to be determined on an individual basis.

It is not therefore possible at this point to set out the future financial implications as the exact extent of land to be acquired and interests over land has yet to be determined.

#### **Cross-Council Implications**

The use of compulsory purchase powers will require resources within planning, highways and transport, property and legal services.

#### **List of Background Papers**

Plan of SDLs

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<b>Date</b> 16 June 2016	<b>Version No.</b> 5



<b>TITLE</b>	<b>Arborfield District Centre (MOD Legacy Gym Building)</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	Arborfield
<b>DIRECTOR</b>	Heather Thwaites, Director of Environment
<b>LEAD MEMBER</b>	Angus Ross, Executive Member for Environment

## **OUTCOME / BENEFITS TO THE COMMUNITY**

Secure a site/facility to provide for the indoor leisure needs of both the existing and future resident of the borough which is likely to provide a revenue stream within the context of our new leisure contract.

## **RECOMMENDATION**

The Executive:

- 1) agrees that Officers progress negotiations to secure for the long term the MOD Legacy Gym building;
- 2) note that the financial implications of the negotiations and budget requirements will be reported to a future Executive prior to any commitment;
- 3) note that the operation of the Gym for community use will be included within the letting of the new Leisure contract which will also be reported back to Executive prior to contract approval.

## **SUMMARY OF REPORT**

A decision is necessary to execute the options relating to the MOD Legacy Gym building in the Arborfield (Crest) legal agreement (S106). It is considered that the best value for the money is represented by securing either a long term lease or the freehold interest in this building to meet the needs of both growing local community and the new Secondary School.

This decision would also enable our longer term aspirations for an indoor swimming pool at Arborfield SDL by releasing land within the secondary school boundary adjacent to the gym with a view to accommodating the pool in due course.

Longer term, this decision facilitates the establishment of a sports hub with an excellent recreational offer which is likely to generate revenue income.

## Background

On the 30<sup>th</sup> October 2014 the Councils Executive decided that *the Council's preferred location for an additional four lane swimming pool, to meet the additional demand created by the Strategic Development Locations (SDLs), would be within the Arborfield SDL*. This decision was taken on the assumption that the swimming pool would be delivered alongside either the existing 8 court MOD Legacy Gym or a new 6 court sports hall on the secondary school site. Given that the swimming pool needs to share reception facilities with whichever sports hall is selected there are only a limited number of sites for this facility: the school site (where the 6 court sports hall is currently proposed), on or around the existing MOD library building or on the site of the existing 8 court MOD Legacy Gym. The latest information on the Swimming pool project suggests that it is unlikely that the facility would be financially sustainable until at least 2025/6.

As part of the outline consent given to the Arborfield Garrison Landowners Consortium (AGLC/Crest) on the 2nd April 2015, the S106 agreement includes options to secure the garrison gym on short (3 year) and long lease (199 year) terms for which a decision was required by 2nd July 2015. WBC contacted Crest to formally make the election to initially take the 3yr lease on the MOD legacy Gym in order to meet the delivery programme for the school on 19 February 2016. Prior to incorporation in the new leisure contract the leasing and other costs will be funded from within the overall school capital project.

## Analysis of Issues

Subsequent assessment has determined that the quality of the gym is acceptable to meet the needs of the public and the secondary school without compromising the delivery of the District Centre at Arborfield SD; hence it is now appropriate to pursue a longer term interest in the building via either a 199 year lease (or purchase of freehold). This approach offers a number of community and financial benefits that make a compelling case.

- The 8 court MOD Legacy Gym is relatively modern and has had very light use.
- The 8 court MOD Legacy Gym is a larger facility than would otherwise be justified by the growth in the local population and consequently allows for both greater flexibility in use and future proofing.
- The larger size of the MOD Legacy Gym would make shared use of the building during core school hours a possibility.
- In terms of the net revenue position it is likely that this approach would deliver a facility that would improve the net revenue position of the Council's Leisure contract in the medium to long term.
- Would enable space on the school site to build a swimming pool at a later date at no extra land acquisition.
- Potential to reduce or obviate entirely the short term rental terms of the 3yr lease.
- Would ensure that the new secondary school would have access to the sports hall facility beyond its first three years of operation.

