



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **EXECUTIVE** will be held in David Hicks 1 -
Civic Offices, Shute End, Wokingham RG40 1BN on
THURSDAY 27 SEPTEMBER 2018 AT 7.30 PM

Manjeet Gill
Interim Chief Executive
Published on 19 September 2018

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

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WOKINGHAM BOROUGH COUNCIL

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

Charlotte Haitham Taylor	Leader of the Council
Richard Dolinski	Adults Social Care, Health and Wellbeing
Pauline Helliard-Symons	Children's Services
Norman Jorgensen	Environment, Leisure and Libraries
Pauline Jorgensen	Housing
Philip Mirfin	Regeneration
Stuart Munro	Business and Economic Development and Strategic Planning
Anthony Pollock	Highways and Transport
Simon Weeks	Planning and Enforcement

ITEM NO.	WARD	SUBJECT	PAGE NO.
49.		APOLOGIES To receive any apologies for absence	
50.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Executive Meeting held on 26 July 2018 and the Extraordinary Meeting held on 28 August 2018	7 - 26
51.		DECLARATION OF INTEREST To receive any declarations of interest	
52.		PUBLIC QUESTION TIME 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 www.wokingham.gov.uk/publicquestions	
52.1	Wescott	Therese Doherty has asked the Executive Member for Regeneration the following question: Question Evidence of recent joy riding skid marks, why are there no health and safety dividers between vehicles and pedestrians in Market Place?	

53.

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

53.1 None Specific

Gary Cowan has asked the Executive Member for Environment, Leisure and Libraries the following question:

Question

Can the Executive Member responsible for Minerals and Waste confirm that all the evidence gathered by this Council to date on this subject has been or will be made available to Hants CC?

Matters for Consideration

54.	None Specific	SHAREHOLDERS' REPORT	27 - 36
55.	None Specific	21ST CENTURY COUNCIL - UPDATE	37 - 40
56.	None Specific	APPROVAL OF RE3 WASTE STRATEGY	41 - 74
57.	None Specific	AMENDMENTS TO SACRE CONSTITUTION	75 - 86
58.	Emmbrook; Loddon	WOKINGHAM HOUSING LIMITED (WHL) DEVELOPMENT OPPORTUNITIES - WELLINGTON ROAD/STATION ROAD AND FORMER WOODLEY AGE CONCERN SITES	87 - 96

EXCLUSION OF THE PRESS AND PUBLIC

The Executive may exclude the press and public in order to discuss the Part 2 sheets of Agenda Item 58 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 item of business on the grounds that it involves 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

Anne Hunter

Tel

Email

Postal Address

Democratic and Electoral Services Lead Specialist

0118 974 6051

anne.hunter@wokingham.gov.uk

Civic Offices, Shute End, Wokingham, RG40 1BN

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**MINUTES OF A MEETING OF
THE EXECUTIVE
HELD ON 26 JULY 2018 FROM 7.30 PM TO 8.40 PM**

Committee Members Present

Councillors: Charlotte Haitham Taylor (Chairman), Julian McGhee-Sumner, Richard Dolinski, Pauline Helliard-Symons, Norman Jorgensen, Pauline Jorgensen, Stuart Munro, Anthony Pollock and Simon Weeks

Other Councillors Present

Laura Blumenthal
Prue Bray
Rachel Burgess
Gary Cowan
Andy Croy
Lindsay Ferris
Dianne King
Helen Power
Angus Ross
Imogen Shepherd-DuBey

20. APOLOGIES

An apology for absence was submitted from Councillor Philip Mirfin.

21. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Executive held on 28 June 2018 were confirmed as a correct record and signed by the Chairman.

22. DECLARATIONS OF INTEREST

Councillor Norman Jorgensen declared a personal interest in Agenda Item 24 Shareholders' Report by virtue of the fact that his wife was a paid Non-Executive Director of WBC Holdings Ltd. Councillor Jorgensen remained in the meeting during discussions and voted on the matter.

Councillors Pauline Jorgensen and Stuart Munro declared personal interests in Agenda Item 24 Shareholders' Report by virtue of the fact that they were paid Non-Executive Directors of WBC Holdings Ltd. Councillors Jorgensen and Munro remained in the meeting during discussions and voted on the matter.

Councillor Anthony Pollock declared a personal interest in Agenda Item 24 Shareholders' Report by virtue of the fact that he was a paid Non-Executive Director of Optalis Holdings Ltd. Councillor Pollock remained in the meeting during discussions and voted on the matter.

23. PUBLIC QUESTION TIME

In accordance with the agreed procedure the Chairman invited members of the public to submit questions to the appropriate Members.

23.1 Trevor Sleet asked the Executive Member for Highways and Transport the following question:

I would like to ask a question regarding the loss of the lollipop lady in Murray Road.

Has a published cost benefit analysis been carried out regarding the cost of the lollipop lady v's that of installing a pedestrian crossing at this location?

Answer

Broadly speaking yes however this site is subject to a redesign following my intervention in the last few weeks and therefore the cost benefit will be recalculated following the redesign. This information will be made public.

Supplementary Question

I have a copy of the road safety audit report that was based on the decision to remove the lollipop lady in Murray Road and in that safety audit report the site visit was done on the 13th February when the schools were on half term. So it is no wonder that there was no traffic at that time.

My question will be therefore will Wokingham Borough Council accept the failings of this report and reinstate the lollipop lady?

Supplementary Answer

I attended the site on Monday, along with our Road Safety Auditor, and I observed the activity outside the school and he was with me during that time so I think the Council has viewed that site during school times with school pupils going in and out of the school.

23.2 Jenny Lissaman had asked the Executive Member for Highways and Transport a question which was withdrawn following publication of the agenda.

23.3 Sally Cairns asked the Executive Member for Highways and Transport the following question:

Can the decision about the school crossing patrollers be considered on a site by site basis? The number of consultation responses from the different sites indicates very different levels of concern, and the full Council meeting debate highlighted that the situation is very different outside the different schools – in terms of how helpful a crossing will be given the road layout, and whether there are likely to be other groups of people wanting to cross the road at different times of the day. Does this have to be an all or nothing decision, or can the best solution be chosen for each location?

Answer

I have visited each of the sites concerned along with Officers and the crossings have been designed with specific reference to each site. That is what we have already done. We have taken into account the different characteristics of each site. We have done surveys of numbers of cars and numbers of children accessing school so I think we have done that and certainly I have tried to look for solutions that will work at each site taking into account each sites' characteristics.

Supplementary Question

That seems to be a decision about what type of crossing in each location and I suppose my question is it might be that a crossing is the best for some and keeping the school crossing patroller is the best for others and it is whether there can be that flexibility in the decision?

Supplementary Answer

As we have decided to withdraw the funding for the crossing patrollers a number of years ago I am looking at what we put in to those sites to make them as safe as we can. So I think the answer to that is probably no.

23.4 Annette Medhurst had asked the Executive Member for Highways and Transport the following question which in her absence was asked by Sally Cairns:

Councillor Pollock - having observed the situation at the Murray Road crossing on Monday morning – and the constant fluctuation in the numbers of people waiting to cross, the queues of cars needing to get through, and the somewhat random parking behaviour – would you agree that a school crossing patroller – who can constantly adjust to what is happening, is a better solution than any kind of formal crossing – and that although a fixed crossing may seem like a reliable long-term solution, in many ways it is a very risky solution, since you don't know how well it is going to work, particularly when the weather changes, or there are roadworks on surrounding streets – and if additional measures are needed, it could all become much more expensive than the current efficient and adaptable school crossing patroller.

Answer

As you say I attended the school on Monday morning along with our Road Safety Auditor. I attended from 8.15am to approximately 9.15am. The first 20 minutes or so was without the school crossing patroller being present and I was particularly impressed by the curtesy of drivers towards the children crossing or seeking to cross the road. I didn't see any driver speed through the crossing when a child was there. I particularly saw one car very carefully stop and let the child and parent cross so my impression was generally speaking that the motorists were behaving particularly well. I do accept that there was a problem further down the road where a couple of cars met each other as one came down and one went up but I think that is nothing to do with school crossing patrollers and something to do with parking generally and maybe that needs to be addressed or looked at. So that is separate from the school crossing patroller and I don't think the school crossing patroller sited where she was could have intervened with those two cars that were arguing with each other over a piece of road space.

So as far as the crossings themselves we have replaced school crossing patrollers with crossings throughout the Borough over the last 10 years or so and I don't think any of them are more dangerous now than they were before and in some instances where the traffic was of a higher speed than they are here it was actually beneficial.

As I have said I am going to look at this site particularly. Since I visited it when I was Chair of the Education Committee there are more children going to the site so there may be some issues on that front but the principal is that I don't see that the crossing itself is inherently less safe than a school crossing patroller.

23.5 Keith Malvern asked the Executive Member for Adult Social Care, Health and Wellbeing the following question:

In the People Services Section of Item 25 (Revenue Monitoring - end of June) I would like to congratulate the Council on "...the number of individuals living longer..." as this demonstrates the Council's Underpinning Principles of Looking after the Vulnerable and Improving Health.

As the driver within Adult Social Care is need and not cost it is easy to understand budget difficulties. The Government has been kind enough to allow Local Authorities to raise a special precept, so can I ask what percentage increase for this you have applied for 2018/19, and to further understand costs can you tell me what the national living wage has increased to, to have an impact on placement prices?

Answer:

I am pleased that you have highlighted the Council's principle of looking after the vulnerable and improving health. You are absolutely right need, and may I add demand, places budgetary pressures on our services.

In 2018/19, at the February 2018 budget setting Council, the Council raised an additional adult social care precept of 2.5%, which actually equated to £2,461,600.

As the National Living Wage has increased to: £5.90 per hour for those 18-20; £7.38 per hour for 21-24 year olds; and then £7.83 per hour for those 25 years and over. That has meant a total of £480,636 was awarded to 43 providers as a result of their request to increase their fees for 2018/19.

Supplementary Question

Thank you that is very helpful. You have the same figures for the National Living Wage that I have so about a 4.4% increase. I have looked at other councils and I am keen to know what the Council's intention is to deal with adult social care in 2019/2020 which is the last of the three years that the Government has been kind enough to allow you to increase by 6%. Other authorities have gone for 2% or 3%. You have ended up with 5.5% so you only have 0.5% available for next year. So recognising as you did the need, which will rise, how are you going to deal with this additional need?

Which option will you decide to use: will you press the Government to give the Council more money; press them to increase adult social care by a further 3%? In the absence of these options will the Council consider a successful referendum early next year to get the electorate to approve a larger council tax increase? A, B or C or maybe D if you have a D?

Supplementary Answer

We haven't set a figure for next year but there is a D, there is always a D, and that is actually to reduce the demand on services and that is why I have called for colleagues across the Borough Council, cross party Members, to get together with me to look at ways we can actually address some of these issues you have raised.

23.6 Diane Burch asked the Executive Member for Highways and Transport the following question:

Tony Johnson reported in the local Wokingham Paper (dated July 19th), that the Council Leader said; "The residents sent us a clear message on 3rd May - If our residents feel that they are not being listened to, then we need to redouble our efforts to show that we have taken on board what they have to say".

Bearing this in mind; why does it appear that they not listening to the parents and children at least at the Keephatch and Murray Road crossings – who realise not only how dangerous these alternative crossings will be at their particular locations but, according to the survey undertaken by the independent Road Safety Experts in April of last year, the conclusion was (on the Murray Road crossing) that: "Under the justification criteria outlined in Section 6, this location does not require a pedestrian facility."

Might I also point out that according to these figures, between the hour of 5pm and 6pm only 10 pedestrians crossed the road at the crossing. Announcing that "other road users can safely cross the road using the automated crossings" doesn't apply to this site so to the untrained eye – it does look like needless and unwanted expense.

Bearing all this in mind, would the Council please consider delaying the installation of automated crossings (at least at these two sites) until a further (and perhaps more detailed) survey can be completed, instead of (what appears to be) trying to rush through these unwanted and expensive alternatives?

Answer

Formal crossings such as zebra and puffin controls are safe forms of crossing facilities and the designs for the proposed crossings have been through an independent road safety audit to confirm this.

The assessment process you refer to uses the Department for Transport's guidance to establish if a pedestrian crossing is required. This guidance assumes no existing crossing is provided and considers pedestrian demand and traffic over the entire day. As you have highlighted because the maximum demand is during two relatively short periods of the day and the assessment considers the demand throughout the day, the survey results when analysed showed that no crossing was necessary.

However recognising that the demand is focused over two short periods of the day, we used the Road Safety GB guidance for establishing if a crossing patroller would be justified. This assessment would also identify whether a formal crossing could be considered rather than providing a patroller.

The assessment for both Murray Road and Keephatch identified a patroller would be justified. Where the assessment identified one would be justified we have proposed to install a formal crossing as an alternative.

Delaying the delivery of the crossings and undertaking further surveys is not considered necessary as it will not change the outcome of the assessment.

However, as a result of the concerns you and the public have raised the designs of both crossings are being reconsidered with a view to providing traffic signal controlled crossings instead.

Supplementary Question

We heard of the death a few years ago of a school crossing patroller up north. The details were discussed at one of our meetings and we learnt that the accident was probably caused by the driver being unable to see the school crossing patroller in the road due to low sun and probably the glare of a wet road. Are there any additional safety measures that they would be willing to take at the Murray Road crossing because during the winter months the low winter sun and glare off wet roads are a real hazard in the months of December and January?

I have had a few drivers confess that they genuinely cannot see me on the crossing and, of course, I am always in high-viz clothing. There is a real concern on my part that if they cannot see me in high-viz wear what chance does any pedestrian, child or adult, have in normal clothing?

Supplementary Answer

When I was with you the other day, as I said to a question earlier, I was very impressed with how motorists came up to the crossing and were relatively slow. They were not driving at 60mph or even 30 or 40mph and the parked cars to some extent also do provide for drivers slowing down because of the parked cars beside. However I do think perhaps there needs to be examination of some of the parking aspects. I think you and I saw two cars arguing as to who had the right of way and I noticed that perhaps a couple of the cars in front of that car had been parked there for quite a while so I don't know what the parking restrictions are.

So I will look into things a bit more at that site because I do take your point. I think the issue of low sun perhaps we need to put covers over some of the lights when they are installed so that they can be seen and they are not blinded by the sun. So I take your point and thank you for that and we will take that into account.

24. MEMBER QUESTION TIME

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

24.1 Gary Cowan asked the Leader of the Council the following question:

It is very confusing for Members never mind the Public to establish the exact payments in total received by members of the Executive and their Deputy's for all the various roles in which they receive payments from within the Council and on outside bodies for example the Fire Service and NED payments. Can the Leader of the Council provide all this information now please?

Answer

The information is not collated in a way that puts it in one single place, and this is only done at the end of the financial year. Non-Executive Director (NED) payments are recorded separately, for each company as you probably know. All of this is available on the Council's website. Rather than reading these out, here is a printout of the 2017/18 Special Responsibility Allowance payments, outside body notifications, and NED payments also. For obvious reasons payments such as Special Responsibility Allowances will be for those roles held up until the end of the 2017/18 period and for the others they obviously get put on at the end of the year because things can change mid-year also.

Supplementary Question

You did say at the last local elections “you sent a clear message that we are listening” and I think you even made an observation about “painting all the rooms at the same time” which really comes back to this type of thing. To me it is a very simplistic request that everybody within the Council as Members who get a source of income it should be very simple and easy for the residents to be able to say what as Councillors we each get and they just go to the Councillor area and go bang, bang, bang what does Councillor Cowan get bang, bang, bang and it is not that way. It is all there and I appreciate that and I thank you for that but it is very, very muddled and I would like to ask would it not be possible for the Council to look at a more simplistic way so that residents could be able to look at their individual Councillors and see how much they are being paid and be aware of it?

Supplementary Answer

I note that one of the members of the IRP is probably keenly listening to this this evening. It was tried to be simplified last year and believe there have been some issues in terms of trying to get it all in one place on the website and as I said in the first part of my question we can ask again in terms of trying to make it simpler on one page but as I said the information needs to come at the end of the year in case things change so we have to take into consideration. We can try and simplify it of course. The more transparent we are about that obviously the better.

24.2 Imogen Shepherd-DuBey asked the Executive Member for Highways and Transport the following question:

Recently, the Local Government Ombudsman upheld a complaint against Wokingham Borough Council where it had failed to provide suitable transport for a child with additional needs. From what I saw of the case, there seemed to be a number of serious failings in understanding the needs of that child and I would like to know what training and advice is provided to the drivers who provide these school transport services, especially when working with children who need specific care?

Answer

All licenced taxi drivers undergo criminal checks, medicals and knowledge checks. In so far as specific training, school transport drivers and passenger assistants are provided with safeguarding training and guidance which includes roles and responsibilities, conduct, expected behaviour, standards and guidelines for passengers with additional needs. In addition should a child require specific care then training for the driver and passenger assistant for medical or behavioural issues can be provided up to and including the provision of NHS nursing staff.

Since the Local Government Ombudsman’s decision was upheld against Wokingham Borough Council specific appeals process training has been provided by an external law firm to the 12 Officers and 4 Members that have an involvement in the appeals process and appeals panel. All Officers and staff that received the specific training now have the knowledge, information and ability to deal with further appeals especially appeals that are high in complexity.

Supplementary Question

What you talked about was appeals rather than helping the people deal with the children.

On page 45 of your report it talks particularly about continued pressures to school transport reflected in the increasing cost for SEN services out of borough placements. I

would like to know more about what is being done and what you are going to do in the next year to ensure that the school placements within the Borough locally for every child that is possible to place locally?

Supplementary Answer from the Executive Member for Children's Services

It will come into the context of the Special Educational Needs and Disabilities (SEND) Strategy that we are going to be producing later this year. Already there has been an SEN Strategy Group set up to have a look at solutions to the cost (which is what Councillor Bray's question is about) of sending children outside the Borough which is very, very, big indeed and it is something I am keeping a very close eye on.

One of the possible solutions that this Group might come up with will be to bring more children back inside the Borough. That might possibly be to involve building a new school, which obviously cannot happen overnight, but that could be one of the solutions. Certainly it is absolutely key to bring children back into the Borough, where they can be brought back into the Borough, because it is very expensive and it does have the transport problems. There will obviously be some children whose needs can only be met outside the Borough and they will continue to be met in that way. But one of the consequences of bringing children back inside the Borough into placements within our area will be that there is less spend on transport and less need to use drivers to transport them to school.

So I hope that will, in a roundabout way, answer your question.

24.3 Lindsay Ferris asked the Executive Member for Highways and Transport the following question:

I have considerable concerns that the financial information presented for the closure of the School Crossing Patrol Service (see pages 21/21 of this Agenda) are inaccurate and omit a number of ongoing Revenue costs associated with the provision and future running of the crossing facilities proposed to be provided.

Why have these ongoing revenue costs been excluded, as it gives a false impression of any supposed savings?

Answer

I believe the costs you are referring to relate to any interest payments associated with capital borrowing and the ongoing maintenance and operation costs once the sites have been installed.

I can confirm that the majority of the capital funding has been allocated from grants with a very small proportion from developer contributions. Therefore there are no additional costs associated with borrowing in this part.

As for maintenance and operation these costs are relatively small and will be absorbed within the existing maintenance budgets. The new lights will all be LED so power consumption and therefore cost will be very low and in terms of faults the most common fault is bulbs requiring replacement. With LED this is no longer a regular issue. As these installations will be new any maintenance or faults during the first few years will be covered under warranty. For new traffic signal installations the approximate annual cost is less than £600 per site.

