



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **EXECUTIVE** will be held at the Civic Offices, Shute End, Wokingham on **THURSDAY 29 SEPTEMBER 2016 AT 7.30 PM**

Andy Couldrick
Chief Executive
Published on 21 September 2016

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

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



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

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

ITEM NO.	WARD	SUBJECT	PAGE NO.
45.		APOLOGIES To receive any apologies for absence	
46.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 28 July 2016 and the Minutes of the Extraordinary Executive held on 1 September 2016.	5 - 20
47.		DECLARATION OF INTEREST To receive any declarations of interest	
48.		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	
49.		MEMBER QUESTION TIME To answer any member questions A period of 20 minutes will be allowed for Members to ask questions submitted under Notice Any questions not dealt with within the allotted time will be dealt with in a written reply	

Matters for Consideration

50.	None Specific	THE 21ST CENTURY COUNCIL: BUSINESS CASE	21 - 62
51.	None Specific	MULTI-YEAR SETTLEMENT AND EFFICIENCY PLAN	63 - 70
52.	None Specific	COUNCIL OWNED COMPANIES BUSINESS	71 - 78
53.	None Specific	INTRODUCTION OF CIVIL PARKING ENFORCEMENT POWERS	79 - 84
54.	None Specific	COUNCIL SITES FOR THE LOCAL PLAN	85 - 88
55.	Shinfield North; Shinfield South	SHINFIELD NEIGHBOURHOOD PLAN	89 - 124
56.	None Specific	AMENDMENTS TO THE CONSTITUTION OF THE WOKINGHAM SACRE (STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION)	125 - 138
57.	None Specific	DRUGS AND ALCOHOL RECOVERY SERVICE	139 - 148
58.	None Specific	DISBANDING THE COMMUTED SUMS ADVISORY PANEL	149 - 152
59.	None Specific	WOKINGHAM HOUSING LIMITED (WHL) DEVELOPMENT OPPORTUNITIES - GENERAL FUND SITES	153 - 162
60.	None Specific	WOKINGHAM HOUSING LIMITED (WHL) DEVELOPMENT OPPORTUNITIES - HOUSING REVENUE ACCOUNT (HRA) SITES	163 - 172

EXCLUSION OF THE PUBLIC

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

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

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

CONTACT OFFICER

Anne Hunter	Service Manager, Democratic Services
Tel	0118 974 6051
Email	anne.hunter@wokingham.gov.uk
Postal Address	Civic Offices, Shute End, Wokingham, RG40 1BN

Agenda Item 46.

MINUTES OF A MEETING OF THE EXECUTIVE HELD ON 28 JULY 2016 FROM 7.30 PM TO 8.20 PM

Committee Members Present

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

Other Councillors Present

Richard Dolinski
Lindsay Ferris
Beth Rowland

24. APOLOGIES

There were no apologies for absence submitted.

25. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Executive held on 30 June 2016 were confirmed as a correct record and signed by the Chairman.

26. DECLARATION OF INTEREST

Councillor Pauline Jorgensen declared a personal interest in Agenda Item 29, Council Owned Companies Business, by virtue of the fact that her husband was a paid Non-Executive Director of WBC Holdings Ltd. Councillor Jorgensen remained in the meeting during discussions and voted on the matter.

Councillor Anthony Pollock declared a personal interest in Agenda Item 29, Council Owned Companies Business, by virtue of the fact that he was an unpaid Non-Executive Director of Optalis. Councillor Pollock remained in the meeting during discussions and voted on the matter.

27. PUBLIC QUESTION TIME

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

27.1 Liz Slocombe had asked the Executive Member for Children's Services the following question but due to her inability to attend the meeting a written response as set out below was provided:

Question

Since the expense in setting up the Hearing Impaired Unit at Emmbrook Infants has already occurred and the only expense is in employing a single Teacher for the Hearing Impaired, who could do outreach work from the school if underemployed, what is the benefit in removing the Unit when the huge number of new family houses being built in Wokingham Borough makes it impossible to predict the number of children moving here who may require it?

Answer

The matter of the future of this provision will be considered at a future meeting; it has been put on hold pending further exploration of partnership models for future delivery. Partly that is indeed about finding a way to make best use of the existing facilities at Emmbrook.

The number of new homes in the planned Strategic Development Locations totals 10,000 new homes over a period up to 2026. This is expected to lead to a significant increase in the number of children in the Borough. However it has to be set in the context of over 55,000 current homes, and on this basis the increase in total child numbers could be in the order of 20% over and above what it would otherwise have been. This would point to a potential increase in numbers of children with hearing impairment of a similar percentage over this period. That has to be set against the advances in medical science that have reduced the proportion of children with hearing impairments requiring a specialist teaching resource.