Community Use of the MOD Legacy Gym from September 2016 would be problematic given the very limited size of the temporary car park proposed for the temporary secondary school scheme. Consequently the potential for day time use of the facilities by the community before the opening of the permanent school site would be constrained due to the early stage of delivery of the new housing/customers and

construction works ongoing around the locality. In light of this it is not financially viable to open the MOD legacy Gym to the public initially, and instead it is more sensible to open the facility to the public as part of the new leisure contract arrangements in March 2018. To test this officers have explored four options for the operation of the facility prior to March 2018, School Use only (already approved), School Use with Community Use of Sports Hall, School Use with Community Use of Sports Hall and Gym and 1Life Run - Caretaker Style (Sports Hall, No Gym). This assessment shows that any community use of the building is likely to cost the council somewhere between £50K and £200K in additional revenue costs.

In the event that the Council decides not to secure a long term interest in the MOD Legacy gym then it will be required at the end of the existing 3year lease to build a new 6 court sports hall to meet the emerging needs of the local community for indoor leisure provision (most likely on the secondary school site). A 6 court sports hall would be less flexible In terms of shared use with the school and the Council would need to negotiate with Crest to secure another piece of land suitable for the construction of a swimming pool which is only likely to be available at residential land values. The Council has modelled the emerging need for the swimming pool and it is unlikely to be viable to construct this facility until post 2026.

#### **FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Nil (note 1)	Yes	C
Next Financial Year (Year 2)	Nil	Yes	C
Following Financial Year (Year 3)	Nil	Yes	C

#### **Other financial information relevant to the Recommendation/Decision**

##### **Note 1**

There are no financial implications associated with the decision to proceed with negotiations. Capital budget approvals will be required on the completion of negotiations and will be considered as part of the MTFP capital budget setting process or will be the subject of a further report to Executive.

The Council is about to commence the procurement of an operator for its suite of Leisure Facilities (Bulmershe LC, Carnival Pool, Loddon valley LC and St Crispin's Sports Hall). Under the current Leisure Contract the Council receives a revenue income and although it is difficult to quantify at this stage the future revenue implication of adding the MOD legacy Gym building to the Council Leisure Contract it is likely to be positive.

The local leisure market appears to be buoyant and a nearby authority who transferred

their Leisure Facilities to an external contractor in 2015 look to have secured additional revenue income.

**Cross-Council Implications**

None

**Reasons for considering the report in Part 2**

The costs outlined are commercially sensitive as we will be in negotiation with the land owner / developer for the acquisition of the building.

**List of Background Papers**

None

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<b>Date</b> 16 June 2016	<b>Version No.</b> 10

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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<b>TITLE</b>	<b>Wokingham Housing Limited (WHL) Development Opportunities</b>
<b>FOR CONSIDERATION BY</b>	The Executive on 30 June 2016
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Stuart Rowbotham, Director for Health and Wellbeing
<b>LEAD MEMBER</b>	Julian McGhee-Sumner, Executive Member for Health and Wellbeing

## **OUTCOME / BENEFITS TO THE COMMUNITY**

It will contribute to meeting housing needs through the provision of well-designed, high quality affordable housing.

## **RECOMMENDATION**

That the Executive approve:

- 1) selection of Wokingham Housing Limited, the Council owned Local Housing Company, (or a subsidiary of WHL), as the development partner for affordable housing schemes at Grovelands Park (Winnersh), Barratt Crescent (Wokingham) and Anson Walk (Shinfield);
- 2) that the Council transfers land between Grovelands Avenue Caravan Park and Grovelands Avenue Workshops, Winnersh and land adjacent to 1 Anson Walk, Shinfield to Wokingham Housing Limited (WHL), or a subsidiary of WHL, at nil monetary consideration on a 125-year lease;
- 3) that the land between Grovelands Avenue Caravan Park and Grovelands Avenue Workshops, Winnersh; land adjacent to 13 Barrett Crescent, Wokingham and land adjacent to 1 Anson Walk, Shinfield is appropriated for planning purposes under section 227 of the Town and Country Planning Act 1990 and Section 122 of the Local Government Act 1972;
- 4) the proposed funding model, including the allocation of Section 106 receipts for the provision of affordable housing towards these sites in accordance with Part 2 Report (and as recommended by the Commuted Sums Advisory Panel).
- 5) The development brief for these sites, including the proposed tenure mix.
- 6) That the transfer of land and funding for the Barratt Crescent development will be subject to achieving a revised planning consent for the site that is viable to build out.