Supplementary Question

I beg on the debate to differ if necessary on the interest payments because not all your money will be coming from that because it is a question of how the money is funded. So I will query that later.

I will also just make a comment before I get to my question. You mentioned that the decision was made a little while ago about this. My understanding is that it was on the first phase that the decision was made and that the paper presented said it would review the second phase so I have an issue with that. Also you were asked about not being able to do something about keeping any school patrollers. You know you can do that via a supplementary estimate so that is not an issue.

The issue I now have is there is an ongoing replacement cost for these control systems. They last somewhere between 10-15 years. So somewhere in the costs will need to be a replacement cost and I also do believe that the maintenance of seven new crossings, which is what you are putting here, would actually be quite a significant increase on the number so I will be asking you to come up with a specific issue regarding how you are going to increase the contract associated with the maintenance of the crossings that we have in the Borough and how that will come as I think the figures you mentioned of £600 a year is actually low but I would like you to provide that and if you could provide it by a written answer I am happy for you to do that?

Supplementary Answer

I said that the maintenance costs are relatively small and I don't think that is likely to change the number of crossings here and there are other crossings that we have in the Borough. The answer says that it is not going to significantly increase the maintenance budget but I will seek to get the more detailed answer you have asked for but I believe that the answer I have given is accurate.

24.4 Prue Bray asked the Executive Member for Children's Services the following question:

The Revenue Monitoring Report shows a predicted overspend in the Schools Block of over £1 million this year, on top of over £500,000 last year. The overspend is in the part of the budget that covers children with special educational needs. There is reference in the report (p 43) to an invitation to the Department for Education to visit WBC in mid-July to discuss the budget pressures and potential solutions. What was the outcome of that meeting?

Answer

You are quite right Councillor Bray and the meeting did indeed take place. The DfE were sympathetic to the issues but did not have any solutions in terms of financial help. They are aware of the concerns raised by Wokingham Borough Council and they did listen to what we said. They informed us that many councils are facing the same pressures and that other areas have even greater financial issues. They are currently touring the country to gain views of many councils and the concerns and issues that face them regarding the high needs funding. A statement or consultation will be made later in the autumn term.

Supplementary Question

I think we all know that school budgets in this area are clearly under pressure generally not just in the high needs block, which is why the schools rejected the Council's proposal that the funding should be cut to them to help meet the deficit in the high needs block. In the

light of the DfE's not exactly helpful visit what else are you going to do to help Wokingham schools to get a fair share of funding?

Supplementary Answer

This overspend as you will understand is something I inherited but it is something that I am very concerned about and it is something that I am, as I said earlier, keeping a close eye on. I do not want to repeat myself too much but the essence of what we are doing is to establish this SEN Strategy Group, in fact it has already been established, and it is doing service planning in the light of pressure on resources. One reason being that there are more children around in the Borough who have special educational needs. One of the reasons being that there are more houses being built and more families are moving into the area.

That Strategy Group is going to identify all possible actions to reduce that overspend and one of them, as I mentioned earlier, could possibly be by building a new special needs school in the medium term. There are other examples that they might possibly come up with and you can read more of them on page 43 of this agenda.

The outcome of these discussions will come forward in a new SEND Strategy later in the year but it is currently being worked on and we are looking at all possible angles.

24.5 David Hare had asked the Executive Member for Highways and Transport the following question. Due to his inability to attend the meeting a written reply was provided:

The Council designed a zebra crossing for Murray Road which was due to be installed on 25th July – before any decision was finally made about the effectiveness of these controls. It has now been delayed, but would it have been pulled if the anger of local residents had not been expressed at the last Council meeting, with questions about the validity of this idea abounding. An uncontrolled crossing on Murray Road would cause traffic chaos and might well lead to injury of the crossing users.

Answer

Following a site meeting with the local ward Member on the 10 July 2018, Officers have been considering a request to change the original proposed zebra crossing to a Puffin Crossing. The scheme will now be redesigned. I visited the school on 23rd July and observed the children arriving at school with their parents, and spoke to parents, a teacher and Mrs Birch which provided additional information on other issues beyond the issue of a school crossing patroller. I will take these into account during the redesign process.

24.6 Rachel Burgess asked the Executive Member for Highways and Transport the following question:

The School Crossing Patrol consultation raises a significant number of safety concerns. With regard to the Keephatch Road crossing these concerns are backed up by the independent road safety audit. The audit states that the proposed site of this zebra crossing is not safe for two reasons: poor visibility and, more crucially, proximity to the roundabout. The audit states that “the close proximity of the proposed zebra pedestrian crossing to the...roundabout...could result in an increased risk of...collisions”. Are the findings of the road safety audit going to be ignored at the Keephatch Road site?

Answer

No not all. All findings from a Road Safety Audit are an integral part of the design process and where applicable recommendations that have been identified have been adopted and included in the final scheme design.

The Road Safety Audit did not identify that the design would provide an unsafe crossing facility but highlighted recommendations that if implemented would improve safety further.

With regard to the hedgerow, clearance has started on site. The final design for the crossing has been proposed as far north as possible without taking pedestrians away from the desire line.

Supplementary Question

I would just like to focus on the location of the crossing. I don't believe that the crossing should be placed where it was originally proposed because of what it says in the Road Safety Audit. It cannot be placed much further north, as the Road Safety Audit suggested, because that is not practical and I don't think anyone thinks it would be. It cannot be placed at the south side of the roundabout because of the dropped kerbs and houses there. So do you not agree with me that the only safe solution, in this particular setting, is a school crossing patroller on the south side of the roundabout?

Supplementary Answer

I am advised that it is safe on the north side of the roundabout at a suitable distance from the roundabout to ensure that there is safety.

24.7 Andy Croy asked the Executive Member for Highways and Transport the following question:

Clearly, the main driver to cut the School Crossing Patrollers (SCPs) is financial – the cut first appears in the 2015 Medium Term Financial Plan and if safety were an issue I am sure the Borough would have replaced these SCPs years ago.

The financial information provided in the report excludes:

- Any attempt to quantify the value of non-core services (e.g. road safety training to children, a pillar of community cohesion, an extra set of official eyes and ears) provided by the SCPs;
- Maintenance costs of the proposed crossing sites, including, for example, maintenance of any high friction road surfaces which will need to be added.

Why are the Executive making a financial decision based on incomplete financial information?

Answer

The decision being made today is not based on financial considerations. That decision was made in 2015 and we are today deciding on whether we continue to implement that decision.

Supplementary Question

The decision was made in 2015 and indeed you said earlier that it was decided to withdraw the funding in 2015 and that is why we are where we are today. So what you are saying is that there are no revenue implications for the maintenance of the high friction

road surface and no revenue implications for the continued clearance of the vegetation on, for example, the Keephatch site and there are no revenue implications, for example, in the changes in the parking markings that you have eluded to all over these sites? There are revenue implications that are not included in the financial assessment.

So the question is why are you making a decision based on incorrect financial information?

Supplementary Answer

I do not agree with you that there are missing revenue implications because I think that what we are doing is actually spending capital money to make these places safe.

25. SCHOOL CROSSING PATROL SERVICE - CONSULTATION REPORT 2018

The Executive considered a report setting out the findings from the Safe School Crossing consultation.

The Executive Member for Highways and Transport advised the meeting that following consultation with local Ward Members it was intended to redesign the crossings proposed at four of the sites: Murray Road, Norreys Avenue, Keephatch Road and Hurricane Way. Officers would then come back with redesigns and as the new crossings would take 3-5 weeks to build it would therefore be necessary to reprogramme the delivery of these sites.

Councillor Pauline Jorgensen commented that she had received a lot of positive feedback in relation to the Silverdale Road site as residents were looking forward to the crossing.

RESOLVED that:

- 1) WBC continue with its proposal to provide safe, permanent crossings at the seven locations that currently have a school crossing patroller, and, following their installation, remove the school crossing patrol service once the permanent crossings are complete as set out in Option 2, Appendix 1 of the report;
- 2) all affected schools be reminded that they have access to the Council's road safety and My Journey teams who can facilitate further road safety training for pupils if requested.

26. SHAREHOLDERS' REPORT

(Councillors Norman Jorgensen, Pauline Jorgensen, Stuart Munro and Anthony Pollock declared personal interests in this item)

The Executive considered a report which provided the budget monitoring position and the operational update for the Council Owned Companies for the period ending 31 May 2018.

During his introduction of the report the Executive Member for Finance drew Members' attention to the fact that Wokingham Housing Ltd (WHL) had transferred 123 new homes to either Berry Brook Homes or Loddon Homes generating a profit of £600k. WHL had also paid off £1million of its operational loan back to the Council.

Councillor McGhee-Sumner also highlighted the good work that was being delivered by Optalis. Councillor Dolinski wished to congratulate Optalis on the delivery of their savings whilst continuing to provide excellent service.

RESOLVED that:

- 1) the budget monitoring position for the month ending 31 May 2018 be noted;
- 2) the operational update for the period to 31 May 2018 be noted.

27. REVENUE MONITORING 2018/19 - QUARTER ONE UPDATE

The Executive considered a report setting out the position of the revenue budget and the level of balances in respect of the General Fund, Housing Revenue Account, Schools Block and the Authority's investment portfolio to the end of June 2018. The requested supplementary estimates and the fact that no carry forwards had been identified were noted.

That:

- 1) the quarter one position of the revenue budget and the level of balances in respect of the General Fund, Housing Revenue Account, Schools Block and the Authority's investment portfolio be noted;
- 2) there are no Carry Forwards estimates to the general fund identified at this stage as shown in Appendix B to the report;
- 3) a supplementary estimate of £15,780 for 2018/2019 in relation to the decisions agreed at Personnel Board on 19th June 2018 in relation to the recruitment of the Chief Executive post be approved, and the ongoing full year effect at a cost of £49,120 per year for 2019/2020 onwards be noted;
- 4) a supplementary estimate of £67,580 for 2018/2019 in relation to the recommendations at Personnel Board on 19th June 2018 in relation to the restructuring staffing at Tier 2 in People Services be approved, and the ongoing full year effect at a cost of £94,240 per year for 2019/2020 onwards be noted;
- 5) the updates on the Adult Social Care action plan and the High Needs Block action plan be noted.

28. CAPITAL MONITORING 2018/19 - END OF JUNE 2018

The Executive considered a report setting out the quarter one position for the Capital Budget as at the end of June 2018.

RESOLVED: That the quarter one position for the Capital Budget, as set out in Appendix A to the report, be noted.

29. TREASURY MANAGEMENT OUTTURN 2017-18

The Executive considered a report relating to the Treasury Management Outturn for 2017-18 which showed that the Council had successfully adhered to all agreed prudential indicators in that year.

The Executive Member for Finance reminded Members that the Council had internal and external treasury management teams and between them they had achieved during the last financial year an average investment return rate of 1.68% which when considering that the average return from external financial institutions was 0.21% was very pleasing.

Councillor Pollock was pleased to note that no new external borrowing had been taken.

RESOLVED that:

- 1) it be noted that the report was presented to the Audit Committee on 6 June 2018;
- 2) the following be recommended to Council for approval:
 - (a) the Treasury Management Annual Report for 2017/18; and
 - (b) the actual 2017/18 prudential indicators within the report.

30. NEIGHBOURHOOD PLANNING WOKINGHAM AREA DESIGNATION SIGN OFF PROCEDURE

The Executive considered a report relating to the designation of Twyford Parish and Wokingham Without Parish as Neighbourhood Areas and also proposals for future determining future applications for Neighbourhood Area designations.

The Executive Member for Business, Economic Development and Strategic Planning explained that the neighbourhood planning process provided communities with the power to develop a shared vision for their area and the Council had a duty to consider any applications that were received. One of the benefits of going through this process was that the relevant parishes would be entitled to a greater share of developer contributions and have a say on where those funds would be targeted.

RESOLVED that:

- 1) Twyford Parish be designated as a Neighbourhood Area;
- 2) Wokingham Without Parish be designated as a Neighbourhood Area;
- 3) delegated authority be given to the Director of Locality and Customer Services, in consultation with the Executive Member responsible for Strategic Planning and the relevant ward members, to determine future applications for Neighbourhood Area designation.

31. DRAFT CENTRAL AND EASTERN BERKSHIRE JOINT MINERALS AND WASTE PLAN

The Executive considered a report seeking approval to commence a public consultation on the Draft Central and Eastern Berkshire Joint Minerals and Waste Plan and associated supporting documents.

Members were informed by the Executive Member for Environment that the Council was preparing a Joint Minerals and Waste Plan with the Royal Borough of Windsor and Maidenhead, Bracknell Forest and Reading Borough Councils using the services of Hampshire County Council who having produced their own plan recently had the requisite expertise.

Councillor Norman Jorgensen highlighted the two sites that were being proposed within Wokingham Borough following a 'call for sites' and assessment process: Bridge Farm, Arborfield for mineral extraction and Star Works, Knowl Hill for waste processing.

Members were advised that the report was seeking permission to go out to consultation in order that the views of members of the public could be taken into account in further drafting the Plan before a further version was brought back in due course. It was noted that the consultation was proposed from early August-October and in order to receive as many comments as possible this period had been extended in order to take into account the holiday period.

Councillor Pollock, as ward Member where one of the sites was based, was concerned about a number of issues relating to transport, roads and capacity, and wanted to ensure that before work was carried out at these sites that the road network would be assessed and improvements required would be implemented. He also wanted to ensure that specific consultation would be carried out with local people and they would be advised of the implications for them. In response Councillor Jorgensen advised that public meetings had been held recently in the affected areas to alert the local communities to the fact that the consultation was about to commence and seeking their engagement in that process.

In response to Councillor Pollock's other comments Councillor Jorgensen advised that before anyone actually wanted to undertake work they would have to come forward with a planning application. Therefore all the normal processes associated with planning applications eg consultations with the various relevant departments in the Council in order to look at the impact of road movements and adequacy of roads would all be studied in detail at that point. The planning application may or not be approved depending on the outcome of the process..

RESOLVED that:

- 1) the Draft Central and Eastern Berkshire Joint Minerals and Waste Plan be approved for public consultation;
- 2) community involvement on the Draft Central and Eastern Berkshire Joint Minerals and Waste Plan and associated supporting documents to take place between August - October 2018 be authorised;
- 3) the Director of Corporate Services and Director of Locality and Customer Services, in consultation with the Executive Member for Environment and the Executive Member for Business and Economic Development and Strategic Planning, be authorised to agree minor amendments necessary to the Draft Central and Eastern Berkshire Joint Minerals and Waste Plan and other supporting documents prior to consultation. (Any minor modifications would consist of non-material alterations such as rewording and correction of typing errors).

32. SDL COMMUNITY FACILITY, NORTH WOKINGHAM MATTHEWSGREEN

Due to Kings Church Wokingham no longer wishing to be considered as the potential operator of the Matthewsgreen Community Facility the item was therefore withdrawn.

RESOLVED: That this item be withdrawn.

33. HEALTH AND SAFETY ANNUAL REPORT 2017/18

The Executive considered the Health and Safety Annual Report for 2017/18 which is a high level report that looks back at internal health and safety performance during the twelve month period, highlights the main achievements over the year and outlines the key priorities for the current year.

The Executive Member for Environment presented the report and highlighted that the reportable injury rate was significantly lower than the national average for similar organisations and that the Council encouraged employees to come forward with any concerns/near misses in order that they could be dealt with and improvements required made.

RESOLVED that:

- 1) the corporate health and safety performance for 2017/18 be noted; and
- 2) the approach described and the health and safety priorities for the current municipal year 2018/19 be endorsed.

34. NEW PRIMARY SCHOOL PROVIDER RECOMMENDATION

The Executive considered a report setting out a process to determine which Academy Trusts should be recommended to the Regional Schools Commissioner to run new primary schools in Shinfield, Arborfield and Wokingham Town which would ensure that decisions could be made in a timely manner.

Members were informed by the Executive Member for Children's Services that it was the Council's role to seek expressions of interest for running new schools and make recommendations to the Secretary of State who was responsible for making the final decision. The benefit of doing so was that the Council had some control over who was chosen to run schools in the Borough. The priority for doing so at the current time was the new Shinfield West School in order that over the academic year it would be clear who would be running the School so that parents could make their preferences.

Councillor Pollock, as the ward Member for Shinfield, wanted to ensure that publicity related to the opening of the School would be improved and he offered to assist with this either through the Parish Council or through his fellow ward Members. He stated that publicity surrounding the opening of Shinfield West School last year was not perceived to be particularly good and therefore parents did not apply for places as they were not aware that they could do so. Because parents did not apply for places the numbers were not sufficient to make the School viable and it therefore did not open.

RESOLVED: That authority be delegated to the Acting Director for Children's Services, in consultation with the Lead Member for Children's Services, to determine which Academy Trusts should be recommended to the Regional Schools Commissioner to run new primary schools in Shinfield (Shinfield West), Arborfield (Arborfield Green) and Wokingham Town (Matthews Green).

35. DEVELOPING A MEMORANDUM OF UNDERSTANDING FOR WOKINGHAM INTEGRATED PARTNERSHIP ON HEALTH AND SOCIAL CARE

The Executive considered a report relating to a proposed Memorandum of Understanding (MoU) between the following partners: Wokingham Borough Council, NHS Berkshire, Berkshire West Clinical Commissioning Group, Berkshire Healthcare NHS Foundation Trust, Wokingham GP Alliance and Royal Berkshire NHS Foundation Trust, setting out how the Wokingham Integrated Partnership would work together over the next year within a 'shadow' Partnership.

The Executive Member for Adult Social Care advised the meeting that the purpose of the MoU was to set out how the Wokingham Integrated Partnership would work together which would build on and strengthen the strong partnership that already existed between the various partner organisations, in order to continue to deliver excellent health and wellbeing outcomes for residents.

It was noted that the MoU, which sets out broad principles, was not legally binding but was just a statement of joint intent.

RESOLVED: That the Memorandum of Understanding (MoU) between the following partners: Wokingham Borough Council, Berkshire West CCG (Wokingham Locality), Berkshire Healthcare NHS Foundation Trust, Wokingham GP Alliance and Royal Berkshire NHS Foundation Trust be agreed and endorsed.

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**MINUTES OF A MEETING OF
THE EXECUTIVE
HELD ON 28 AUGUST 2018 FROM 7.00 PM TO 7.03 PM**

Committee Members Present

Councillors: Julian McGhee-Sumner (Chairman), Richard Dolinski, Pauline Helliars-Symons, Norman Jorgensen, Pauline Jorgensen, Philip Mirfin, Stuart Munro, Anthony Pollock and Simon Weeks

Other Councillors Present

Laura Blumenthal
Malcolm Richards
Rachelle Shepherd-DuBey

36. APOLOGIES

An apology for absence was submitted from Councillor Charlotte Haitham Taylor.

37. DECLARATION OF INTEREST

There were no declarations of interest submitted.

38. PUBLIC QUESTION TIME

There were no public questions submitted.

39. MEMBER QUESTION TIME

There were no Member questions submitted.

40. COUNCIL PLAN ENGAGEMENT DOCUMENT

The Executive considered a report setting out the Engagement Summary for the Borough Plan which summarised the proposed vision and priorities for Wokingham Borough over the next five years.