In this context a 20% increase (and this over a decade) does not fundamentally affect the core analysis that there will be too few children to make the Emmbrook provision sustainable in its current scale and form, in the long term. So, expected numbers of four in September (including outreach) would not be greatly affected by an increase even if it were of 20%.

27.2 Chas Hockin asked the Executive Member for Highways and Transport the following question:

Question

The proposed trial of the different car parking charges for Woodley is too short. It should be at least a year to iron out any seasonal fluctuations. Can the Council change its proposal so that the trial lasts at least a year?

Answer

The success of the trial will be evaluated primarily against financial viability. Financial modelling was used to predict income from the evening and Sunday car parking initiative which will be operating from 1st August 2016 elsewhere in the Borough. The Woodley trial proposed by the Woodley Town Centre Management Initiative (WTCMI), has been assessed and Officers are recommending a trial to March 2017 on the expectation that this alternative proposal will mirror the income of the evening and Sunday parking initiative. Success will also be measured from feedback from local residents, from business, from the Members and Woodley Town Centre Management Initiative during the trial period.

To ensure flexibility the trial is proposed from September to March (inclusive). Seasonal variations are mirrored across the Borough and it is anticipated that the 7 month period proposed will provide enough comparison data to enable a further Executive report, which could include a recommendation to extend the trial period from April 2017, or to make permanent current proposals, should the Council be satisfied that the trial has delivered its required outcomes.

Supplementary Question

I still fail to see how doing a period from August to March does include all the seasonal variations. You have just said it and I expect it is because of your financial year but I disagree with what you say. You should do a year at least.

Supplementary Answer

That will be noted. I can't say that we will change it, obviously, that decision is made later but we can discuss it and see what the outcome of those discussions are.

Councillor Baker responded as follows:

To add to what Councillor Richards has said the review will be ongoing and if there isn't sufficient data to prove one way or the other then the option will be to extend it to a full year or even further.

28. MEMBER QUESTION TIME

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

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

Question

What success criteria have been set to enable evaluation of the Woodley car parking charging trial?

Answer

The success of the trial will be evaluated primarily against its financial viability. Financial modelling was used to predict income from the evening and Sunday car parking initiative which will be operating from 1st August 2016 elsewhere in the Borough. The Woodley trial proposed by the Woodley Town Centre Management Initiative has been assessed and Officers are recommending a trial to March 2017 on the expectation that this alternative will mirror the income of the evening and Sunday car parking initiative. Success will be measured from feedback from local residents, business, Members and the Woodley Town Centre Management Initiative during the trial period.

Following the evaluation of the trial a further Executive report will be presented in 2017 with an Officer recommendation for Woodley car parking from April 2017 which could include extending the trial period beyond April, or making permanent current proposals, should the Council be satisfied that the trial has delivered its required outcomes.

Supplementary Question

If successful will you offer a trial of the same charging regime to other areas of the Borough?

Supplementary Answer

The reason we did Woodley this time is that no other town or parish made requests or were interested in that trial but Woodley were and that is why we are doing the trial there. I am not aware at the moment of any request for any other town or parish to participate but presumably if that came along we would have to consider it.

28.2 Beth Rowland asked the Executive Member for Children's Services the following question:

Question

Given the Conservative Government's preference for schools to become academies, we welcome the idea of establishing a Member/Officer working group to explore the possibility of establishing a local multi-academy trust to minimise uncertainty, disruption and expense

for schools and thus to benefit their pupils. Can you please confirm that this working group will be formed on a cross-party basis?

Answer

The reasons for setting up an Officer/Member working group is to explore the emerging issues of the White Paper, look at the consequences of how our schools in partnership with the local authority and education services will function in this new legislative framework; particularly in the context of the continuing reduction in funding to the local authority which is used to deliver our educational services.

To this end, I am firming up the final terms of reference for this working group, proposed meeting dates and I will be sending these out to all Members to ask for them to volunteer to participate. Subject to the Executive approving this agenda item this evening you and other Members from your Group will receive an invitation I anticipate next week.

I will be looking for Members to sign up who are committed to exploring all possible options available to the Local Authority in the context of the national policy, as well as exploring how we can, in the future deliver the very best Virtual School model and champion pupils in underperforming schools. Members and Officers will also in the forthcoming months work with school leaders; many of whom are already engaged in this conversation. It is proposed that the working group will conclude their work in December in order to bring back recommendations to the Executive so there will be a tight timetable of meetings in order to meet this tight timescale.

29. COUNCIL OWNED COMPANIES' BUSINESS

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

The Executive considered a report setting out the budget monitoring position for the month ending 31 May 2016 and an operational update for the period to 30 June 2016.