## **SUMMARY OF REPORT**

In June 2011, the Council established a wholly-owned Local Housing Company, Wokingham Housing Limited (WHL), to provide a range of high quality affordable and market housing for the people of Wokingham Borough. This report proposes that WHL

(or a subsidiary of WHL) be selected as the development partner for affordable housing schemes at Grovelands Park (Winnersh), Barratt Crescent (Wokingham) and Anson Walk (Shinfield).

Two of developments (Grovelands and Anson Walk) already have full planning consent and will deliver 10 x properties as affordable housing. The site at Barratt Crescent has a planning consent for a further 2 apartments. However, the design of the building is not cost-effective to build out and a revised planning application will be submitted to achieve value for money. It is proposed that the sites are transferred at nil value to WHL and funding is provided through the use of Section 106 commuted sums for affordable housing.

The Commuted Sums Advisory Panel met on 12<sup>th</sup> May 2016 to review the bids for Section 106 commuted sums to fund these schemes. The Panel recommended that the schemes be funded through commuted sums.



## **Background**

Delivering affordable housing is a priority of the Council. In June 2011 the Council established a wholly-owned Local Housing Company, Wokingham Housing Limited, to provide a range of high quality affordable and market housing for the people of Wokingham Borough. Establishment of the company allows the council to have more influence and flexibility over the quality, type and affordability of housing developed and ensures that these new properties meet the needs and aspirations of the Borough's residents. The company also enables the Council to maximise the benefits and potential of its assets.

## **Analysis of Issues**

### Selection of WHL

Selecting WHL as the development partner will give the Council full control over the development of affordable housing at Grovelands Park, Barratt Crescent and Anson Walk, whilst also retaining the asset base within the Council's companies.

Other options that could be considered are:

1. Registered Provider Partnership – transfer of the land at nil consideration to one of the Council's four Registered Provider Partners – whilst this may reduce the level of funding required by the Council, it would result in the loss of the asset to the Council. Whilst the Council would have some control on the redevelopment, this would not be on the level of influence the Council has with WHL.
2. Council Housing Building – the Council is able to build within the Housing Revenue Account. However, currently general needs housing built as such would still be subject to rent controls, Right to Buy provisions, etc. which do not apply to WHL.

### Land Transfer

The site at Grovelands Park sits between the existing caravan park and workshop buildings and consists of a vacant piece of scrubland, which is neither utilised nor managed. The site is held within the general fund. The proposal is to transfer the site to Wokingham Housing Limited (WHL), or a subsidiary, for nil monetary consideration on a 125 year lease. The site has been valued (see Part 2 Schedule). Under Section 25 of the Local Government Act 1988, local authorities require Secretary of State consent to dispose of general fund land at less than market value for development as housing accommodation, except where the transferee is a Registered Provider of housing. Secretary of State approval has been sought and granted for the Grovelands site disposal to WHL or a subsidiary (as they are not currently a Registered Provider).

It is necessary to appropriate the Grovelands site from the general fund for planning purposes under Section 227 of the Town and Country Planning Act 1990 and Section 122 of the Local Government Act 1972, in order to extinguish any rights which may exist over the same and enable the development proposed by WHL (as outlined in planning application reference: F/2014/2611).

The Barrett Crescent garage site is held within the Housing Revenue Account. The garage site is currently disused and deteriorating and no long-term use has been found

for it. The proposal for the site to be transferred into WHL for nil monetary consideration on a 125-year lease was previously approved by the Executive in May 2011. It is necessary to appropriate the site from the Housing Revenue Account for planning purposes under Section 227 of the Town and Country Planning Act 1990 and Section 122 of the Local Government Act 1972, in order to extinguish any rights which may exist over the same and enable the development proposed by WHL (as outlined in planning application reference: F/2015/0060 or further planning consent on this site).