During discussion of the report Members raised the following matters and asked for appropriate amendments to be made to the Engagement Summary:

- Main Areas of spend the Council also provides:
 - The word “housing” should be clarified to show that the responsibility of the Council was limited to the provision of affordable housing;
 - It was queried why Libraries were not mentioned;
- Affordable housing: “More people becoming homeless and in priority need”. Members asked that some context be included with the wording as it gave the impression that there were a large number of homeless people in the Borough;
- The Facts: the wording “delayed transfers of care” to be explained.

RESOLVED: That the Engagement Summary document be approved, subject to minor amendments put forward at the meeting, and a consultation with the Wokingham Borough community and stakeholders commence.

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TITLE	Shareholder's Report
FOR CONSIDERATION BY	The Executive on 27 September 2018
WARD	None specific
DIRECTOR	Graham Ebers, Director of Corporate Services
LEAD MEMBER	Executive Member for Finance and Corporate Services

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)

Transparency in respect of Council Owned Companies

RECOMMENDATION

The Executive is asked to note:

- 1) the budget monitoring position for the month ending 31st July 2018;
- 2) the operational update for the period to 31st July 2018;

EXECUTIVE SUMMARY

This report is to update the Executive on the performance and progress on those subsidiary companies that the Council has a controlling shareholder interest in.

Housing. The Council has established a group of wholly-owned housing subsidiaries in order to provide much needed affordable housing across the Borough whilst generating a financial return for the Council; this return contributes to the Council's aspiration of becoming increasingly independent of central government support.

The housing group has now become well established and last year Wokingham Housing Limited (WHL) built 123 new homes; these were then sold within the group to Loddon Homes Limited (LHL) and Berry Brook Homes Limited (BBHL) generating a profit of just over £600k. Also in 2017/18, WHL were able to pay off £1 million of its operational loan back to the Council.

WHL is working hard on its future development pipeline, planning to deliver a further 360 new homes over the coming years. Projections are for WHL to construct and deliver between 50 and 75 homes every year, with an annual profit target of at least £1 million.

Adult Care Services. Optalis Group (Optalis) was established to be the Council's provider of choice for Adult Care Services. Its key objectives were to provide safe and good quality Adult Social Care Services commissioned by the Council at a reduced cost and to provide a financial return to the Council. To date a reduction of costs amounting to over £1m per annum costs have been realised and following a recent merger with RBWM, the business has expanded from an annual turnover of £11 million to £40 million. This will enable Optalis to grow and create further financial returns through economies of scale and allow the company to generate additional streams of income.

Strategy and Objectives of the Council's Subsidiary Companies

There has been no change to the strategy and objectives of any of the Council's subsidiary companies since the last report to Executive in June 2018.

Operational Update

An operational update is provided in section 1 for each of the companies as at 31st July 2018. Any changes to the Directorships of the companies is provided at the end of the relevant company's operational update.

Financial Report

A budget monitoring report is provided in section 2 for each of the companies for July 2018.

BACKGROUND

Housing Group

Operational Report

WHL Schemes In Progress/Under Development:

Summary: WHL delivered 123 new homes in 2017/18, and have now delivered 141 homes in total since 2011. Another 14 homes have planning permission and are either on site or being put into development shortly.

WHL has around 360 units in the identified development pipeline, which would provide a net gain of units of around 150 additional homes, as 240 of these are on the Gorse Ride South regeneration project.

In terms of extending the development pipeline beyond the 360 potential units already identified, work is ongoing with Property Services (PS) to look at potential Council assets that could be developed to add to the development pipeline and help provide additional affordable housing and also homes for private rent and sale in the Borough. WHL are also looking at other opportunities outside of WBC assets to deliver the shareholders objectives, which include joint ventures with other organisations.

As a result of the much reduced and slower pace of development activity than expected in 2018/19, WHL will need to again start borrowing working capital loans soon from WBC, despite having paid off £1m of working capital debt last year. Although WHL has been self-financing so far this year, we expect to make a loss overall, before returning to profitability again in 2019/20.

SITE:	PROGRESS:
Norton Road (9 units)	<ul style="list-style-type: none">• There is some slippage in the programme as a result of the extreme hot weather in June, July and early August. Units will soon be watertight, which will allow a reassessment of the programme and what lost time can be caught up to try and achieve the January completion date deadline.• To date the net valuation is £790k against the contract sum of £1.631m – c. 48%.

Pipeline site with planning permission:

SITE:	PROGRESS:
Finch Road (2 units)	<ul style="list-style-type: none">• Discussions with Francis Construction are moving to completion and they are in conversation with SSE to get the dates for moving the electric cable agreed which will take place before the start on site date to ensure we do not incur unnecessary prelim costs.
Middlefields (2 units)	<ul style="list-style-type: none">• Resource Building Services are expected to start on site in September, and we are working through the pre-commencements planning requirements to be signed off by planning.
Tape Lane	<ul style="list-style-type: none">• Contracts for building the development with LIFEBuild have now been signed and are being engrossed. The development

(11 units for the HRA)	agreement between WBC Housing Services and WHL has also been signed, with a start on site scheduled for October.
Gorrick Square (1 units)	<ul style="list-style-type: none"> The fire strategy needed to cater for one of the residents that the scheme is being built for has been agreed by the fire officer so WHL can now work to get the tender documentation finalised. A WBC resource has been identified to lead on acting as the conduit between the families and WHL.

There have been no changes to WHL company directors since the last report.

Loddon Homes Limited (LHL)

Loddon Homes' first shared ownership homes at Elizabeth Road (2 units) and Barrett Crescent (2 units) are close to being sold. Loddon Homes are expecting sales income to be £115k more than originally estimated at £0.5m because of higher tranche sales than the 35% minimum.

As well as achieving shared ownership sale, Loddon continues to focus on ensuring WBC Housing Services fill all voids quickly.

Fosters is still only three quarters full, although 3 of the 8 vacancies have recently been allocated to and will hopefully soon be filled. At Loddon's September Board meeting the issue of voids at Fosters and loss of income was discussed and the Board have now formally asked WBC to relax the allocations criteria to get these vacancies filled and income secured as soon as possible.

Loddon Homes was forecast to make a profit in 2018/19 for the first time since being set up in 2014. As a result of the reduced development activity in 2018/19, where fewer projects are coming through than forecast and some projects having started later than originally anticipated, the profits expected from shared ownership sales in 2018/19 are much lower and will move in to 2019/20. When combined with the reduced rental income at Fosters due to voids, Loddon Homes now expect to make a loss this year, with ongoing profitability being delayed until 2019/20. If rental income at Fosters had been as forecast with units being filled much more quickly, the company would have broken even or made a small profit.

Changes to Directors:

There have been no changes to Loddon Homes' company directors since the last report.

Berry Brook Homes Limited (BBHL)

Berry Brook is monitoring closely WBC Housing Services and how they are managing Berry Brook's stock, especially at Phoenix Avenue where a second residents meeting is due to take place in October. Housing Services have been taking a proactive approach to defects management at Phoenix where the contractor Hill continue to need to be tightly managed. To help put more pressure on Hill, the Employers Agent role has been changed by WHL and is now being much more thorough in working with Housing Services on defects identification and management.

Berry Brook Homes is working towards purchasing the 22 key worker apartments in Wokingham town centre at Peach Place from WBC Town Regen and ensuring that allocations are prompt and arrangements for management are effective. Units are expected to come in to the company in early January.

Deciding how Berry Brook can best achieve its objectives of providing dividends back to WBC and also deliver housing that is needed in the Borough, is under keen discussion with our sister companies. With the dual issues of a slower than expected development pipeline combined with changes to Government housing policy, Berry Brook's business plans need a complete overhaul and rethink. The company hopes to have a clearer idea of its future strategy and best way of delivering its objectives later in the Autumn.

Changes to Directors:

There have been no changes to Berry Brook Homes' company directors since the last report.

2. Financial Report

WBC (Holdings) Group (comprising WBC (H)L, WHL, LHL and BBHL)

WBC Holdings- Profit & Loss									
P:4 Jul-18	Month			YTD			Full Year		
	Jul-18	Jul-18		Jul-18	Jul-18		Jul-18	Jul-18	
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Forecast	Variance
	£K	£K	£K	£K	£K	£K	£K	£K	£K
Income	89	64	25	356	243	113	1,069	956	113
Expenditure	(106)	(78)	(28)	(424)	(301)	(123)	(1,272)	(1,149)	(123)
Operating Profit/(Loss)	(17)	(14)	(3)	(68)	(57)	(11)	(203)	(193)	(11)

There is a contra-variance on income and expenditure reflecting a slower drawdown of loan capital by the subsidiary companies, resulting in a corresponding slower drawdown by WBC (Holdings) Ltd. Assuming schemes complete within budget and planned timescales, the full year forecasted outturns will show a smaller projected loss than originally budgeted for WBC Holdings and its subsidiary companies.

Wokingham Housing Limited (WHL)

Wokingham Housing Limited - Profit & Loss									
P4: Jul-18	Month			YTD			Full Year		
	Jul-18	Jul-18		Jul-18	Jul-18		Jul-18	Jul-18	
	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Budget	Variance
	£K	£K	£K	£K	£K	£K	£K	£K	£K
Income	220	367	(147)	1,211	1,356	(144)	10,694	10,952	(258)
Expenditure	(238)	(395)	157	(1,068)	(1,284)	216	(10,289)	(10,652)	363
Operating Profit/(Loss)	(18)	(28)	9	143	72	71	405	299	106

Income and Expenditure:

Income for July 2018 was £220k, which reflected a £147k negative variance due to lower construction revenue from the LHCs than budgeted. This lower income was countered by £157k less expenditure, resulting from lower construction costs in addition to below budget spending on most categories.

Year-to-date revenues reached £1,211k, which reflected a £144k negative variance. However, expenditure of £1,068k was £216k lower than budgeted reflects similar reduced expenditure as in the month.

The monthly operating loss of £18k reflected a £9k positive variance against budget, while the year-to-date operating profit of £143k is £71k ahead of budget.

Loddon Homes Limited (LHL)

Loddon Homes Limited- Profit & Loss								
P4: July-18	Month			YTD			Full Year	
	Jul-18	Jul-18		Jul-18	Jul-18		Jul-18	Jul-18
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Forecast
	£K	£K	£K	£K	£K	£K	£K	£K
Income	48	30	18	622	112	510	2,851	2,783
Expenditure	(31)	(31)	0	(529)	(114)	(415)	(2,108)	(2,111)
Operating Profit/(Loss)	17	(1)	18	93	(2)	95	743	672

Income and Expenditure:

Income for July 2018 at LHL reached £30k, which reflects a £18k negative variance. This is due ASC vacancies at Fosters which are a high priority to be filled. Year-to-date income of £112k reflects a £510k negative variance, due to sales from shared ownership not occurring in the period. However, demand for the completed properties has been strong with deposits secured on all properties, and LHL expects to receive this level of revenue, at a minimum, later in the first half of FY18/19.

Expenditure reached £31k in the month, which was roughly in line with budget. Year-to-date costs of £114k were £415k below budget, which was a result of the costs of sales for the above shared ownership properties not flowing through the profit & loss statement until sales are completed.

The operating loss of £1k in July 2018 was £18k lower than budget due to the variances explained above. The year-to-date operating loss of £2k is £95k below budget, primarily due to shared ownership sales not completing in the period as explained above.

Berry Brook Homes Limited (BBHL)

P4: Jul-18	Month			YTD			Full Year		
	Jul-18	Jul-18		Jul-18	Jul-18		Jul-18	Jul-18	
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Forecast	Variance
	£K	£K	£K	£K	£K	£K	£K	£K	£K
Income	53	61	(8)	191	199	(8)	582	586	(4)
Expenditure	(22)	(16)	(6)	(87)	(72)	(15)	(265)	(295)	30
Operating Profit/(Loss)	31	45	(14)	104	127	(23)	317	291	26

Income and Expenditure:

Income in July 2018 reached £61k, which reflected a £8k positive variance due to differences with budget assumptions. Year-to-date income of £199k reflected a £8k positive variance.

Expenditure reached £16k in the month, which reflected a £6k positive variance against budget. This was due to lower direct property costs and tight control of overheads in the month. Year-to-date expenditure reached £72k, which was £14k better than budget. This reflects similar expenditure patterns as those in the month. However, as the properties time out of the 1 year defects period, costs may revert to budget in coming months.

Operating profit in the month of £45k was £14k higher than budget, and the year-to-date operating profit of £127k reflects a £23k positive variance against budget.

Adult Care Services Group

1. Operational Report

Optalis Limited

General:

We have received CQC inspections across our Extracare Housing schemes (Alexander Place, Beeches Manor, Fosters and Birches) which resulted in a “good” CQC rating. We also received a “good” rating for our six bedded residential home. This means that in the last 5 months, we have received “good” in all inspected services. All these services 12 months ago were requiring improvement. A clear sign of our commitment to delivering quality services

The external year-end audit is reporting an increase in surplus in FY17/18 over the previous year.

Vacancies in the sector as a whole continue to present challenges. Our vacancy rates are below those of national averages, as is staff turnover.

Customer satisfaction levels are tracking at 84% which compares favourably to similar organisations.

Our Supported Employment team has re-won its contract with Reading College as a direct result of the successes we have achieved in this area. Nine out of ten customers who enter our service gain employment or work experience as a result of our programme.

Wokingham Borough Council Wokingham Borough Council (WBC) and the Royal Borough of Windsor & Maidenhead (RBWM) have agreed to appoint a joint Director of Adult Social Services (DASS) to manage the statutory social care duties of the councils.

This arrangement has developed through the growth of partnership working across the Royal Borough and Wokingham Borough. It confirms a clear commitment to strengthen services to its residents while at the same time securing greater resilience across the workforce through developing opportunities to work across a larger geographical area

The joint DASS will be Angela Morris who will be leaving her current role as Operations Director at Optalis which delivers adult care and support on behalf of both councils. As part of her new role Angela will lead a piece of project work to assess the future direction of Wokingham Borough Council's adult services.

2. **Financial Report**

Optalis Group (comprising Optalis Ltd, Optalis Wokingham Ltd and Optalis Holdings Ltd.)

P:4 Jul-18	Month			YTD			Full Year		
	Jul-18	Jul-18		Jul-18	Jul-18		Jul-18	Jul-18	
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
	£K	£K	£K	£K	£K	£K	£K	£K	£K
Income	3,784	3,751	33	15,105	14,915	190	66,766	66,766	0
Expenditure	(3,781)	(3,766)	(15)	(15,091)	(14,881)	(210)	(66,718)	(66,718)	0
Operating Profit/(Loss)	3	(15)	18	14	34	(20)	48	48	0

July 2018 results:

Optalis are reporting a £34k profit for the first four months. This is above budget and split between the RBWM and WBC contracts. A quarterly reconciliation will be taken to align the figures to Contract and therefore there may be adjustments to these figures. Private business is currently performing below what was anticipated but this is expected to increase from the September figures when the current year's SES Reading College contract begins.

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

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.

Stakeholder Considerations and Consultation

Not applicable – information report only

Resourcing and Timeline for Next Steps

Not applicable – information report only

Timeline for Review and Evaluation

Not applicable – information report only

List of Background Papers

None

Contact Kajal Patel

Telephone 07769957900

Service Resources

Email Kajal.Patel@wokingham.gov.uk

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TITLE	21st Century Council - Update
FOR CONSIDERATION BY	The Executive on 27 September 2018
WARD	None Specific;
DIRECTOR	Heather Thwaites, Director of 21C Programme
LEAD MEMBER	Leader of Council – Charlotte Haitham Taylor

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)

The report updates Members and the public on the progress of the Council's C21 change programme. This transformation of the way the Council operates is intended to achieve the following benefits:

- Improved availability of, and access to, Council services through digital channels
- Swifter resolution of issues and queries
- Ability for residents to track the progress of their issue as it is resolved by the Council
- Greater focus on problem-solving and customer responsiveness
- A leaner, more efficient Council costing significantly less to run

RECOMMENDATION

The Executive is recommended to note the progress in implementing the 21st Century Council programme.

EXECUTIVE SUMMARY

The Executive receives quarterly reports during the implementation period reporting on progress of the implementation of the programme and the revenue return on investment.

BACKGROUND

The C21 Change Programme forms an essential element of the savings contained within the medium term Financial Plan. The programme involves the implementation of a new model of working and organisation for the Council. It is underpinned by an extensive IT programme and is intended to extend to all parts of the organisation over the implementation period. When complete, the programme will contribute ongoing annual savings in staff costs of c.£4m. Implementation commenced following Executive approval of the business case in September 2016.

The implementation was phased into two parts, to ensure transition to the new model of working is safe and effective.

Phase 1 ran from October 2016 to Spring 2017 and included the establishment of the reconfigured senior leadership team and the reconfiguration of the Council's support services together with strategy and commissioning.

Phase 2 is being implemented in two phases. The current phase entails the establishment of the Council's Customer and Localities functions encompassing the following service areas:

- Environment
- Income and Assessments
- Housing
- Customer Services

Progress is set out below.

Members will recall that the business cases for the remaining services areas – those of the former People Services directorate is now being considered alongside the current financial and service challenges faced by these two demand led areas. It is likely that further revised business cases will be presented to Members in due course.

BUSINESS CASE (Including Options and Evidence of Need)

The implementation of the new Customer and Localities has progressed well since the last report. The new staffing structures are now largely in place. These comprise the teams reporting to:

Clare Lawrence – AD Place (Development Management, Highways and Transport Management; Contract Management of Shared Services, Waste, Grounds Maintenance, the Countryside Service etc.)

Mark Cupit – AD Delivery and Infrastructure (Strategic Development Locations; Major Highway and Infrastructure schemes, Specialist Highway and Drainage advice: CIL and Infrastructure funding; and Heritage and Green Infrastructure)

Jude Whyte who has been appointed to the vacant AD Customer and Localities (the new roles of Customer Management; Case Management and Locality Services)

Simon Price who has been appointed as AD Housing, Income and Assessment.

The implementation of the new Customer and Localities Directorate has delivered the full business case saving and every effort has been made to reduce the impact on our

staff. Headline staffing impact figures for this phase are; 240 staff had little or no change to their roles and 82 staff been redeployed into new roles. 14 staff resigned or were made redundant. Prior to the restructure the holding of vacancies and the use of agency staff has helped reduce the number of staff made redundant.

A phased and deliberately cautious programme of the new service areas going live is currently underway. This is intended to ensure that the move to the new operating model is carried out in a planned and tested way so as to ensure that disruption for customers and service users is minimised. This began with development management and will proceed with Customer Delivery; Income; Assessments and Highways by the end of the year.

This will deliver a transformation in customer experience in these areas, including increased resolution of issues at first point of contact and reduced hand offs. Specific improvements that the public can expect also include:

- New modern mapping software
- School admissions online
- Blue badges online
- New planning Search and planning map search facility
- Tree protection orders on a searchable map facility
- Improved customer account facility currently 28,000 users
- New online payment system including contactless and app pay facilities across
- the borough
- Council Tax online service
- Benefit online service
- Housing online service
- Ability to manage and track planning applications online
- Online booking for services e.g registrars
- Improved online highways reporting, tracking and information
- Members Intranet

In respect of People Services since the last update a shared Director of Adult Social Care and an Interim Director of Children's Services have been appointed. The permanent DCS is due to be appointed on 20th September. Current service priorities are the preparation for the likely Ofsted inspection in Children's and the bedding in of the joint arrangements in Adults. Both service areas continue to face significant challenges in relation to month to month growth in activity. The new service leadership will review and report on actions plans in these areas in due course outside of this quarterly programme update.

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.