The Leader of Council went through the report and highlighted a number of items including the fact that Optalis had appointed a new Finance Director and a Director of Quality and Delivery which Councillor Baker felt reflected the growing strength of the company. To illustrate this point Councillor Baker drew Members' attention to the business development activities of Optalis including: the Bulmershe extra care home scheme; work with the Royal Borough of Windsor and Maidenhead on a proposed handover of a Learning Disability residential care home; and being accepted onto the Buckinghamshire Council framework agreement for learning disability supported living services.

In relation to Wokingham Housing Ltd Councillor Baker highlighted the progress of the Phoenix Avenue and Fosters extra care home projects.

RESOLVED that:

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

30. REVENUE MONITORING 2016/17 - END OF JUNE 2015

The Executive considered a report setting out the forecast outturn position of the revenue budget and the level of forecast balances in respect of the General Fund, Housing Revenue Account, Schools' Block and the Council's investment portfolio. The report also

contained a carry forward request in the sum of £69k relating to a health and wellbeing project which was now due to start in July 2016 and not April 2016 as previously planned.

The Executive Member for Economic Development and Finance drew Members' attention to the projected forecast overspends which were primarily due to: delays in savings relating to customer services and digitisation; issues around social worker retention, although this was being offset by savings in shared services; and issues around homelessness. Councillor Pollock also reminded Members that funds were expected from the Department of Health following the judicial review of the change in eligibility criteria; however a response from the Department of Health on this matter had been very slow.

In addition Councillor Pollock was pleased that the Schools Block and Housing Revenue Account were showing a net surplus and the latter significant balances of £5m.

The Executive Member for Children's Services was pleased to inform the meeting that the investment in recruitment and retention was starting to show benefits as the number of social workers choosing to remain at Wokingham had increased.

RESOLVED that:

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

31. CAPITAL MONITORING 2016/17 - END OF JUNE 2016

The Executive considered a report setting out the Capital budget position for the first quarter of 2016/17.

The Executive Member for Economic Development and Finance reminded the meeting that the Council's Capital Programme, which was currently on track, amounted to £147m; with £115m being spent in the current year and £31m in the next financial year. Councillor Pollock also advised that a large number of the Children's Services' projects related to new schools, which were needed because of the Borough's growing population, and a significant amount of money was being invested in the Environment area.

RESOLVED: That the Capital Monitoring report for the 1st quarter of 2016/17, as set out in Appendix A to the report, be noted.

32. TREASURY MANAGEMENT ANNUAL REPORT 2015-16

The Executive considered the Treasury Management Annual Report for 2015-16 which had also been considered by the Audit Committee on 23 June 2016.

The Executive Member for Economic Development and Finance went through the report and highlighted a number of areas including the fact that by owning its council house stock this enabled the Council to spend a significant amount of money on improving the stock which was of significant benefit to the residents. In addition Councillor Pollock highlighted the performance of the Council's investment portfolio and the fact that the Council was concentrating its investments mainly in UK and AAA organisations.

RESOLVED that:

- 1) it be noted that the report was presented to the Audit Committee on 23 June 2016;

- 2) Council be recommended to approve:
 - a) the Treasury Management Annual Report for 2015/16; and
 - b) the actual 2015/2016 prudential indicators within the report.

33. WOODLEY CAR PARKING TRIAL

The Executive considered a report relating to a proposed car parking trial in Woodley, as proposed by the Woodley Town Centre Management Initiative, which would result in an increase to the one hour daily rate parking charge.

The Executive Member for Highways and Transport advised the meeting that currently parking charges covered Monday to Saturday from 8am-6pm and in order to provide funds to continue developing and maintaining the Borough's highways a decision was taken by the Executive to charge for evenings and Sunday parking. During the resulting consultation period certain groups expressed concern that the increase in charges might adversely affect some of their communities. Woodley Town Centre Management Initiative therefore put forward a proposal to increase the one hourly parking charge from 70p-80p in the four Woodley car parks as an alternative to the evening and Sunday charges. It was therefore intended to run a trial of this proposal until the end of March 2017. Councillor Richards informed the meeting that after the trial period it was intended to study the statistics, including income generated, from the trial and compare those against the statistics from other car parks in the Borough; whilst ensuring that the comparisons were fair. A decision would then be made on whether to continue with the charges in Woodley, extend the trial or bring them in line with charges in other car parks in the Borough.

The meeting was advised that following publication of the report it was found that there were a number of errors and omissions and areas within the report which required further clarification. Councillor Richards therefore tabled some additional information to address these issues. Councillor Richards went through the items on the tabled sheet and confirmed that the sheet would be attached to the minutes.