The site at Anson Walk currently provides 5 unallocated parking spaces with an access road and turning head area. Some of the site is laid to grass, but it exhibits signs of fly tipping and other unsociable behaviour and does not form a meaningful contribution to the open space provision in the area. The site is held for housing purposes under Part II of the 1985 Act (i.e. within the Housing Revenue Account). The proposal is to transfer the site to Wokingham Housing Limited (WHL), or a subsidiary, for nil monetary consideration on a 125 year lease. The site has been valued (see Part 2 Schedule). It is necessary to appropriate the site from the Housing Revenue Account for planning purposes under Section 227 of the Town and Country Planning Act 1990 and Section 122 of the Local Government Act 1972, in order to extinguish any rights which may exist over the same and enable the development proposed by WHL (as outlined in planning application reference: F/2015/0073).

The relevant powers to dispose of HRA land (i.e. Barratt Crescent and Anson Walk) are contained in Section 32 of the Housing Act 1985 and Section 25 of the Local Government Act 1988. General Consents under Section 25 of the Local Government Act 1988 (Local Authority assistance for privately let housing) were published in April 2014. A new General Consent AA allows a council to dispose of vacant HRA land to any organisation at less than market value for housing development, subject to certain conditions, without the need for Secretary of State consent.

### Proposed Funding Model

It is intended that s106 affordable housing commuted sums will be used to fund these developments. The Commuted Sums Advisory Panel met on 12<sup>th</sup> May 2016 to review the bids for Section 106 commuted sums to fund these schemes. The Panel recommended that the schemes be funded through commuted sums.

Short-term loan funding may be required initially until sufficient commuted sums are accrued. Full details of the business model and funding are included in the Part 2 Schedule.

### Development Brief

The development at Grovelands Park will consist of 6 x 2-bedroom chalet style houses, with access road, parking and gardens.

The development at Barratt Crescent will consist of a new 2 storey building providing 2 x 2-bedroom apartments.

The development at Anson Walk will consist of a new 2 storey building providing 4 apartments (2 x 1-bedroom and 2 x 2-bedroom), with associated parking and external works.

All of the sites have full planning consent. However, the scheme consented at Barratt Crescent is not cost-effective to build out (due to the building's awkward orientation, unique footprint and a complex roof design) and a revised planning application will be submitted to achieve value for money. The transfer of land and funding for the Barratt Crescent development will be subject to achieving a revised planning consent for the site that is financially viable.

The new developments will all provide 100% affordable housing schemes of the following tenures:

- Social rent (at target rents)
- Intermediate/Affordable rent (up to 80% of market rent, capped at the Local Housing Allowance level)
- Shared ownership, at 35% equity share and rent on unsold equity capped at 1.5% per annum

It is anticipated that the developments at Grovelands Park and Anson Walk will provide either social rented or intermediate/affordable rented homes. The Council will have full nomination rights to all of the completed properties.

WHL have undertaken a tender exercise to select a preferred contractor, and subject to this decision, the Grovelands and Anson Walk schemes should be able to commence in the summer. Delivery of the Barratt Crescent scheme will be depending on the revised planning consent.

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Part 2 Report	Yes	Capital
Next Financial Year (Year 2)	Part 2 Report	Yes	Capital
Following Financial Year (Year 3)	Part 2 Report	Yes	Capital

### Other financial information relevant to the Recommendation/Decision

It is intended that s106 affordable housing commuted sums will be used to fund these developments. Short-term loan funding may be required initially until sufficient commuted sums are accrued.

### Cross-Council Implications

Affordable housing is a priority for the Council. Access to good quality, affordable housing is key to residents' health and wellbeing, education, employment, etc.

<b>Reasons for considering the report in Part 2</b>
Commercially sensitive information, relating to the funding and contract sums, is included on the Agenda as a separate Part 2 Report.

<b>List of Background Papers</b>
None

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<b>Date</b> 16 June 2016	<b>Version No.</b> 0.3

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