The savings relating to people services are currently being considered as part of future work that will be bought back to Executive at a later date. This means that at the end of

financial year 2019/20 the programme will secure £3m of savings with a further £1m subject to a People Services plan.

	<i>£'000</i>	2016/17	2017/18	2018/19	2019/20	Total
Business Case	Revenue	710	2,180	1,500	0	4,390
	Capital	2,752	1,577	0	0	4,329
	Saving	0	(2,000)	(2,000)	0	(4,000)
Actual/Forecast	Revenue	600	1,909	1,881	0	4,390
	Capital	900	2,083	1,346	0	4,329
	Saving	0	(2,000)	(750)	(1250)	(4,000)
Variance	Revenue	110	271	(381)	0	0
	Capital	1,852	(506)	(1,346)	0	0
	Saving	0	0	(1250)	1250	0

Other Financial Information

None

Stakeholder Considerations and Consultation

Included in the report

Resourcing and Timeline for Next Steps

Implementation of Customer and Localities should largely be complete by the end of the financial year. The work will be undertaken by the new teams together with support from the programme team. This will be delivered within the existing agreed programme cost.

Timeline for Review and Evaluation

Revised business cases to cover the former People Services areas will be brought forward as part of the preparation of the MTFP in the first quarter of 2019.

List of Background Papers

None

Contact Heather Thwaites

Telephone Tel: 0118 974 6425

Service Customer and Localities

Email
heather.thwaites@wokingham.gov.uk

TITLE	Approval of re3 Waste Strategy
FOR CONSIDERATION BY	The Executive on 27 September 2018
WARD	None Specific;
DIRECTOR	Director of Locality and Customer Services - Josie Wragg
LEAD MEMBER	Executive Member for Environment, Leisure and Libraries - Norman Jorgensen

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)

To adopt the re3 Waste Strategy approved by the re3 Joint Waste Board on 27th April 2018 which lays down specific actions. The EU Waste Framework Directive 2008 sets a new recycling and re-use target of 50% for certain waste materials from households and other origins similar to households to be achieved by 2020. This target has been transcribed into UK law and will remain after Brexit.

RECOMMENDATION

That the Executive:

- 1) adopts the re3 Strategy 2018-2020 as recommended by the re3 Joint Waste Disposal Board on 27th April 2018;
- 2) notes the outline objectives allocated to Wokingham within the Strategy in attachment 1 to the report and below in the Executive Summary .

EXECUTIVE SUMMARY

The re3 Strategy principally relates to the statutory waste disposal function of the re3 Partnership comprising of Bracknell Forest, Reading and Wokingham Borough Councils. It is an important document because, once adopted, it will represent both:

- (i) the specific performance targets for the individual re3 councils, and
- (ii) the agreed consensus within the re3 Partnership in support of strategic development up to 2020.

The re3 Strategy aims align with those of the WBCs aspirations laid out in the January Executive Report, which approved the collection of food waste from 1st April 2019.

The re3 Strategy for 2018-2020 has two principal aims. They are:

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

Wokingham specific targets as detailed below:

- 52% overall recycling rate (with the introduction of food waste)

- 26% of the overall recycling deriving from the kerbside – garden waste, black boxes and food
- In addition 9% of total waste that goes to “energy from waste” is “incinerator bottom ash” although not allowed to be counted in our overall rate is actually recycled therefore should be noted within the Strategy

Both aims require enhanced collaboration between the statutory waste disposal function and the statutory waste collection function. However, while the re3 Board is constituted to manage the former, its composition (and the supporting officers) affords the individual partner authorities, and their respective relevant waste functions, with the capacity for genuine strategic partnership. This capacity for collaboration is a key opportunity and practical strength of the shared arrangements on waste.

The re3 Strategy objectives, which provide a focus for strategic activity over the range of issues affecting the re3 Partnership are as follows:

1. The re3 Strategy once again prioritises food waste (objectives A and H) because it is a waste management issue which has both direct and indirect financial outcomes for residents;
2. It includes a series of targets and indicators for each individual council (C1-C3);
3. It includes targets for the two re3 Recycling Centres and for the Material Recycling Facility (MRF);
4. Objectives (F, G, K and L) relate to the ongoing development of waste management facilities;
5. The strategy identifies the potential for the re3 Councils to work alongside the Waste and Resources Action Programme (WRAP) in response to concerns about the amount of plastic waste, continue building on the recent campaign on the recycling of pots, tubs and trays, consistent engagement with residents, at local and partnership levels, is absolutely essential in achieving higher levels of recycling and efficient services.

Reducing the net cost of waste – It should be noted that by diverting waste from the most expensive forms of general waste disposal (energy from waste & landfill) to recycling we can deliver marginal savings of around £100 per tonne and at the same time add to our overall recycling rate. This in turn means that developing campaigns to achieve this can be cost effective. This is especially true of maximising existing services like the black boxes, green waste collection and the glass bank system, which this Strategy sets out to do.

BACKGROUND

In 2006 the WBC entered into a partnership with Bracknell Forest & Reading Councils to form re3 and let a 25 year PFI Contract for the disposal of the waste from the three Councils which will run until 2031 with FCC.

The partnership has been a great success with two excellent household waste recycling centres at (HWRCs) at Longshot Lane, Bracknell and Smallmead, Island Road, Reading. The Contract also provides a materials recycling facility (MRF) at Smallmead and two waste transfer stations at the two sites above.

The Contract was set up to primarily deal with waste disposal but as the Contract has progressed, it's been noted that both collection and disposal are intrinsically linked with each having an effect on the other. This is particularly the case when trying to improve recycling performance, which for Wokingham has remained static at around 40% since 2010/11.

In 2012 the Council introduced containment (80 blue bags per annum) for the first time and saw residual waste fall by 20% in 2012/13 and this restriction on household waste saw kerbside recycling rise by 30%. However, since that time and as mentioned above recycling has remained static over that period.

BUSINESS CASE (Including Options and Evidence of Need)

The re3 Strategy reviews the following strategic schemes and discussions:

- A brief analysis of the background to re3 performance since commencement of the re3 Contract in 2006/07.
- Background information about current discussions within the waste management industry, around new approaches to measuring waste performance. Traditionally this has been based on the mass (tonnes) of the waste being managed. However, other indices, such as the carbon impact of waste, are increasingly being mentioned as offering a more relevant perspective.
- The re3 Strategy introduces a means of illustrating the cost of waste (as our current most relevant perspective) alongside the tonnage.
- The relationship between policies on waste collection and waste management/disposal, and vice versa. This is particularly important in ensuring that the impact of policy changes are fully understood and intended outcomes are delivered.
- Finally, the background information reviews the growing relevance of flats and multiple occupancy dwellings. As household numbers continue to rise across the re3 area, the proportion of such properties is growing. While high levels of performance are harder to achieve in these types of development, they cannot be overlooked. There is a continuing need for collaboration on best practice and operational solutions.

The introduction of food waste recycling will go a long way to achieving 50% to 52% recycling by 2020 by adding approx. 7% to our overall recycling figure which, as previously stated hovers around 40%. In addition to this we expect to add; 1.5% to 2% by increasing kerbside materials (pots, tubs, trays, foil and cartons added in February

2018), 0.5% to 1% by increasing glass banks by 25% across the borough to 50 by 2020 and 1.5% to 2% by reducing contamination in our kerbside recycling.

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	Revenue
Next Financial Year (Year 2)	£0	Yes	Revenue
Following Financial Year (Year 3)	£0	Yes	Revenue

Whilst there are no specific financial implications arising from the adoption of the re3 Strategy, the delivery of its objectives will be the subject of future decisions and the reports that support them will detail relevant businesses cases detailing specific financial outcomes. These will build on the understanding around the marginal saving of around £100 per tonne when diverting waste from disposal outlets to recycling.

Other Financial Information
None

Stakeholder Considerations and Consultation
N/A

Resourcing and Timeline for Next Steps
This Strategy will be managed within current resources in Place Clienting and re3 colleagues will be implementing the Strategy

Timeline for Review and Evaluation
Outline consideration of options for future development reported to the re3 Board before the end of 2019.

List of Background Papers
None not included in report

Contact Peter Baveystock	Service Place Commissioning
Telephone Tel: 0118 974 6338	Email peter.baveystock@wokingham.gov.uk

Attachment 1



re3 Strategy 2018-2020

INDEX

PART 1

- 1. re3 Strategy 2016 to 2017**
- 2. Analysis of Performance**

PART 2

- 3. re3 strategy (2018 to 2020)**
- 4. Vision**
- 5. Objectives**

PART 1

re3 Strategy 2016 to 2017

The previous re3 strategy, for 2016 and 2017, provided a focus for the re3 Partnership in addressing the need to reduce the net cost of waste and to recycle 50% by 2020.

The planning for that re3 Strategy helped the councils reach consensus on a direction and approach to their shared waste service and some important aspects of their retained, individual, waste collection services. During a time when the waste management industry is largely united in making calls for greater leadership, the shared focus of a local plan for the re3 Partnership was an undoubted benefit. Specifically it also led to:

- The introduction of the recent changes to recycling and the introduction of pots, tubs, trays and cartons.
- Closer working between the councils on development guidance in relation to waste, particularly in the cases of Permitted Development and multiple occupancy dwellings.
- The development of new access arrangements at the Recycling Centres and savings of c£2mpa.
- Cooperation on both treatment and reduction of food waste.
- Specific reporting on the links between the volume of waste receptacles provided by councils and their recycling performance.
- Collaboration on Minerals and Waste Planning.
- Cooperation on promoting greater utilisation of the re3 Facilities.
- The development of the first re3-wide incentive scheme for glass recycling, the 'Lotta Bottle' campaign.
- Further cooperation and coordination on communication with (and from) residents about waste and recycling.

Analysis of Performance

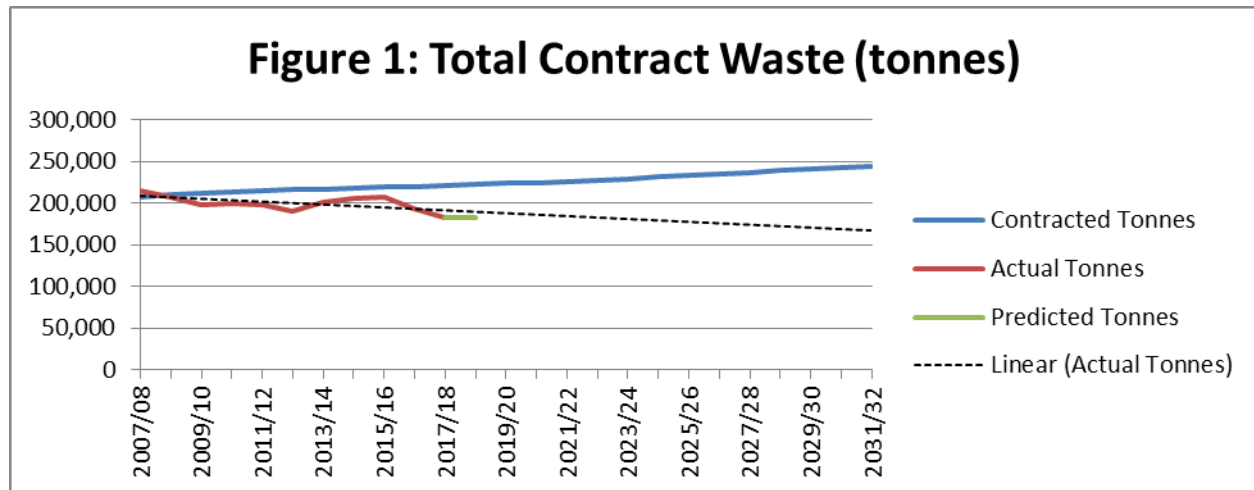
This section of the re3 Strategy provides some detailed background information on the conditions in which the re3 Partnership has operated, and principally *how* it has operated. It also indicates where past performance points to activities and improvements in the future.

Although we have set out, in this re3 Strategy, to look at the financial outcomes from waste as a separate perspective, it is important to keep in mind that the financial and performance outcomes are closely linked. An improvement in performance, as judged by the Waste Hierarchy, should have a direct relationship to improved financial outcomes. As such, this background information is presented as an important guide and indicator for decisions that need to be taken now (2018-2020) and for the longer term.

Figure 1 shows the tonnage that was expected to be managed through the shared re3 Contract at its outset as the blue line. The red line reflects actual tonnage while the later green section is the current predicted tonnage for the next two years. The graph illustrates two factors on waste that have undoubtedly made an impact since the re3 contract commenced.

Household waste is related to household purchasing confidence. The first factor is that consumer confidence was moderated by the financial crisis in 2008/09. This quickly led to less waste being received than was anticipated and the downward trend continued until 2012/13. Another aspect of

this was the fall in use of newsprint. While it was arguably inevitable at some point in time, the reduction in use of newsprint was affected by falling advertising revenues (arguably also linked to the financial crisis) and the emergence of far more convenient and powerful phones and tablets upon which news could be accessed.



The second factor has not caused such an immediate impact but is nonetheless contributing as an influence. It is that packaging has become lighter. For very good reason, retailers and producers of consumable products have worked hard to reduce the mass represented by packaging. Whilst not overlooking the urgency of making improvements in relation to the use of plastic, the outcome of this 'light weighting' has played a key role in keeping food fresh, for example, whilst using much less packaging than before.

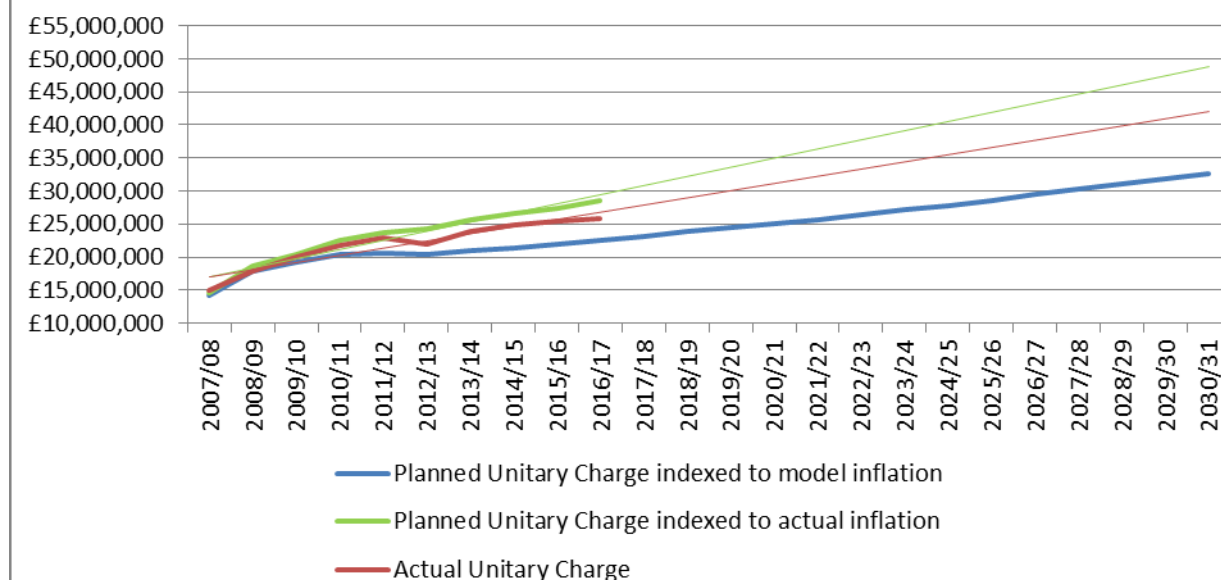
It is important to stress that the trend line (shown as a broken linear) is most unlikely to be realised as actual tonnage. This is not least because we know (and discuss later in this section) that there is growth in the number of households (both houses and flats/HMOs) within the re3 area. The trend line is nonetheless helpful in illustrating the direction of travel to date.

Figure 2 shows the expected cost (or the unitary charge) for the shared re3 Contract as the blue line.

The red line shows the actual cost of the re3 Contract in each year. Despite receiving fewer tonnes of waste than expected (as shown in figure 1) the actual cost is greater than was expected at the outset of the re3 Contract. A key reason for the higher cost is that landfill tax was changed from an annual increase of £3p/t to an annual increase of £8p/t in 2008. This happened after the planned cost for the contract (blue line) was modelled. Another factor which led to higher costs in the first two years of the re3 Contract was the short delay in commissioning of the Lakeside Energy from Waste (EfW) facility. This represented a delay in being able to divert considerable amounts of waste from landfill and meant higher costs than anticipated for the period in question.

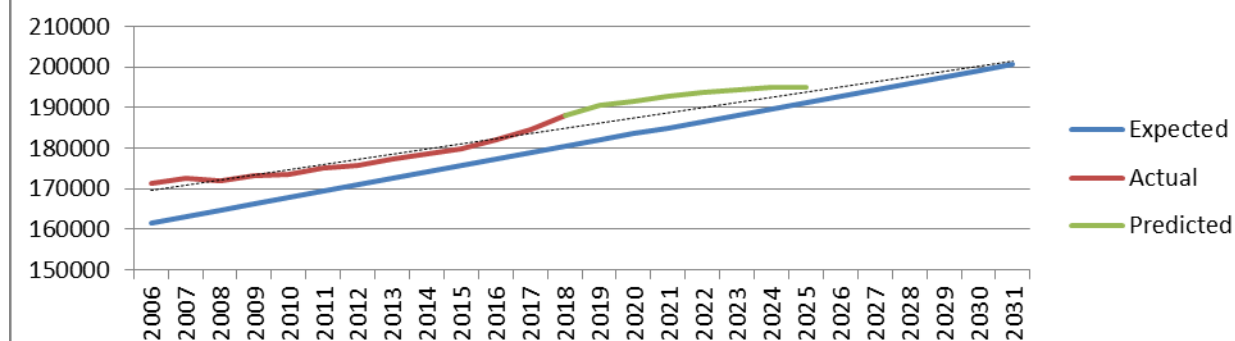
The green line reflects the same modelled costs as the blue line, but with actual inflation applied rather than the modelled inflation used at the outset of the contract. By equalising the level of inflation across both the modelled tonnage and the actual tonnage we can analyse the performance of the contract for the re3 Partnership on a like-for-like basis. When differences in inflation are removed, it is clear that the re3 Contract has out-performed the expectations of the modelling, as a result of the lower tonnage of waste and the contracted access to cheaper waste treatments such as recycling, composting and EfW.

Figure 2: Total Unitary Charge



As described above, overall levels of waste have been reduced in comparison with expected tonnages. However, figure 3 shows that actual numbers of household (red line) have significantly exceeded the numbers originally expected (blue line) by the re3 Councils, at the time the re3 Contract was initially being negotiated.

Figure 3: Household Growth



Even at the outset of the re3 Contract growth in actual household numbers had exceeded the initial estimates (which were based on figures derived in 2004).

The green line represents current expectations of housing growth up to the middle of the next decade.

Towards the end of that period, it appears that the Predicted line and the Expected line are converging. If this were to happen it would mean that housing growth had been accelerated but not ultimately exceeded that modelled at the outset of the re3 Contract. While that would still have resulted in more waste being processed it would mean that, for household numbers, the facilities were still close to the capacity originally estimated. It will be important to continue to review actual

housing growth to see if it does converge as is suggested above. Equally likely, however, is that the demand for even more development within the re3 area will continue.