RESOLVED that:

- 1) a trial to 31 March 2017 be approved to increase the 1 hour parking charge increase in the Woodley car parks (Crockhamwell Road, Headley Road, Lytham Road East, and Lytham Road West) from 70p to 80p;
- 2) Officers be instructed to amend signage and equipment in the car parks as required;
- 3) the implementation of the evening and Sunday charging in Woodley, as agreed by the Executive on 31 March 2016, be suspended until the trial results are considered;
- 4) the results of the trial will be brought back to Executive for a longer term decision to be made regarding car parking charges in Woodley.

34. COMMUNITY INFRASTRUCTURE LEVY (CIL) REGULATION 123 LIST CLARIFICATION

The Executive considered a report relating to Community Infrastructure Levy Regulation 123 List Clarification which addresses the learning from adopting the original regulation 123 list; provided information on proposed clarifications to it; the justification for these changes; and sets out the next steps towards making these changes in terms of consultation. It was noted that the consultation would start on 1 September 2016 for a period of six weeks.

The Executive Member for Planning and Regeneration advised Members that the CIL Regulation 123 list, which was adopted in February 2015, was a list of projects that could or might be funded by CIL and this was its first review. The proposed changes effectively provided insurance that there would be no double counting of CIL and S106 planning obligations and they would also help ensure that site specific obligations were secured.

The Leader of Council congratulated Officers on the layout of Appendix A as he felt that specifying the reasons for the proposed changes was particularly informative.

RESOLUTION: That the Draft Regulation 123 List Consultation Document, as attached at Appendix A to the report, be approved for public consultation for a period of 6 weeks from 1 September 2016.

35. ST CRISPINS SCHOOL AUTISM UNIT

The Executive considered a report relating to the proposal for the development of a new Special Education Needs (SEN) Resource unit for high performing children with autism at St Crispins School.

Members were advised by the Executive Member for Children's Services that the proposed unit would be of great benefit to the intended students as currently a large number of them were unable to access suitable education in the Borough and therefore had to travel further afield. If the unit was approved this would mean that their travelling times would be reduced and there would be the ability for them to be educated with their local peers.

Councillor Haitham Taylor advised that the unit would cater for up to 25 pupils and there was already a building earmarked at St Crispins that could be adapted and utilised for this purpose. Currently the 6th form occupied the building but the proposal was to move them into another building which would allow for the 6th form to be expanded at a later date if required. The proposal was also for a separate access into the school via Rances Lane.

RESOLVED That:

- 1) authority to determine the decision on the creation of the St Crispins Autism unit for high performing children from 1 September 2017 be delegated to the Director of Children's Services, in consultation with the Executive Member for Children's Services;
- 2) the following also be agreed:
 - a) a permanent entry from Rances Lane to a new car park on the school site, when required to support school expansion;
 - b) future capital investment from 2018/19 to complete the Autism unit in a timely manner;

- c) the allocation of section 106 receipts required to fund the 'St Crispin's - New Autistic Spectrum Disorder Unit and Sixth Form block' as approved in the medium term financial plan for 2016/17.

36. ESTABLISHING A WOKINGHAM MULTI ACADEMY TRUST

The Executive considered a report relating to a proposal to explore the feasibility of establishing a Wokingham Multi Academy Trust (MAT).

The Executive Member for Children's Services went through the rationale for setting up an MAT which included the recent White Paper, the inevitable change to the role of the local authority going forward and proposed changes to the funding formula and changes and reductions to educational grants. All of these changes would lead to funding implications for the Council and would result in not enough revenue being available to support all the services that were currently provided to schools.

Councillor Haitham Taylor advised that the Council had been in discussion with local schools and currently 30 schools had expressed an interest in potentially joining a MAT in Wokingham. Areas that could potentially be included within the MAT were school improvement and traded services, some safeguarding functions, the virtual school which looked after the education of children in care and some special educational needs and disability functions.

In relation to the governance of a MAT it was noted that only 20% of the local authority could be part of the Trust although it was acknowledged that there was flexibility within it and also charges could be levied to pay for some of the services it would provide.

Councillor Haitham Taylor informed the meeting that there was a substantial cost in transferring schools from a local authority school over to an academy and it was estimated that it would cost in the region of £400k if all the current schools transferred. This figure was dependent on how many schools actually converted. A letter had been written to the Secretary of State expressing the Council's concerns over the extra cost and burden of schools converting to academies and asking for additional funding to be provided.

There was also a potential loss of £1m in business rates due to the fact that when schools converted to academies they acquired charitable status; which meant that they paid lower business rates.

The areas that the task and finish group would focus on were set out in the report and it was intended that their recommendations would be reported back to the Executive potentially around December time.

RESOLVED: That the process of establishing a Wokingham Multi Academy Trust be initiated with relevant exploration undertaken by a Member/Officer Working Group and recommendations from that group being reported to the Executive for sign-off as appropriate.