As tonnages remain lower than expected, there is no immediate issue regarding the capacity of the facilities to process the waste from the re3 area. However, the pressure on the facilities from visitor numbers (as distinct from the mass of waste being managed) is a relevant potential concern. Until the changes to the access arrangements at the re3 facilities in 2016, the re3 Partnership was concerned by the impact of queuing at both facilities. It was most urgent at Longshot Lane, partly as a result of the layout and location of the site.

There is some evidence (examples in Figure 4 and 5 below) that the balance of waste management has been moved towards waste being received at the Recycling Centres, delivered by residents.

Figure 4: Household Waste Arisings (tonnes)

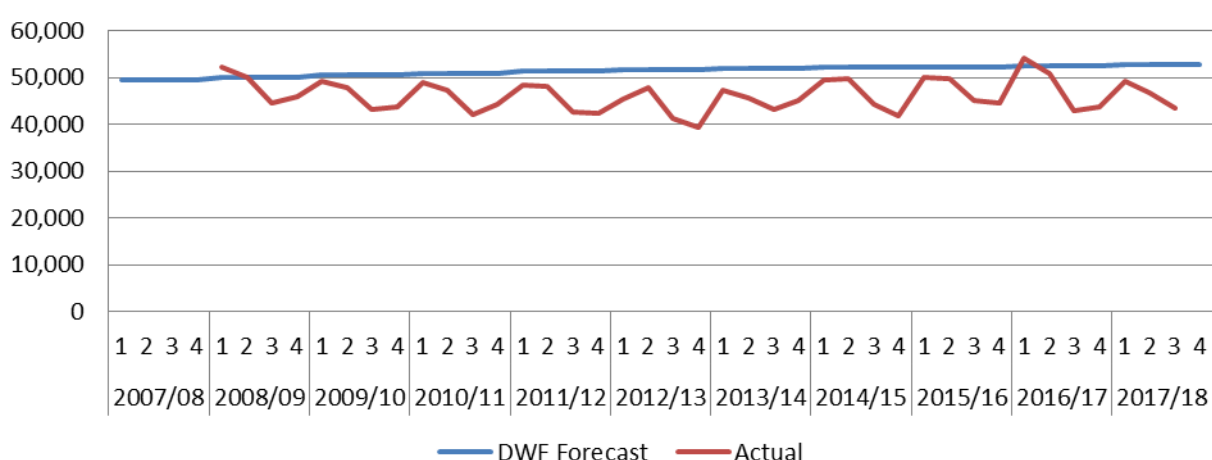
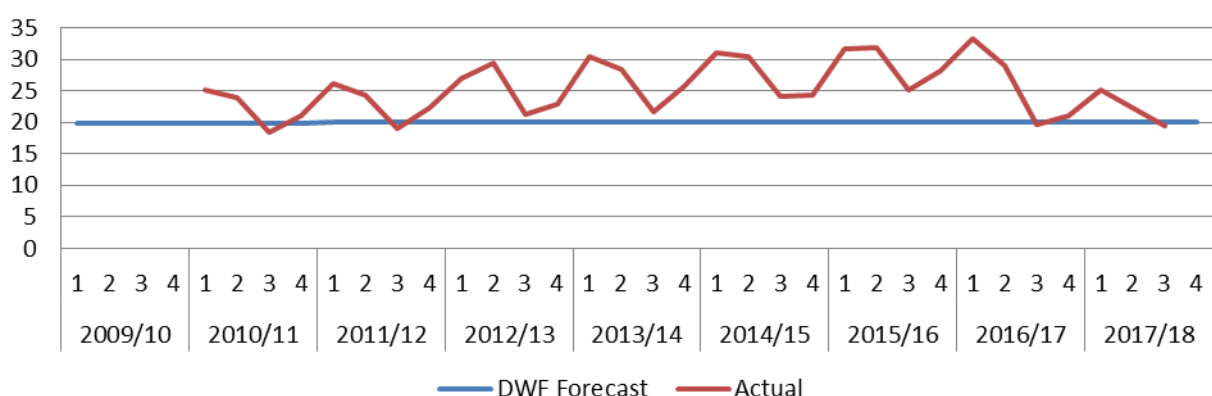


Figure 5: Recycling Centre Waste as a (%) Proportion of Total Household Waste



This has most likely occurred as a result of a combination of waste collection scheduling and resident attitudes. The restrictions on the capacity of waste receptacles in each of the council areas and the introduction of charges for green waste are the likely policy drivers for change. In each case there is good reason for the decision. In the former example, the re3 Project Team has reported, as an objective from the previous re3 Strategy, on the evidence which shows that restrictions on the capacity of receptacles can have a positive impact on recycling rates. These changes in service

have been supplemented by the apparent willingness of residents to visit the Recycling Centres with even small amounts of waste, as is convenient to them.

There is no immediate need to react, or change direction but, as housing numbers continue to increase; these are factors which the re3 Partnership will want to take into account.

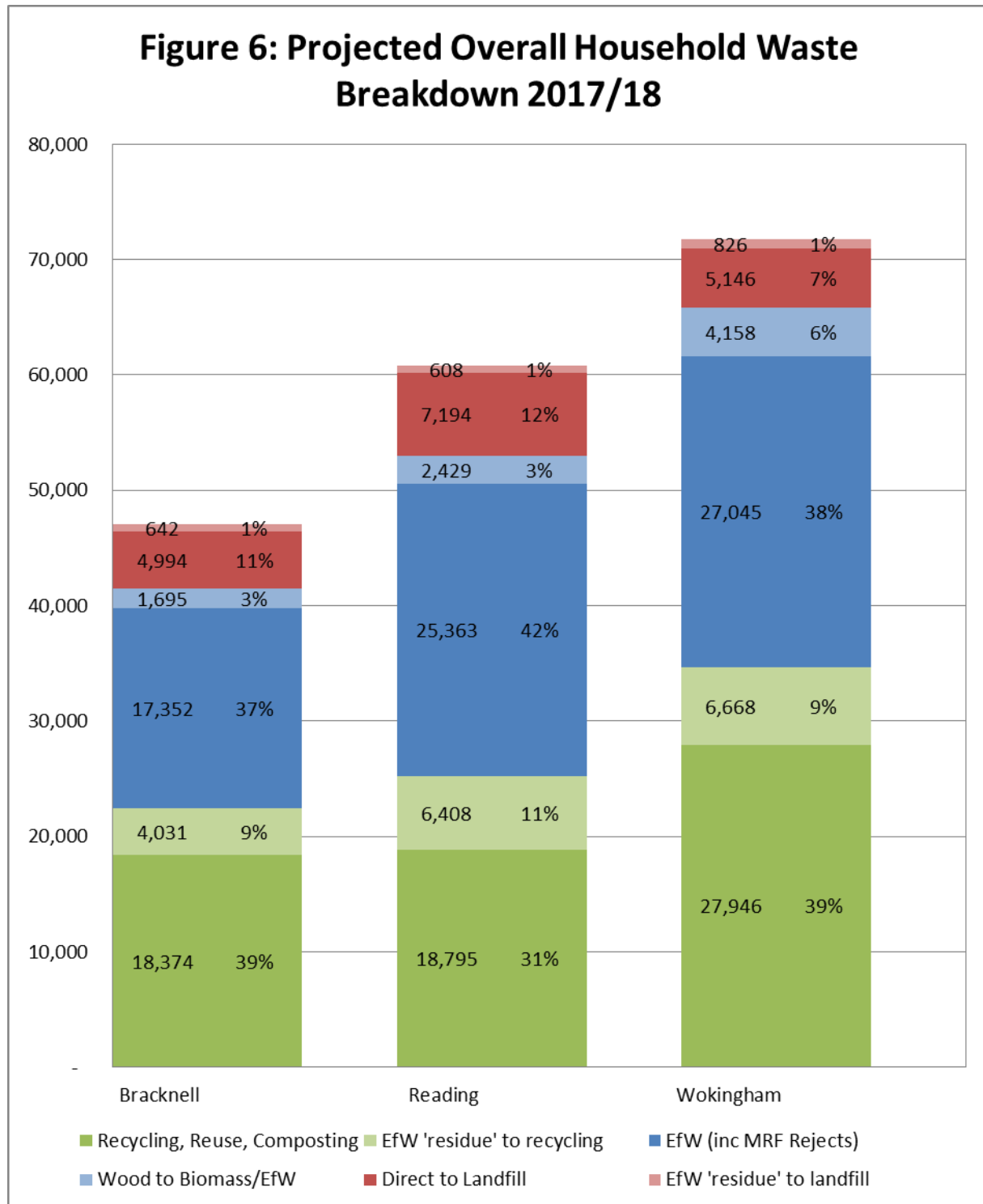


Figure 6 provides a summary of waste treatment for each of the re3 Councils. The councils are a long way ahead of where they were in the past, prior to the commencement of the re3 Partnership in

1999. Individual and Partnership initiatives have driven performance forward in many important areas.

It may or may not be valid or important to compare the re3 Partnership with other organisations. Although there is no explicit hierarchy between the two principal themes of this re3 Strategy, it can be argued that the 'first amongst equals' must be to 'reduce the net cost of waste'. While it is a great achievement to be considered the best in comparison with other partnerships, the principal aim is to address local imperatives. Via that outcome, the re3 Partnership will also support other core services and the funding pressures faced by the re3 councils.

In order to reduce the net cost of waste, the re3 Partnership must further reduce the red section, which relates to the waste sent to landfill, in each of the columns at figure 6. As previously reported, the first priority must be to increase the capture of recyclables already collected because increasing the service efficiency of our existing service is likely to have a very short payback period. This has recently been increased by the amendments made to the re3 Material Recovery Facility (MRF) and the supportive commercial arrangements, for recycling plastic, made with the Contractor. Capture of kerbside recyclables, collected by the re3 Councils, must be improved. This re3 Strategy sets out (at objectives C1-C3) the direct financial benefits that can be realised by the re3 Councils if this is achieved.

The re3 Partnership recognises the value of the recycling of incinerator bottom ash (IBA). Accordingly, this re3 Strategy now incorporates a measure of the percentage of contract waste that is recycled from IBA into materials for the construction industry.

The limitations of tonnage (mass) based indicators for waste management have been the subject of industry-wide discussions for some time. One thread within the discussion is to refer to the perverse outcomes that can come from measuring performance in tonnes. An example of this might be where an essentially renewable resource, like paper, is prioritised over a finite resource, such as plastic. Such prioritisation occurs because paper waste (newspapers, junk mail, cardboard etc.) has a higher weight than plastics which are being made lighter all the time. So, 'chasing tonnage' is increasingly being considered as the wrong priority for the waste management industry. This perspective is partially reflected in the EU Circular Economy Package and is also mentioned in the UK government's recent document 'A Green Future: Our 25 Year Plan to Improve our Environment'.

Tonnage is still likely to be the principal measure of waste for some time, however. A transition to other indices, such as one based on the carbon impact of waste types and treatments is unlikely to occur until the principal stakeholders in the waste management industry are confident that any changeover will not have an adverse effect upon their stake. Commercial waste management organisations will obviously been keen to protect their interests, with costs being based on a per tonne basis. Many contracts are based on expected levels of waste, again measured in tonnes. An ongoing translation from tonnes into a future index will be necessary both as a transitional tool and to retain a means of measuring continuous progress.

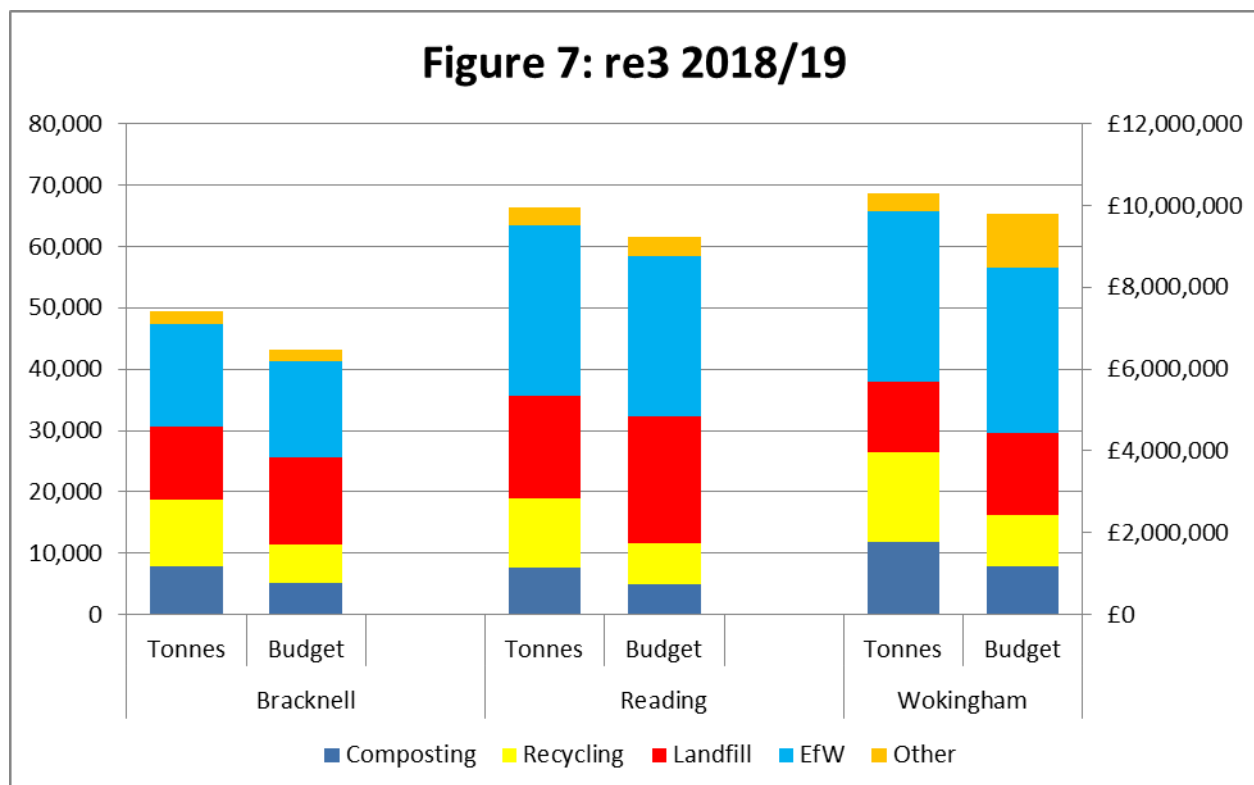
In advance, and as an exercise in taking a different perspective on the performance of the re3 Partnership, a financial translation has been developed for this re3 Strategy.

Each pair of the columns on the figure 7 relate to the same waste. The left-hand columns for each council show how many tonnes are expected to be managed by each council in 2018/19 (and relate to the left-hand y axis). The right hand columns for each council show how the same tonnage is translated into a cost (and relate to the right-hand y axis).

It is easy to see how recycling (yellow) and composting (dark blue) translates into far smaller proportions of overall costs than their tonnage would suggest. This is because recycling is a far cheaper form of waste management, per tonne, than disposal (e.g. landfill or EfW). There is an indirect relationship between recycling and composting and overall cost. In most scenarios, if

recycling and composting increase, the overall cost will reduce. However, there is a direct relationship between landfill and cost. If landfill increases, the overall cost of waste management will increase. Reducing the amount of waste sent to landfill is one of the reasons the re3 Partnership was formed and since its commencement, the re3 Contract has successfully reduced waste to landfill from over 70% to the present levels shown herein.

The purpose of figure 7 is to illustrate the relative difference between looking at waste as a tonnage and looking at waste as a financial cost. As previously described, we know the basic principles but this illustration should support the re3 Partnership in prioritising service decisions and achieving the twin objectives of reducing the net cost of waste and recycling 50% by 2020.



Another important aspect to note is the fact that the amount of waste sent to EfW is currently capped. This means that the re3 Partnership cannot easily send more waste to EfW than the cap of 70,000 tonnes per annum. This is important because EfW is also a more financially advantageous treatment than landfill. The primary way of reducing costs and improving performance must be through increasing the amount recycled, composted and reused. However, so long as those outcomes can be achieved, it will also be important to establish conditions in which more waste can be sent for energy recovery if doing so can displace waste that would otherwise have been sent to landfill.

The estimated composition of residual waste by dwelling type (kerbside for houses and flats for flats and HMOs), for each of the re3 Councils and the re3 Partnership, is shown at figure 8.

It is important to remember that figure 8 illustrates the composition of the residual waste. Therefore it does not show the waste that was made available for kerbside recycling collections, garden waste collections or delivered direct by residents to the two Household Waste Recycling Centres (HWRC). The purpose of the sampling was to assess what materials could be diverted from disposal either via existing and alternative council services or via new council services. From that perspective,

there are two specific categories within the above waste composition which require specific strategic consideration.

The first is food waste at about 1/3rd of waste for disposal. By virtue of the objectives contained within the previous re3 Strategy, and amended herewith, the re3 Partnership has undertaken (and is continuing) detailed planning on the commencement of processing of food waste.

Figure 8: Composition of re3 Residual Waste (by household type)

WASTE MATERIALS % BY WEIGHT	READING		BRACKNELL		WOKINGHAM		re3	
	KERBSIDE	FLATS	KERBSIDE	FLATS	KERBSIDE	FLATS	KERBSIDE	FLATS
RECYCLABLE PAPER	1.96%	3.50%	1.73%	4.48%	4.02%	4.32%	2.69%	3.92%
RECYCLABLE CARD & CARDBOARD	1.18%	5.38%	1.01%	4.42%	1.09%	4.25%	1.11%	4.93%
RECYCLABLE METALS	0.96%	2.83%	0.78%	1.60%	0.87%	1.63%	0.88%	2.28%
PLASTIC BOTTLES	1.10%	3.58%	0.98%	1.98%	1.18%	2.55%	1.10%	2.93%
GARDEN WASTE	6.53%	0.24%	2.96%	0.19%	3.06%	0.15%	4.39%	0.21%
TEXTILES	2.71%	2.25%	3.37%	5.30%	3.83%	2.35%	3.29%	3.27%
GLASS BOTTLES & JARS	3.66%	7.03%	2.44%	8.64%	3.13%	3.53%	3.18%	7.16%
NAPPIES	8.46%	13.09%	7.06%	12.52%	6.89%	3.87%	7.54%	11.84%
ALL DIY WASTE	0.36%	1.42%	2.87%	0.80%	0.91%	0.05%	1.15%	1.05%
FOOD WASTE	30.94%	35.59%	34.28%	32.73%	31.39%	39.83%	31.87%	35.13%
OTHER RESIDUAL WASTE	42.13%	25.10%	42.53%	27.34%	43.63%	37.48%	42.79%	27.27%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source re3 Waste Composition Analysis, MEL 2016

The second category is entitled 'nappies' within the table but which also contains absorbant hygiene products (AHP). There is limited scope for recycling this category of waste at present. However, establishing the conditions related to separately treating this material type will be considered as part of this re3 Strategy.