37. LOCAL DEVELOPMENT SCHEME (LDS)

The Executive considered a report setting out an updated Local Development Scheme (LDS) which includes the Council's programme for producing planning policy documents.

It was noted that the Council had produced a new version of the LDS in September 2015 however due to further review of the stages required for an effective Local Plan, and additional issues as set out in the report, a further revision was being proposed which essentially lengthened the consultation phase and the whole scheme by about 12 months. Although the Executive Member for Planning and Regeneration advised that this delay was not ideal as the Council wished to put its new plan into place as soon as possible it was essential that the consultation was adequate and legal advice received stated that this was a sound move towards a successful examination of the local plan update.

Councillor Ashwell also advised that this also provided the opportunity to incorporate the Council's Gypsy and Traveller Local Plan and also update the Minerals and Waste Local Plan. Members were informed that Hampshire County Council was being commissioned to produce a Minerals and Waste Local Plan on behalf of Wokingham and three other neighbouring local authorities and to this end a joint Berkshire-wide committee, involving the relevant authorities, would be set up to oversee the development of the Plan.

Councillor Ross was pleased that Wokingham was joining with other Councils and was using Hampshire Council's experiences to assist in the production of a Minerals and Waste Local Plan.

RESOLVED: That the updated Local Development Scheme be approved to be effective from 29 July 2016.

38. LOCAL PLAN UPDATE - ISSUES AND OPTIONS CONSULTATION

The Executive considered a report relating to a Local Plan Update – Issues and Options Consultation. The intention of the Local Plan Update was to replace some of the policies in the Core Strategy and Managing Development Delivery Local Plan and this would be informed by the Issues and Options consultation which would seek peoples' views on the production of the Update, including what the vision and objectives should be and what topics the Plan should cover.

The Executive Member for Planning and Regeneration informed the meeting that this was the first opportunity to gain public opinion on how the Borough should develop to 2036. It was noted that the consultation would run for an eight week period from 5 August-30 September 2016.

RESOLVED That:

- 1) the Issues and Options report be approved for consultation for an eight week period together with publishing supporting documents;
- 2) the Director of Environment, in consultation with the Executive Member for Planning, be authorised to agree minor changes to the Local Plan Update Issues and Options stage and other supporting documents prior to consultation. (Any minor modifications would consist of non-material alterations such as rewording and correction of typing errors).

39. HEALTH AND SAFETY ANNUAL REPORT 2015/16

The Executive considered the Health and Safety Annual Report 2015/16 which sets out the internal health and safety performance covering both the Council and schools during that period, highlighting the main achievements over the year and outlining key priorities for the current year.

The Executive Member for Resident Services advised that in order to make the report clearer data on school incidents had been separated out. Although there was an increase in the number of incidents reported in schools it was believed that this was due to better reporting and not an increase in actual incidents. Also the number of serious incidents in schools was actually decreasing.

RESOLVED That:

- 1) the corporate health and safety performance for 2015/16 be noted; and
- 2) the approach described and the health and safety priorities for the current municipal year be endorsed.

**MINUTES OF A MEETING OF
THE EXECUTIVE
HELD ON 1 SEPTEMBER 2016 FROM 7.30 PM TO 7.55 PM**

Committee Members Present

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

Other Councillors Present

Gary Cowan
Richard Dolinski
John Kaiser
Oliver Whittle

40. APOLOGIES

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

Councillor Richard Dolinski, Deputy Executive Member for Children's Services, attended the meeting on behalf of Councillor Haitham Taylor. In accordance with legislation Councillor Dolinski could take part in any discussions but was not entitled to vote.

41. DECLARATION OF INTEREST

There were no declarations of interest received.

42. PUBLIC QUESTION TIME

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

42.1 Pam Stubbs asked the Executive Member for Highways and Transport the following question:

Question

A consultation on speed limit changes was initiated by a householder letter on 25th July and the last date for comments was 18th August. Barkham Parish Council, who were not consulted, feel that this TRO is not satisfactory and that since the changes are due to the new school complex, Bearwood Road (within Barkham), Barkham Street and Langley Common Road should be considered as part of this TRO.

The School is due to open in a matter of days and we are bewildered by the fact that no thought was given to this until July and also why the Traffic Management Team will not meet with the Parish Council to discuss their proposals until the end of September, when, presumably their changes will already be in place.

Answer

Barkham Street and Bearwood Road (the section within Barkham and north of The Lilacs) are considered to be outside of the defined walked routes associated with access improvements to the new Bohunt School. Reducing the speed limit to 30mph on Langley Common Road was considered and formed part of the proposed speed limit reductions review in accordance with the Department for Transport Circular 01/2013 "Setting Local Speed Limits". Unfortunately the outcome of the review was that the speed limit reduction to 30pmh could not be introduced as it did not meet the required criteria and therefore is

not currently supported by Thames Valley Police; who are responsible for enforcement of speed limits.

I confirm the formal consultation on the proposed TRO, to reduce speed limits on three sections of roads, commenced on 25th July 2016. This consultation included a letter drop to all residents on each of the roads, notices on streets, adverts in the local newspaper and on the Council website. E-mails were also sent to affected parish councils including Barkham Parish Council via an address which has since unfortunately transpired to be out of date and for this we apologise. However Barkham Parish did become aware of the consultation and the Council received and considered their response as part of the overall 43 received. I confirm also that Barkham Parish Council's response has been fully considered and is included in the Executive report scheduled for tonight.

The statement that the Council had not given this any thought until July 2016 is incorrect. Discussions with the Project Team, Parents Reference Group and the Council's Education Team have been ongoing since December 2015 and in addition a number of these highway issues and concerns were discussed directly with Barkham Parish Council during a meeting with Highways Officers in May 2016. The reason the Traffic Management Team have declined to meet with Barkham Parish Council again before the end of September is because the Team have been prioritising the three speed limit reductions proposed in the Executive report, that met the "Setting Local Speeds" Department for Transport review criteria, and which were supported by Thames Valley Police plus other measures associated with access improvements to the new Bohunt School prior to this School opening in early September.

Supplementary Question

I am particularly worried about the Bearwood Road section. I used to live on Bearwood Road and lived there for some 25 years. I drove from Sindlesham, as is my want, at 38mph as soon as I received this. I came down Bearwood Hill and attempted to suddenly, or fairly suddenly, reduce my speed to 30mph at the point at which you have decided it is no longer necessary. It is exceptionally dangerous and I wouldn't recommend it. The people who live on that side of the road have no footpath for them to walk on. They have to cross a road, and in fact are told they need to cross the road, and you are asking them to cross the road in a 40mph limit area when you have denied them a footpath to travel on. Most of those residents are elderly and we have been fighting for years to get the speed limit on that road down to 30mph. I just find it astounding that you can chop off half a road half way down a hill.

Supplementary Answer

I note your comments and what I can say is we will consider your proposal in the coming months.

42.2 Bernie Waters asked the Executive Member for Highways and Transport the following question:

Question

The response from Barkham Parish Council stated they would like to see the extent of the proposed 30mph speed limit on Bearwood Road extended further north to Highlands Avenue. This will be picked up as a wider issue by the Project Manager outside of this TRO process.

What commitment will the Council give to actioning this feedback given that:

- a) The Parish Council is the most informed party to this speed restriction need and that Highlands Avenue is the “Gateway” to the residential area of Bearwood Road Barkham;
- b) The cost addition is negligible – a few more signs between the proposed 30 mph limit and the Parish Council’s requested limit.

Answer

Wider issues will be picked up by the Traffic Management Team, including comments made previously about various locations. It is premature for the Council to commit to anything specific without first undertaking the necessary investigative work. Reducing an existing speed limit would require a speed limit reductions review in accordance with the Department for Transport Circular 01/2013 called “Setting Local Speed Limits” and any proposed speed limit reduction would require the support of Thames Valley Police who are responsible; but as we have said issues are being discussed about other areas other than the ones for which we are speaking tonight so all comments will be noted and considered.

Supplementary Question

How many Members involved in the decision actually live in Bearwood Road and therefore have first-hand experience of the challenges eg the earlier sensible request to move the speed limit across?

Supplementary Answer

It was confirmed that none of the Executive Members lived in Bearwood Road but that the Executive Member for Highways and Transport had actually driven along the road.

43. MEMBER QUESTION TIME

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

43.1 Gary Cowan asked the Executive Member for Highways and Transport the following question:

Question

WSP had a scheme which the Traffic Management Team and the Highways Inspector asked the Council to look at because the plastic bollards on the extremely narrow footway were being regularly hit by vehicles, which meant they were had to be mounting the footway.

The scheme was on a list to be done just over a year ago that extended the 30 mph speed limit and gave the illusion that the road was narrowing so that this should slow vehicles entering and leaving the village at this point where currently pupils/parents (many with pushchairs with young children also) walk to The Coombes and when Bohunt opens there will be two-way traffic with many more pupils/parents walking in the opposite direction at the same times.

The footway is so narrow in this area and it cannot be widened because that is the extent of the footway width of the Council owned land.

Can you explain why this scheme has been totally ignored when the very clear risks to pedestrians, mainly children and their parents is there for all to see and for which you

appeared to baulk at taking responsibility for as I asked you to do in my recent question at Council?

Answer

The section of footway in question is an established walked route for The Coombes School and will become part of a walked route for the new Bohunt School once open in September.