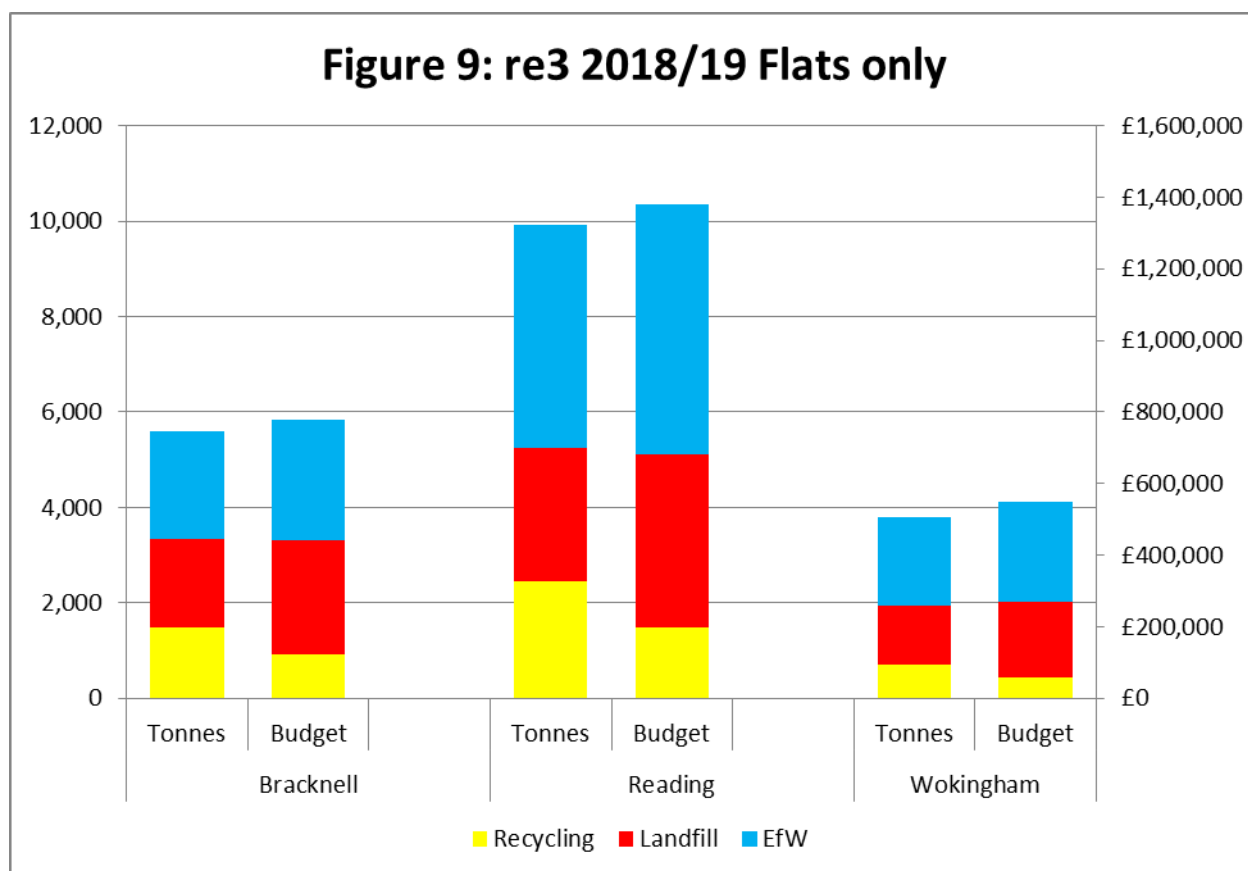


Figure 9 above illustrates the same tonnage and financial perspectives as in figure 7 but looks at flats and HMOs only. Flats and HMOs present particular service challenges in relation to waste

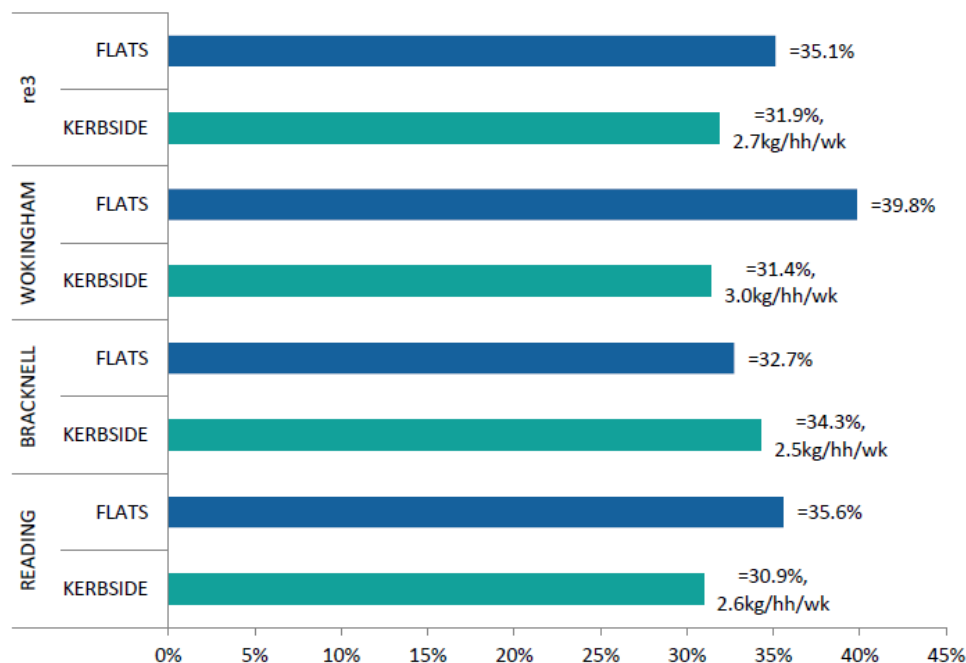
management. Among them are issues of space, access to bins and also the less direct relationship between a resident and their bin. None of these factors is considered a fault of residents but each is undoubtedly a consideration that must be made by the re3 councils in terms of the service offered and the expectation of service performance (e.g. capture of recycling).

The proportion of higher density developments is growing across the re3 area. Accordingly, this cohort of residents is important even though there are some complexities in terms of offering similar service to those for houses. Means of engagement, and modes of service, which prompt far higher levels of recycling than is currently the case in flats and HMOs, will need to be established if levels of performance across the re3 Partnership are to be improved.

Food waste is a potential area of the service in which flats could feasibly outperform houses. As the table below illustrates, the waste from flats and HMOs tends to have a greater proportion of food waste than the waste from houses. Figure 10, below, illustrates the percentage of overall residual waste that was analysed as being food waste for both flats and HMOs and houses (kerbside). In each case, the proportion for food waste is higher in flats than for houses.

While capturing the food waste from multiple occupancy developments is not easy, this is an area in which residents could make a considerable contribution to the control of the net cost of waste and improving the recycling rate.

Figure 10: Proportion of Food Waste within re3 Residual Waste (by household type)



Source: re3 Waste Composition Analysis, MEL 2016

PART 2

re3 strategy (2018 to 2020)

This re3 Strategy builds on its direct predecessor. Some of the objectives which form the strategy for 2018 to 2020 remain closely aligned with objectives from the earlier, 2016 to 2017, strategy.

The principal themes have been reduced from four to two. They are:

1. Reduce the net cost of waste
2. Recycle 50% by 2020

We've called them 'themes' because they are intended to summarise a collection of strategic necessities which apply to the re3 Partnership.

The requirements to reduce the net cost of waste and recycle 50% by 2020 are made ever more important by continuing housing growth in the re3 area. Growth predictions for households being built in the re3 area exceed those assumed at the time the re3 contract was negotiated. There is potential, therefore, for pressure on local facilities and this re3 Strategy identifies some practical steps that can be taken by the re3 Partnership, to plan for and manage waste growth.

One interesting aspect of this re3 Strategy for 2018 to 2020 is an even more direct financial focus on waste management and recycling in particular. This reflects the continuing need to identify savings, including in the waste service, to support other core services within the re3 councils. The re3 Partnership is also keen to explore different ways of measuring the service, which reflect the relative impacts of waste and waste treatments. The objective of trying to 'reduce the net cost of waste' has been an imperative throughout but this re3 Strategy illustrates the direct impact of operational development on financial outcomes in a direct sense. New targets and indicators have been developed to support and drive improvement.

Another key area of change in this re3 Strategy is the emergence of greater public consciousness about the impact of plastic waste. Plastic is a great example of a material whose relative and potential environmental impact is not directly appreciable from its mass. Indeed the 'light-weighting' of plastic packaging whilst using less virgin resource, and undoubtedly reducing transport costs for the packaging industry and retailers, has arguably not reduced the level of general reliance on single-use plastic packaging and its potential impact on the global environment.

This re3 Strategy commits the Partnership to supporting the WRAP campaign on plastics. There are several reasons for supporting the WRAP campaign. It is complementary to the aims of this re3 Strategy and is also broadly supportive of existing council aspirations (e.g. water bottle refilling and seeking to discourage use of unnecessary single-use plastics). Finally, it is important for the re3 Partnership to be responsive, in a sustainable way, to the groundswell of opinion that has been prompted on plastic.

The re3 Partnership will observe and ideally contribute to the debate about deposit return schemes (DRS). The idea has grown in status on the back of the concerns about plastics. However, the re3 Partnership wishes to withhold its position in advance of specific details about how a UK DRS will work. From a local government perspective, and on behalf of residents, it may be the case that DRS could reduce the viability of existing council recycling collections. Local Government has provided a comprehensive waste collection and processing service for residents. It has demonstrably responded to industry demands on material quality and has provided considerable investment in the infrastructure of the UK recycling industry. Recycling outcomes must be improved and the important

issues raised by the issue of single use plastic packaging will ideally be addressed without detriment to the existing systems of recycling in the UK.

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 existing operations and standards to evolve in support of the corporate priorities of the re3 councils.

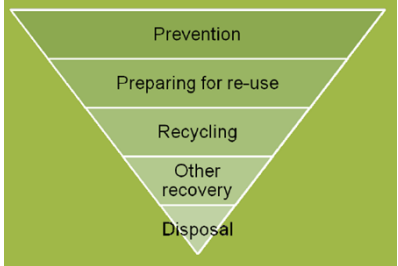
Accordingly, the vision for the re3 Partnership reflects the need for waste services to be better aligned with one another and to contribute both corporately and, of course, to the wider community. The vision for re3 is as follows:

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

This vision recognises the circular relationship between costs and recycling performance.

Objectives

The re3 Strategy is embodied in the following objectives:

Ref	Objective
A	The re3 partnership will promote waste reduction in line with the waste hierarchy.
Additional Background	
 ref: Gov.uk	Using appropriate information and messaging the re3 Partnership will promote waste management at a personal, and household, level. The re3 Partnership and the individual re3 Councils are important stakeholders but often manage waste once it has already been created. It is also important to support residents with information which can help them to avoid waste. This must be undertaken in a way which is constructive and supportive, presenting re3 residents with practical steps or actions that can be taken should they wish to do so.
Principal Owners	
re3 Project Team	Target
	March 2020
Notes	
<p>The Waste Hierarchy is as follows (ref: Gov.uk):</p> <ul style="list-style-type: none">• Prevention - Using less material in design and manufacture. Keeping products for longer; re-use. Using less hazardous materials.• Preparing for re-use – Checking, cleaning, repairing, refurbishment, whole items or spare parts.	

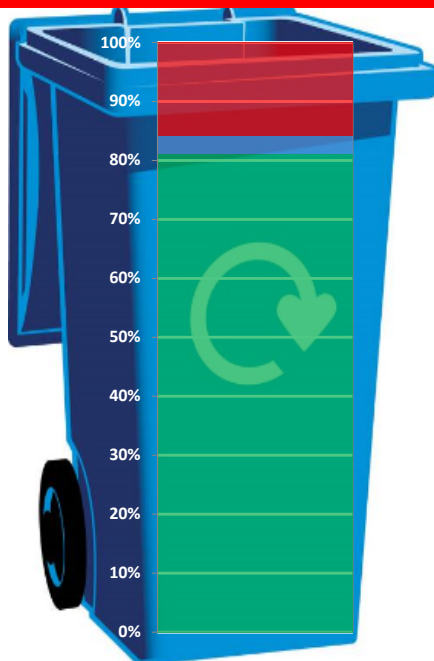
- **Recycling** – Turning waste into a new substance or product. Includes composting if it meets quality protocols.
- **Other Recovery** – Includes anaerobic digestion, incineration with energy recovery, gasification and pyrolysis which produce energy (fuels, heat and power) and materials from waste; some backfilling.
- **Landfill and incineration without energy recovery.**

This objective will be delivered, wherever possible, by offering support (or seeking support from) individuals, community groups or businesses who are involved in activities relevant to this objective.

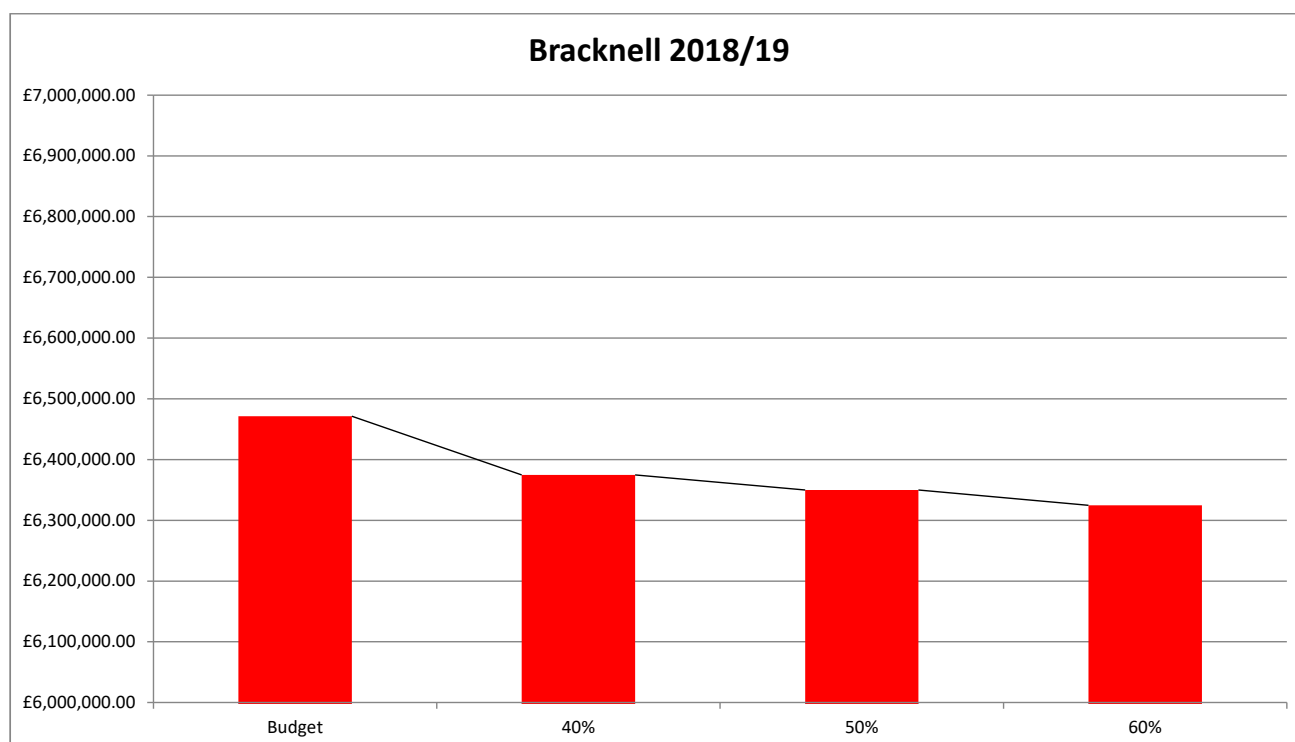
Ref	Objective
B	The re3 partnership will continue to target the cost of food waste to residents.
Additional Background	
<p>Waste food represents a double cost to communities. Whenever food is wasted, residents, as consumers, pay for food that ultimately isn't consumed and then they pay, as taxpayers, to dispose of it or treat it. This analysis of costs is relevant even if treatment involves energy production.</p> <p>Many factors, not least financial and social factors beyond the scope of the re3 Councils, are relevant to the overall level of food waste generated. Nonetheless, the re3 Partnership will continue to address this important objective and encourage residents to reduce wastefulness with food.</p> <p>Social media will play a key role in this objective as it represents a cost effective medium through which to contact residents in convenient and timely ways.</p>	
Owners	Target
re3 Project Team re3 Board Individual re3 Councils	2.50kg/hh/wk
Notes	
<ul style="list-style-type: none"> • Measurement of the target for this objective will be achieved via a planned biennial compositional analysis of waste within the re3 area. • The current working baseline figure for the re3 area is 2.71kg per week • The reduction of food waste by of an average of 210g per household per week (7.75%) would save up to £260,000 in disposal costs. • The re3 Partnership commissioned an independent analysis of the amount of food waste generated within the re3 area. By combining that with the results of separate research by the Waste and Resources Action Programme (WRAP) we estimate that the purchase value of avoidable food waste to re3 residents is c£75m p/a. • Where other stakeholders (e.g. organisations) can be informed and supported, the re3 Partnership will do so though the principal target remains related to household waste. 	

Ref	Objective
C1 BRACKNELL FOREST COUNCIL	A series of targets and indicators have been set by Bracknell Forest Council to indicate progress towards the overall goal of achieving 50% reuse and recycling by 2020.
Additional Background	
<p>The re3 partnership considers that targets are a helpful stimulus for service planning and activity. Bracknell Forest Council has set a series of indicators and targets to promote and record progress towards the overall goal of achieving 50% reuse and recycling by 2020. All gains, however small they are in isolation, should be considered and an affordable means of delivery sought.</p> <p>The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling service and, further below in this section, a financial incentive has been identified for the council which relates to the more efficient capture of recyclables that were assessed to remain in the residual (disposal) collection.</p> <p>Elsewhere in this section are a series of indicators (italicised) which are intended to inform decision-making and detailed analysis of the efficiency of the waste collection service. Among these is information on the recycling of incinerator bottom ash which unfortunately is excluded from being included in the overall measure of reuse and recycling.</p>	

Category	Background	Performance
		Target/Indicator
C1A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 43%
C1B Kerbside Recycling	Using the respective weekly council kerbside collections is an effective way to recycle. This indicator looks at this service alone.	Target: 23%
C1C	<i>Despite displacing 'virgin'</i>	9%

Including Incinerator Bottom Ash (IBA)	materials, the recycling of IBA into building blocks is not yet counted as 'recycling' by the Government. Nonetheless, re3 recognises the value of this activity.								
C1D Material Specific Recycling	Over time, the composition of waste changes as regulation, purchasing habits and cost dictate what types of product and material we use and discard. This indicator looks at specific types of material both to track progress and chart trends.	Newspaper	4.41%.						
		Card	4.03%						
		Mixed paper	1.04%						
		Steel and Aluminium tins and cans	0.72%						
		PET and HDPE plastic bottles	1.10%						
		Pots, tubs and trays	1.29%						
C1E Contamination	Contamination is the term used to describe items which are not supposed to be present within recyclables. The level of contamination is, therefore, an indicator of the effectiveness of waste collection arrangements. It also has an impact on recycling because at high levels of contamination it can become harder to separate 'good' recyclables from the unwanted items.	<div></div> <table><tr><td></td><td>Target Materials</td></tr><tr><td></td><td>Non-Target Paper and Card</td></tr><tr><td></td><td>Other Non-Target and Non-Recyclable Materials</td></tr></table>			Target Materials		Non-Target Paper and Card		Other Non-Target and Non-Recyclable Materials
	Target Materials								
	Non-Target Paper and Card								
	Other Non-Target and Non-Recyclable Materials								

Anonymised analysis of re3 waste showed that some recyclable items were still being thrown-away. The graph below shows the financial impact on the budget for waste management in three scenarios. The impact on costs is quite significant if 40%, 50% and 60% of those recyclables can be captured by the kerbside recycling collection and recycled.