The plastic reflective bollards were installed to better define the edge of roads for motorists, particularly in the hours of darkness. They offer no physical protection to pedestrians using the footway. But I can confirm there is no evidence of vehicles actually mounting the footway at this location as this would have resulted in several bollards being taken out in a single section and incident.

However, the presence of the bollards on the footway does take some space, therefore they can reduce the readily accessible walking width on the footway.

All walked routes associated with access to the new Bohunt School, including this section, have very recently been subject to an independent assessment of walked routes. This assessment commented that the width of the existing footway is reduced by the presence of the bollards, as was mentioned above, and recommends that either the bollards are fully removed or the number of bollards reduced to maximise the footway width available. Either of these recommendations, in the opinion of the independent assessment team would provide a “non-hazardous walked route” to serve both schools. The Council’s project team for access improvements to the new Bohunt School, having considered the recommendation, are accepting the second option to reduce the number of bollards. This will then provide both an increase in the footway width available, while still highlighting the edge of the road for motorists, particularly in the hours of darkness.

The WSP scheme referred to looked in isolation at this bollarded section of footway on Eversley Road. With the reduction of bollards now proposed Officers are satisfied the Council are complying with the independent assessment and therefore providing a non-hazardous walked route at this location. Therefore the earlier WSP scheme has recently been withdrawn. This will now allow the Traffic Management Team to work with Thames Valley Police for a more holistic engineering scheme that will allow the speed limit to be reduced on both Eversley Road and Langley Common Road, which remains an aspiration of local parishes, the local Members and the Traffic Management Team which, of course, requires the support of Thames Valley Police.

Supplementary Question

16 years ago at the appeal for Penrose Park the Inspector walked that route with the Parish Council and myself and he decided there and then that it wasn’t safe and he actually allocated £200,000 for footpaths and cycleways in that area. None of this was ever used and that was pre-bollard. So there was a clear recognition that this was a problem.

Since June I have probably sent about 50-70 e-mails to Officers and to Malcolm Richards to try and get to some sort of solution for this issue and sadly Malcolm never replied to any of them; which I found strange. So I would ask you: would you consider putting this section of road into the TRO and if not would you do, once you have done the work you are going to do, carry out a risk assessment and a safety audit and let me know the results please?

Supplementary Answer

I have already indicated that there are other things going on and we will be looking at all these things, including tonight's comments, and as information emerges and gets processed I will let you know.

44. PROPOSED REDUCTION TO SPEED LIMITS ON SECTIONS OF B3349 BARKHAM ROAD, BEARWOOD ROAD AND SHEERLANDS ROAD TO SUPPORT ACCESS AND WALKED ROUTES TO THE NEW BOHUNT SCHOOL, ARBORFIELD

The Executive considered a report relating to a proposed reduction in speed limits on all or sections of the following roads: B3349 Barkham Road, Bearwood Road and Sheerlands Road in order to support access improvements and walked routes to the new Bohunt School, Arborfield.

The Executive Member for Highways and Transport advised the meeting that following an existing access assessment and speed survey review it was recommended that the new Bohunt School, which was due to open on 5 September 2016, would benefit from the reduction of speed limits on three sections of the road network in proximity of the new school where children may choose to walk beside.

Councillor Richards advised that the proposed speed reduction Traffic Regulation Orders (TROs) had been published and consulted upon in accordance with regulations, including consultation with statutory consultees i.e. police, local parish councils and ward Members and local residents. 43 consultation responses were received and analysed and found to show clear support for the speed reduction, including support and approval for the reductions from the police; who were the enforcement agency for speeding matters. It was noted that Arborfield and Newland Parish Council's response had been received shortly after the consultation period and that too showed a clear support for the speed reductions.

Councillor Richards also clarified that the usual decision making process for TROs was through an Individual Executive Member Decision but because of objections to the proposals by Ward Members the Constitution states that the decision must be made by the Executive.

Members were also advised that in addition to the proposed speed reductions the Council had investigated reducing the speed limits on sections of the A327 Eversley Road and Langley Common Road. Unfortunately these two sections did not meet the national review criteria that would allow the speed limits to be reduced and the Police had advised that they would not be supportive of such reductions. It was noted that discussions were ongoing about these two sections of road,

Following a query about how many of the 150 children starting the new school were likely to walk. Councillor Richards stated that it was anticipated that around 30 children would walk although this would not be known until the school opened.

Councillor Jorgensen commented that regardless of how many children were likely to walk they would be more likely to do so if parents viewed the traffic as reasonably slow and the route as reasonably safe. Councillor Jorgensen was therefore keen that the width of the footpath be reviewed as she felt it was very narrow. Councillor Richards assured Members that in order to widen the footpath vegetation, including bushes and trees, had been cut back along its length and some of the bollards were planned to be removed. Members wanted to ensure that the vegetation would be cut back on a regular basis.