Capture of recyclables currently still in waste for disposal	Appoximate avoided disposal cost if captured
40%	£97k
50%	£122k
60%	£147k

Ref	Objective
C2 READING BOROUGH COUNCIL	A series of targets and indicators have been set by Reading Borough Council to indicate progress towards the overall 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. Reading Borough Council has set a series of indicators and targets to promote and record progress towards the overall goal of achieving 50% reuse and recycling by 2020. All gains, however small they are in isolation, should be considered and an affordable means of delivery sought.

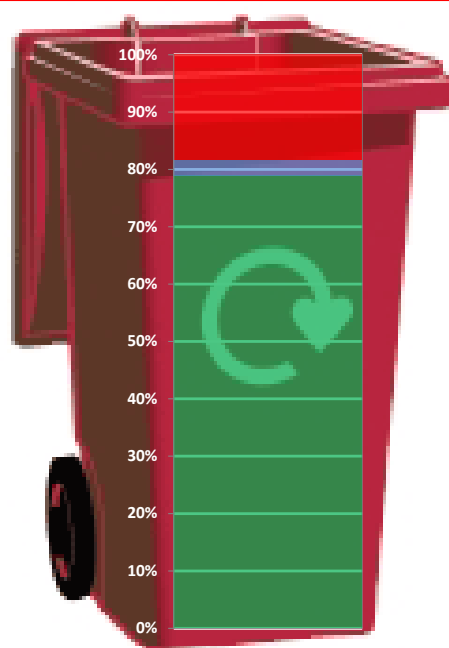
The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling service and, further below in this section, a financial incentive has been identified for the council which relates to the more efficient capture of recyclables that were assessed to remain in the residual (disposal) collection.

Elsewhere in this section are a series of indicators (italicised) which are intended to inform decision-making and detailed analysis of the efficiency of the waste collection service. Among these is information on the recycling of incinerator bottom ash which unfortunately is excluded from being included in the overall measure of reuse and recycling.

Category	Background	Performance	
		Target/Indicator	
C2A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 39%	
C2B Kerbside Recycling	Using the respective weekly council kerbside collections is an effective way to recycle. This indicator looks at this service alone.	Target: 24%	
C2C Including Incinerator Bottom Ash (IBA)	<i>Despite displacing 'virgin' materials, the recycling of IBA into building blocks is not yet counted as 'recycling' by the Government. Nonetheless, re3 recognises the value of this activity.</i>	11%	
C2D Material Specific Recycling	<i>Over time, the composition of waste changes as regulation, purchasing habits and cost dictate what types of product and material we use and discard. This indicator looks at specific types of material both to track progress and chart trends.</i>	Newspaper	4.07%
		Card	3.59%
		Mixed paper	1.19%
		Steel and Aluminium tins and cans	0.72%
		PET and HDPE plastic bottles	1.08%
		Pots, tubs and trays	1.79%

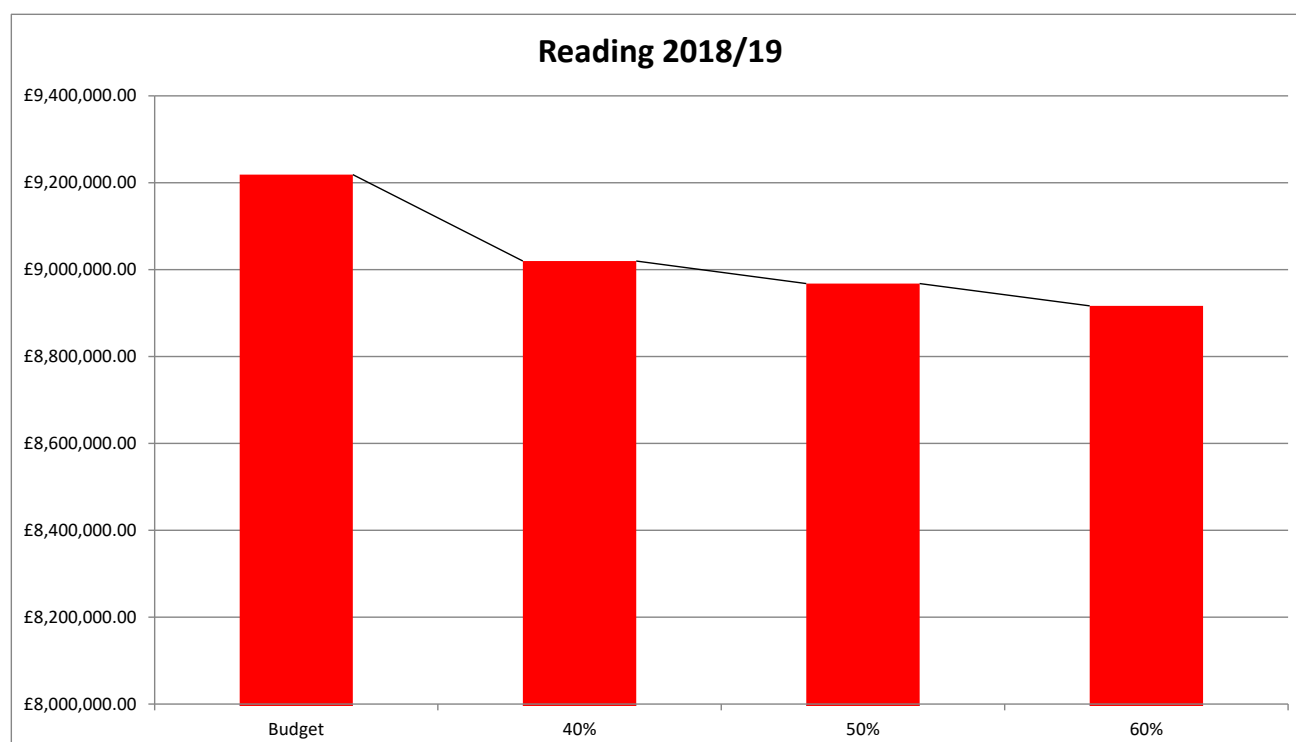
C2E Contamination

Contamination is the term used to describe items which are not supposed to be present within recyclables. The level of contamination is, therefore, an indicator of the effectiveness of waste collection arrangements. It also has an impact on recycling because at high levels of contamination it can become harder to separate 'good' recyclables from the unwanted items.



	Target Materials
	Non-Target Paper and Card
	Other Non-Target and Non-Recyclable Materials

Anonymised analysis of re3 waste showed that some recyclable items were still being thrown-away. The graph below shows the financial impact on the budget for waste management in three scenarios. The impact on costs is quite significant if 40%, 50% and 60% of those recyclables can be captured by the kerbside recycling collection and recycled.



Capture of recyclables currently still in waste for disposal	Appoximate avoided disposal cost if captured
40%	£199k
50%	£250k
60%	£302k

Ref	Objective
C3 WOKINGHAM BOROUGH COUNCIL	A series of targets and indicators have been set by Wokingham Borough Council to indicate progress towards the overall 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. Wokingham Borough Council has set a series of indicators and targets to promote and record progress towards the overall goal of achieving 50% reuse and recycling by 2020. All gains, however small they are in isolation, should be considered and an affordable means of delivery sought.

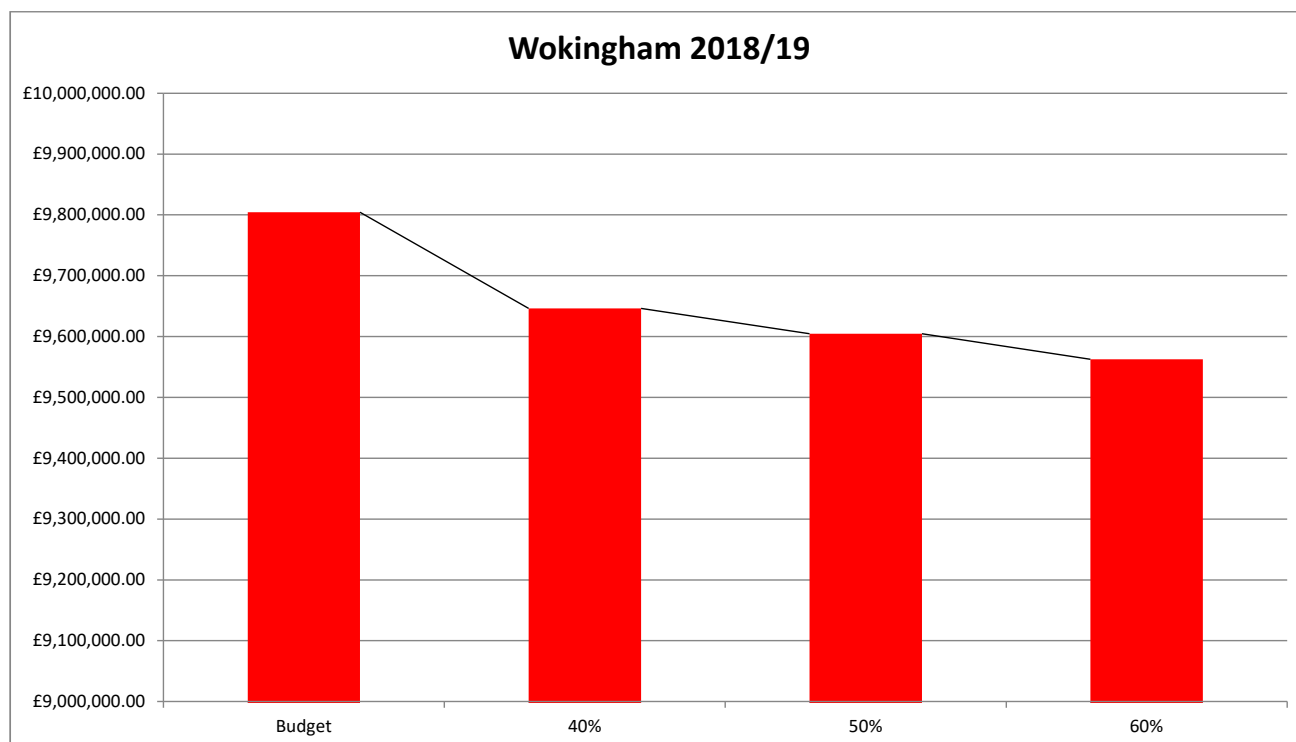
The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling service and, further below in this section, a financial incentive has been identified for the council which relates to the more efficient capture of recyclables that were assessed to remain in the residual (disposal) collection.

Elsewhere in this section are a series of indicators (italicised) which are intended to inform decision-making and detailed analysis of the efficiency of the waste collection service. Among these is information on the recycling of incinerator bottom ash which unfortunately is excluded from being included in the overall measure of reuse and recycling.

Category	Background	Performance
		Target/Indicator
C3A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 52%
C3B Kerbside Recycling	Using the respective weekly council collections is an effective way to recycle. This indicator looks at this service alone.	Target: 26%
C3C	<i>Despite displacing 'virgin'</i>	9%

Including Incinerator Bottom Ash (IBA)	<i>materials, the recycling of IBA into building blocks is not yet counted as 'recycling' by the Government. Nonetheless, re3 recognises the value of this activity.</i>					
C3D Material Specific Recycling	<i>Over time, the composition of waste changes as regulation, purchasing habits and cost dictate what types of product and material we use and discard. This indicator looks at specific types of material both to track progress and chart trends.</i>	Newspaper	3.84%			
		Card	3.22%			
		Mixed paper	0.80%			
		Steel and Aluminium tins and cans	0.53%			
		PET plastic bottles	0.81%			
		Pots, tubs and trays	1.67%			
C3E Contamination	<i>Contamination is the term used to describe items which are not supposed to be present within recyclables. The level of contamination is, therefore, an indicator of the effectiveness of waste collection arrangements. It also has an impact on recycling because at high levels of contamination it can become harder to separate 'good' recyclables from the unwanted items.</i>					
		<table><tr><td></td><td>Target Materials</td></tr><tr><td></td><td>Non-Target Paper and Card</td></tr><tr><td></td><td>Other Non-Target and Non-Recyclable Materials</td></tr></table>		Target Materials		Non-Target Paper and Card
	Target Materials					
	Non-Target Paper and Card					
	Other Non-Target and Non-Recyclable Materials					

Anonymised analysis of re3 waste showed that some recyclable items were still being thrown-away. The graph below shows the financial impact on the budget for waste management in three scenarios. The impact on costs is quite significant if 40%, 50% and 60% of those recyclables can be captured by the kerbside recycling collection and recycled.



Capture of recyclables currently still in waste for disposal	Appoximate avoided disposal cost if captured
40%	£158k
50%	£200k
60%	£242k

Ref	Objective
D HWRC	To recycle/compost/reuse not less than 50% of household waste received at the re3 Recycling Centres.
Additional Background	
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. The contribution of the re3 Recycling Centres to overall recycling rates is generally good. However, these facilities are being used more and more due to changing services and public preferences. It is important that the Recycling Centres continue to improve their performance in a cost effective manner to ensure that they make a sufficient contribution to overall recycling and the objective to reduce the net cost of waste.	
Owner	Target
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd). re3 Project Team.	To recycle, compost or reuse not less than 50% of household waste received at the re3 Recycling Centres per annum.
Notes	
<ul style="list-style-type: none"> Overall recycling rate includes composting and reuse. Work to understand and equalise differences in performance between the two sites is ongoing. If possible, the two sets of targets will be amended so they are identical. 	

The targets below relate to the performance of the HWRC in isolation. They are, however, linked to the performance shown in objectives C1 to C3, above.

LONGSHOT LANE HWRC

	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES	
HWRC Recycling Rate	55%	55%	60%

SMALLMEAD HWRC

	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES	
HWRC Recycling Rate	46%	50%	55%

Ref	Objective
E	Progressively reducing the rate of target recyclables rejected at the re3

MRF	Material Recycling Facility (MRF) to no higher than 10% by 2020	
Additional Background		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. It is not unusual in mechanical processes, like those undertaken in the MRF to sort materials, to have a level of relative accuracy (process losses). The re3 Partnership has set this target to support the efforts of residents in recycling by encouraging the Operator of the MRF process to capture, for recycling, as much as possible.		
Owners		Target
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd). re3 Project Team.		To reduce the rate of target recyclables rejected to 10% per annum
Notes		
<ul style="list-style-type: none">• 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.• Reductions in contamination must be matched by improvements in the performance of the MRF (reductions in the loss of Target Recyclables in MRF rejects).• Performance against this target, by the Contractor, will be assessed using the information captured in compliance with the aforementioned MRF Regulations (and audited as appropriate).		

Ref	Objective
F	The re3 partnership will continue to 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 continue to 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. Where capacity exists, recognising the continuing growth in the population of the re3 area, the re3 councils will seek to use it for mutual gain and ideally on commercial terms.	
Included within this objective will be the potential, where capacity is available, for more re-use activities at the re3 Household Waste Recycling Centres.	
Principal Owners	Target
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	Annual measure of utilisation based on 2017/18 baseline.

re3 Project Team.	
Notes	
<ul style="list-style-type: none"> The re3 PFI contract foresees the potential for utilisation of any present spare capacity. The re3 PFI contract specifies that re3 (Contract) waste will take precedence. 	

Ref	Objective
G	The re3 partnership will focus on forms of collection and treatment that will have most positive impact on performance.
Additional Background	
<p>Further service development will be needed in order to achieve the 50% recycling target. The re3 Partnership supports cost effective service developments. Through the contractual relationship with The Contractor, the re3 Partnership will continue to develop services which support recycling directly and support the concept of recycling in general (so that the value of better waste management is more widely appreciated).</p> <p>This objective includes investigation of the recycling of 'hard plastics' (such as used in toys and some garden furniture), absorbent hygiene products (AHP), mattresses and carpet. Glass collections may have potentially prohibitive costs associated with them. However, the re3 Partnership will explore whether limited glass collections could be introduced for communal living developments, particularly those who cater for the elderly and residents for whom access to bottle banks is difficult.</p> <p>This objective also includes observing and contributing (as deemed appropriate by the re3 Board) to the debate on Deposit Return schemes which are targeted at post consumer and/or household waste currently collected by re3 kerbside recycling services.</p>	
Principal Owners	Target
re3 Project Team. Re3 The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	Outline business cases for each option to be delivered by the end of the 2018/19 year.
Notes	
<ul style="list-style-type: none"> This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve. 	

Ref	Objective
H	The re3 partnership will ensure that the treatment of the surplus food from residents, which ends-up in the waste stream, can commence from April 2019.
Additional Background	

Food waste represents a significant proportion of the waste not currently recycled or reused. There are no direct legal requirements for the separate collection and processing of food waste. However, policy developments (such as the recent 25 year plan for the Environment ('A Green Future'¹) and the earlier inclusion, as part of the EU Circular Economy Package, of food within the TEEP arrangements) represent a direction of travel in respect of food waste which re3 acknowledges in its strategic planning. 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.

Principal Owners

re3 Project Team
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).

Target

Treatment of food waste available for re3 Contract by April 2019

Notes

- This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve.
- Depending on the type of service, the collection and processing of food waste can support associated specific and general objectives such as energy production, waste collection efficiency and the overall recycling rate.

Ref	Objective
I	The re3 partnership will work in support of the WRAP campaign on plastics

Additional Background

The re3 Partnership supports the principles of the Recycle Now/ WRAP campaign. As the principal household waste organisation within the combined administrative areas of Bracknell Forest, Reading and Wokingham Boroughs, the re3 Partnership recognises its potential to promote and support activities and behaviours.

Principal Owners

re3 Project Team
re3 Board
Individual re3 Councils
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).

Target

TBC

Notes

- This objective proposes support for the national [campaign managed by WRAP](#), launched on 22 February.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/673203/25-year-environment-plan.pdf

Ref	Objective
J	The re3 partnership will take steps to increase recycling of glass bottles and jars.
Additional Background	
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. The 'Lotta Bottle' campaign provides incentives for community groups to work with the re3 Partnership to capture more glass. This scheme requires the commitment of the re3 councils, Councillors, Officers and, most crucially, residents in order to be successful. If it is successful, significant environmental and financial gains are achievable.	
Owners	Target
re3 Board Individual re3 Councils re3 Project Team The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	Increase recycling of glass bottles and jars at bring banks to 5% of household waste per annum.
Notes	
<ul style="list-style-type: none"> re3 residents already make good use of existing bottle banks. Improvement in utilisation and capture of glass is possible though. Using the existing bottle bank system is expected to remain the most financially advantageous system (though other means of capture, such as collections, will continue to be reviewed). 	

Ref	Objective
K	The re3 partnership will support the current Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.
Additional Background	
Waste Planning will be an important issue for the re3 councils as the current contract progresses, and ultimately nears its final years. The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.	
Owners	Target
re3 Board re3 Project Team Individual re3 Councils	Successful delivery of the Central Berkshire Minerals and Waste Plan in 2019.
Notes	
<ul style="list-style-type: none"> 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 a co-contributor to the Plan itself. This objective is principally concerned with the 'waste' element of the Plan. 	

- This objective is linked to objective L in this re3 Strategy.

Ref	Objective
L	The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036.
Additional Background	
<p>With increased residential development and performance considerations in mind, the re3 partnership may need to supplement the existing complement of re3 facilities. It is also the case that the development of new facilities could support aspirations in relation to commerciality and/or greater self-sufficiency (in waste management or energy provision on a local scale).</p> <p>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, alongside the development of the Minerals and Waste Plan, will assist the re3 councils.</p>	
Owners	Target
re3 Board Individual re3 Councils re3 Project Team The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd). re3 Project Team	Outline consideration of options for future development reported to the re3 Board before the end of 2019.
Notes	
<ul style="list-style-type: none"> • 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. • It is important that the timetable of this objective does not fall behind that of objective K. Accordingly, the timescale may need to be amended forward. 	

Ref	Objective
M	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. 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. Communications campaigns for re3 will be set out in an annual Communications Strategy (to include social media).

This objective will also include working with schools (always alongside the relevant re3 Council) to improve awareness of recycling and waste issues by school-age children in the re3 area.

Collaboration and coordination between the re3 Partnership and The Contractor is also essential, not least in relation to the shared website.

Principal Owners

re3 Project Team
re3 Board
Individual re3 Councils
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).

Target

Delivery of Communications Plan, in collaboration with and support of the re3 Councils, during 2018/19.

Notes

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

TITLE	Amendments to SACRE Constitution
FOR CONSIDERATION BY	The Executive on 27 September 2018
WARD	None Specific;
DIRECTOR	Interim Director of Children's Services – Jim Leivers
LEAD MEMBER	Executive Member for Children's Services - Pauline Helliard-Symons

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)

Revising the membership requirements for the SACRE will make it easier for the SACRE to recruit new members and fill vacancies, thus maintaining an effective SACRE.

RECOMMENDATION

That the Executive accepts the amendments to the SACRE Constitution – section 1 Membership Structure, as set out in the Appendix to the report.

EXECUTIVE SUMMARY

The membership requirements for the SACRE, as stated in the current constitution, have been found to be too specific and have made it difficult to recruit sufficient members to represent the various faith groups in Group A, and the educational groups in Group C.

The legal requirements, according to the 1996 Education Act Section 390 (4) (a), are that Group A should be: *'a group of persons to represent such Christian denominations and other religions and denominations of such religions as, in the opinion of the authority, will appropriately reflect the principal religious traditions in the area'*. Research into the constitutions of other SACREs shows that explicitly stating the Christian denominations that should make up Group A is not common practice.

The Act states that Group C should be:
'a group of persons to represent such associations representing teachers as, in the opinion of the authority, ought to be represented, having regard to the circumstances of the area'

Thus the legal requirements allow for greater flexibility than the membership structure currently in the constitution allows.

BACKGROUND

The SACRE Constitution was last reviewed in 2016.

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)	n/a	n/a	n/a
Next Financial Year (Year 2)	n/a	n/a	n/a
Following Financial Year (Year 3)	n/a	n/a	n/a

Other Financial Information

n/a

Stakeholder Considerations and Consultation

The SACRE agreed the membership structure amendments at its last meeting on the 11th June 2018.

Timeline for Review and Evaluation

The membership of SACRE will be considered on a regular basis by the Committee

List of Background Papers

Wokingham SACRE Constitution, with proposed changes indicated in red font.

Contact Anne Coffey	Service People Services (Children)
Telephone Tel: 0118 974 6875	Email anne.coffey@wokingham.gov.uk

**WOKINGHAM BOROUGH COUNCIL
STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION**

CONSTITUTION

The Standing Advisory Council on Religious Education (SACRE) is established in accordance with Section 390 - 397 of the Education Act 1996 by Wokingham Borough Council acting as the local education authority.

1 MEMBERSHIP STRUCTURE and recruitment process

The members of the SACRE shall be appointed by the Authority so that they shall represent the following groups:

Group A Christian denominations and other religions

The Free Churches	2
The Roman Catholic Church	2
Hinduism	1
Islam	1
Judaism	1
Sikhism	1
Buddhism	1

Proposed change to Group A:

Christian denominations other than the Church of England - 4 members, representing denominations such as:

Free Churches
Roman Catholic Church
Baptist Church
Salvation Army
Methodist Church
Greek Orthodox Church
United Reformed Church
Evangelical Church

Religions other than Christianity (1 member from each)

Hinduism
Islam
Judaism
Sikhism
Buddhism

Group B	The Church of England	3
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No change proposed to Group B

Group C	Teachers and Teaching Unions
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Secondary Federation Chair	1
Primary Headteachers' Association Chair	1
Primary Teacher	1
Secondary RE Teacher	1
Teacher Union Representative	1
Teacher Union Representative	1

Proposed change to Group C:

Group C: Teachers, Teaching Unions and Educationalists (representing both Primary and Secondary education)
6 members

Group D	The Authority	2
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No change proposed to Group D

Total	20
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In addition, the SACRE may determine to co-opt non-voting additional members to aid it in its work and for specific time-limited projects.

Proposed additional statement:

The process of recruiting members

When there is a vacancy within a Group, the Clerk, Chairperson or Vice Chairperson will approach an organisation, explaining the work of SACRE, and the required commitment, and ask the group to provide a nomination. Upon receiving the nomination, the new member will be welcomed to the SACRE in writing and given the details of the first meeting. *In the case of Group C, nominations will be sought via the Wokingham Secondary Federation, the Wokingham Primary Headteacher Association, teaching unions, and other educational organisations.*

In addition, the SACRE may determine to co-opt non-voting additional members to aid it in its work and for specific time-limited projects.

2 TERM OF OFFICE

(i) Members of the SACRE shall serve from the date of their appointment for 4 years, when they are eligible to be reappointed.

(ii) Where a nominated representative fails to attend 3 consecutive meetings of the SACRE, s/he shall cease to be a member of the SACRE and the nominating body shall be invited to nominate another representative provided that:

a) the Clerk to the SACRE has advised the member in writing of the provision of this clause following the second missed meeting and at least 10 working days before the third meeting.

b) SACRE does not decide to disapply this rule for reasons of extenuating circumstances.

(iii) The validity of the proceedings of the SACRE, or of any of its representative groups, shall not be affected by a vacancy in the membership or on the ground that a member does not at the time represent the denomination, religion or association he or she was appointed to represent.

3 DUTIES AND POWERS

(i) The SACRE shall advise the Authority on such matters connected with religious worship in community schools and the religious education to be given in accordance with an agreed syllabus, as the Authority may refer to the SACRE or as the SACRE may see fit.

(ii) The SACRE shall in particular advise on methods of teaching, the choice of materials and the provision of training for teachers.

(iii) The SACRE shall, on an application made by a head-teacher of any community school after consultation with the governing body, consider whether it is appropriate for the requirement for Christian collective worship to apply in the case of that school, or in the case of any class or description of pupils at that school. The SACRE shall arrive at its decision and communicate it to the head-teacher in accordance with the provisions of Section 3 of Schedule 20 of The Schools Standards and Framework Act 1998.

(iv) The representative groups on the SACRE, other than that representing the Authority, may at any time require a review of any Agreed Syllabus for the time being adopted by the Authority. The Agreed Syllabus will be reviewed at least every 5 years in line with statutory duties.

(v) The SACRE shall each year publish a report on its proceedings and those of its representative groups. The report shall specify any matters on which the SACRE has given advice to the Authority and the reasons for offering the advice.

(vi) The SACRE shall take any action assigned to it by the Authority in relation to the consideration and disposal of any complaint concerning collective worship or religious education in compliance with Section 23 of the Education Reform Act 1988.

(vii) The roles and duties of the Chair, Clerk to the SACRE, the RE Professional Advisor and other officers of the LA: see appendix 1.

4 PROCEDURE

(i) The SACRE shall elect annually at its first meeting in the academic year a Chairperson and a Vice Chairperson from among its members by voting in accordance with clause 4 (ii).

(ii) On any question to be decided by the SACRE each member shall be entitled to one vote.

(iii) In the event of a tied vote, there will be a second round of voting. Each group and the RE professional advisor shall have one vote each.

(iv) For SACRE to be quorate, at least one member of each Group should be present.

(v) The SACRE shall regulate its own proceedings and may establish committees for specified purposes. Such committees may include persons who are not themselves members of the SACRE.

(vi) The SACRE shall determine the frequency of its own meetings so long as it meets on no fewer than three occasions in any academic year.

(vii) The Clerk to the SACRE shall be the Corporate Head of Children's Services (Education) of the Authority or his/her representative.

(viii) The Corporate Head of Children's Services (Education) or his/her representative(s) shall be entitled to attend all meetings of the SACRE and of any committees it may establish and to speak but not to vote.

(ix) The costs of operating the SACRE and any committees it may establish shall be met by the Authority.

(x) The agenda for each meeting will be set by the Chair, LA representative, RE Professional Advisor, and the Clerk to SACRE. Draft minutes will be sent to members no later than three weeks after each meeting.

(xi) For standing agenda items see appendix 2.

(xii) The SACRE annual report will be sent via email to elected members, RE teachers, SACRE members, NASACRE and the DfE. It is also published on the Wokingham Schools Hub.

(xiii) The SACRE communicates with schools via Network Meetings, the Wokingham Schools Hub and the weekly Education News bulletin.

(xiv) The SACRE constitution will be reviewed every 4 years. Amendments will be approved by Wokingham Borough Councillors.

Revised January 2016 **2018**

Appendix 1: Roles and Duties

Roles and Duties are not exhaustive lists and are regularly reviewed.

Chair

Ensure that:

- (i) a clear timetable of meetings for the year is agreed and published.
- (ii) membership of the SACRE is efficiently maintained, i.e. that the four groups of SACRE have appropriate representation, with good attendance and participation.
- (ii) SACRE produces guidance to support the local authority and its schools with regard to religious education and collective worship.
- (iv) an annual report is produced each year and sent to the Secretary of State as required by statute.
- (v) SACRE members have a programme of training, and when necessary induction.
- (vi) there is a Vice or Deputy Chair if the Chair is unable to make a meeting.
- (vii) where there is an agreed code of conduct it is adhered to by all SACRE members.

The SACRE Clerk

- (i) Arrange, attend and clerk meetings of the SACRE.
- (ii) Produce and circulate minutes and agendas of the SACRE in a timely manner in accordance with the LA's standard format.
- (iii) Ensure that all papers from working parties or consultants are circulated to SACRE members in advance of meetings electronically and where necessary printed.
- (iv) Advise on dates of meetings, particularly in relation to religious holidays or other Council meetings, which may clash and affect quoracy.
- (v) Remind and chase members/other attendees about reports for meetings and circulation deadlines.
- (vi) Circulate additional papers or conference invitations e.g. from government departments, Council departments, the National Association of SACREs (NASACRE), the RE Council and Ofsted as appropriate.
- (vii) Alert the Chair and RE Professional Adviser to any communications from these and

similar bodies.

(viii) Ensure that regular communications such as the NASACRE updates are circulated to members.

(ix) Respond to queries, alerting the Chair and Advisor when necessary, for example FOI requests.

(x) Maintain the SACRE membership list, keeping it up to date, chasing members whose attendance is poor and identifying any membership issues for the attention of the Chair, RE Professional Advisor and LA Officers.

(xi) Assist in the production and circulation of the Annual Report; issue Welcome/Induction Packs for new members and ensure that they have sufficient information to prepare them for their first meeting.

(xii) Maintain a filing system (electronic and sometimes paper) of relevant and up to date information.

(xiii) Ensure that all SACRE publications/advice are circulated to the relevant bodies.

(xiv) Be responsible for the passing on for payment, invoices relating to SACRE work.

RE Advisor

(i) Attend all SACRE meetings, helping to prepare agendas and key papers.

(ii) Advise SACRE on issues relating to its work.

(iii) Ensure SACRE is up to date with local, regional and national initiatives and issues related to RE, collective worship and syllabus developments, e.g. the work of the RE Council, the All Party Parliamentary Group for RE, DfE or charitable funded initiatives.

(iv) Relate SACRE's work to wider community issues, including partnerships with faith and belief communities.

(v) Lead on areas related to the Agreed Syllabus, RE and collective worship.

(vi) Manage and deliver the training of SACRE members and, where appropriate, teachers and other groups interested in RE.

(vii) Produce reports to meet the deadlines agreed for distribution of papers for the meetings.

(viii) With the SACRE Clerk ensure that all SACRE publications are circulated to the relevant

bodies.

(ix) Working with the Chair, the Clerk and other SACRE Officers, produce reports to the Mayor or Portfolio Holder and Cabinet e.g. when changes to the SACRE constitution or membership are required.

(x) Draft and edit the SACRE Annual Report and all SACRE materials and publications.

(xi) Take the lead on the monitoring aspects of SACRE, especially agreed school visits and analysis of examination results in Religious Studies.

Appendix 2: SACRE Standing Agenda Items

All meetings:

Welcome and Apologies
Approval of minutes
Matters arising
Development plan and budget
Feedback from teacher networks and training
National updates relating to education and RE
NASACRE updates
SACRE projects
Feedback from hub meetings
Syllabus review

Autumn meetings:

Election of Chair and Vice-Chair
Draft annual report for previous academic year to be shared
Feedback from Pan-Berkshire SACRE Conference
Draft Development plan for the next financial year

Summer meetings:

Feedback from NASACRE Conference/AGM

Appendix 3: Current members.

Group A: Christian denominations and other religions

Free Churches	Catherine Jinkerson Christine Morgan
Roman Catholic Church	Vacancy
Hinduism	Anju Sharma
Islam	Shahid Younis
Judaism	Dr Shira Lewin Solomons
Sikhism	Sukhdev Bansal
Buddhism	Vacancy

Group B: The Church of England

Rev Lisa Cornwell
Rev Patrick King
Linda Galpin

Group C: Teachers and Teaching Unions

Secondary Federation Chair	Vacancy
Primary Head-teacher	Celia Thatcher
Primary Teacher	Vacancy
Secondary RS Teacher	Stephen Vegh (Chair)
Teacher Union Representative	Michael Freeman - NEU
Teacher Union Representative	Vacancy

Group D: The Authority

	Cllr Phillip Houldsworth Cllr David Hare
Local Authority Representative/ RE Advisor	Alison Harris
Clerk	Anne Coffey

TITLE	Wokingham Housing Limited (WHL) Development Opportunities – Wellington Road/Station Road and Former Woodley Age Concern Sites
FOR CONSIDERATION BY	The Executive on 27 September 2018
WARD	Emmbrook and Loddon
DIRECTOR	Director of Corporate Services - Graham Ebers, Director of Locality and Customer Services - Josie Wragg
LEAD MEMBER	Executive Member for Housing - Pauline Jorgensen

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)

By agreeing to transfer and develop the two council-owned sites, 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 or another Council-owned Local Housing Company as the development partner for housing schemes at the following sites:
 - Land at Wellington Road/Station Road, Wokingham;
 - Land at the former Woodley Age Concern, South Lake Crescent, Woodley.
- 2) that the Council transfers the Wellington Road/Station Road and land at the former Woodley Age Concern sites to a Council-owned housing company on terms to be agreed by the Director of Corporate Services in consultation with the Lead Members for Housing and Finance;
- 3) that the sites subject to Recommendation 1 above are 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 up to £550,000 Section 106 receipts for the provision of affordable housing in accordance with Part 2 Report.
- 5) the development brief for these sites, including the proposed tenure mix.
- 6) that the transfer of land and funding for the Wellington Road/Station Road and former Woodley Age Concern site developments will be subject to WHL securing a planning consent for the schemes and the necessary Board approvals.

EXECUTIVE SUMMARY

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 a Council-owned housing company be selected as the development partner for two housing schemes at Wellington Road/Station Road, Wokingham and the former Woodley Age Concern site in Woodley.

The two sites will deliver twenty-nine new affordable homes in the Borough, comprising a mix of social rented properties and shared ownership homes. It is proposed that the affordable units be part funded through the use of £550,000 of Section 106 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.

BUSINESS CASE (Including Options and Evidence of Need)

Development Partner

Selecting a council-owned housing company as the development partner will give the Council full control over the development of affordable housing on sites at Wellington Road/Station Road and the former Woodley Age Concern site, 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 to one of the Council's eight 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 over its housing companies.
2. Site Disposals – This would maximise capital receipts to the Council (see Part 2 Schedule), but may be a missed opportunity to deliver affordable homes in the Borough.

Land Transfer

The site at Wellington Road/Station Road is a predominantly cleared site. One of the adjoining landowners, a photographic studio, has entered into a land option with WHL to sell their land once planning permission has been granted. The site is in an important location opposite the railway station and will necessitate a landmark development for Wokingham.

The site at the former Woodley Age Concern day centre in South Lake Crescent, Woodley has been cleared by WHL on behalf of the Council earlier this year following its closure.

The two sites are held within the general fund and have been valued (see Part 2 Schedule).

The proposal is that the Council transfers the sites to a Council-owned housing company on terms to be agreed by the Director of Corporate Services in consultation with the Lead Members for Housing and Finance. 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. Loddon Homes Limited (one of the Council-owned housing companies) is a Registered Provider and assuming the affordable housing sites transfer to this organisation, the general consent would apply. However, in the event that the sites were transferred to another council-owned company at an undervalue, Secretary of State approval would be needed.

It is necessary to appropriate the above sites 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 the housing company.

Proposed Funding Model

It is proposed that £550,000 of Section 106 commuted sums for affordable housing is allocated to these two affordable housing schemes. The remaining balance of funds will come from company borrowing and capital receipts from shared ownership sales. Loddon Homes will also bid for Homes England grant funding where available.

As at 1 July 2018, the Council held circa £15.6 million of unspent affordable housing commuted sums with a further £68 million secured in signed Section 106 agreements. £44 million of these commuted sums has already been committed to affordable housing projects, including the 10-year Gorse Ride regeneration project. It is estimated that on average around £10 million of receipts will be received per annum over the next 7 years. Whilst many of the sites are on-site and already paying in instalments, there is a risk that commuted sums may not be received at the expected rate. The Council will need to keep commuted sums receipts and expenditure under review over the life of the project to manage this risk.

Full details of the business model and funding are included in the Part 2 Schedule.

Development Brief

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

- Social rent (at target rents)
- Shared ownership, at 35% equity share and rent on unsold equity capped at 1.5% per annum

The Council will have full nomination rights to all of the completed affordable properties.

The development at Wellington Road/Station Road is proposed to consist of 19 x apartments (9 x 1 bed apartments and 10 x 2 bed apartments) all with a private patio or balcony along with 2 retail units on the ground floor. There will also be parking and cycle storage for the apartments. It is envisaged that the 19 apartments be sold for shared ownership (35% minimum equity share on initial purchase and rent capped on the unsold equity at 1.5% per annum).

The former Woodley Age Concern site is likely to consist of 10 houses with a tenure mix of 6 social rented and 4 shared ownership units. WHL are considering modern methods of construction for these units.

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	Capital
Next Financial Year (Year 2)	£360,000	Yes	Capital
Following Financial Year (Year 3)	£190,000	Yes	Capital

Other Financial Information

Funding is likely to come from a number of different Section 106 agreements for affordable housing. The matching of new affordable housing projects to specific Section 106 agreements will occur before start-on-site to ensure that we optimise the use of available receipts.

Stakeholder Considerations and Consultation

Both schemes will be subject to informal consultation prior to the submission of planning applications.

Resourcing and Timeline for Next Steps

If agreed, the two sites will be included in the WHL's development programme for 2019/20 and 2020/2021.

Timeline for Review and Evaluation

Review and Evaluation will take place during the fortnightly commissioning meetings between the Council and its housing companies.

Reasons for considering the report in Part 2

Commercially sensitive information, relating to the contract sums and land transfers, is included on the Agenda as a separate Part 2 Report.

List of Background Papers

None

Contact Frances Haywood Louise Strongitharm	Service Place Commissioning
Telephone 0118 974 6859 0118 974 6779	Email Frances.haywood@wokingham.gov.uk louise.strongitharm@wokingham.gov.uk

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

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