Councillor Ross asked for consideration to be given to placing a white line near to the verge of the relevant roads as had been seen in other areas it gave the impression of making the road narrower, slowed the traffic down, and kept drivers from driving right up to the kerb.

RESOLVED: That the making of the Wokingham Borough Council (Various Roads, Wokingham Borough) (30, 40, 50 mph speed limits) Order 2016 be approved and the Director for Environment be instructed to inform those persons who objected accordingly.

The three routes where the speed limits are proposed to be reduced to 30mph are as follows:

- **B3349 Barkham Road** reducing the existing 40mph speed limit to 30mph for its entirety
- **Bearwood Road** reducing the existing 40mph speed limit to 30mph from the junction of Barkham Road to a point 100 metres north of The Lilacs
- **Sheerlands Road** reducing the existing 60mph speed limit to 30mph from the existing 30mph limit to a point 10 metres south of Bridleway 18.

Agenda Item 50.

TITLE	The 21 st Century Council: Business Case
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
CHIEF EXECUTIVE	Andy Couldrick
LEAD MEMBER	Keith Baker, Leader of Council and Pauline Jorgensen, Executive Member for Resident Services

OUTCOME / BENEFITS TO THE COMMUNITY

The transformation of the way the Council operates will 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:

- 1) approve the 21st Century Council Business Case for implementation, including:
 - a) the anticipated staffing reductions and associated redundancy payments, in line with Council policy;
 - b) the investment, in IT and other implementation costs to enable the significant transformation the Business Case proposes;
 - c) the funding, consisting of:
 - (i) a virement from revenue contribution to capital outlay of £210k in 2016/17 and £500k in 2017/18;
 - (ii) a virement from interest on balances reserve of £500k in 2017/18 and £500k in 2018/19;
 - (iii) supplementary estimate of £998k in 2017/18 and £1,000k in 2018/19 from general fund balances;
 - (iv) capital expenditure totalling £4.329m, £2,752 in 2016/17 and £1.577m in 2017/18, to be funded initially through slippage in the 2016/17 capital programme and ultimately a first call on resources in setting the 2017/18 capital programme;
 2. require Officers to update Executive quarterly during the implementation, reporting on progress of implementation and revenue return on investment.

SUMMARY OF REPORT

Wokingham Borough Council has responded effectively to financial austerity and funding reductions since 2010. The point has been reached where a radical, whole-Council approach to transformation is required to achieve the efficiencies required of us over the next three years. A sound, three-year plan is being developed to deliver the necessary savings up to 2019-20.

The 21st Century Council programme makes a substantial contribution to that plan. While the Business Case, the focus of this Executive approval, focuses on the element relating to organisational change (the shape, structure and size of the staffing establishment and how it operates), this is one strand of the programme. The whole programme includes:

- Core Priorities: Being clear about what we will be able to deliver in the future, to what standard, and being clear about where we may need to reduce or stop services if alternative funding sources cannot be found
- Income Generation: maximising revenue income to mitigate savings targets: town centre assets; the council's wholly-owned companies, charging
- Contract Review: achieving further value for money from our major contracts, beginning with our Highways and Transport contracts
- Children's Services: reshaping to reflect the emerging legislation regarding academies, and responding to the residual statutory accountabilities the Council will hold, with significantly reduced central government funding to deliver them
- Waste: reviewing arrangements for collection and disposal to manage costs and to achieve the required recycling targets to avoid fines
- Health and Social Care Integration: working with the NHS to deliver better-connected care at home, promoting independence and avoiding unnecessary hospital admissions. The Council has to respond to growing demand that is not matched by funding increases
- Housing Stock: considering how we can continue to provide effective service to our tenants while rents reduce and new legislation is enacted
- Smart Working: the Council already works smart, and has saved significant sums through reducing its office footprint. Officers and members will explore what else is possible, and consider the potential future use of Shute End
- Shared Services: the Council already shares many services with other authorities, and will continue to explore opportunities where they will deliver better value and greater resilience
- Libraries: the Council has maintained all of its libraries, extended opening hours and made savings. It now needs to further explore opportunities for further savings through different operating models and delivery patterns
- Assets: The Council owns substantial assets in the borough and is working to ensure these are put to best use, and where possible delivering revenue or capital receipts. Linked to this the Council is leading a programme with all public sector partners across Berkshire including police, health and the fire service, to make best possible use of publicly-owned assets and buildings to save public money

In addition, as we continue to deliver 'business as usual', officers and members are focused on opportunities to find savings and avoid costs

The Business Case for the 21st Century Council Organisational Change Programme

The appended Business Case sets out the key elements of change to the shape, structure and operating model of the new organisation. The following important aspects are highlighted:

1. Greater Self-Serve

Through improved and better-integrated resident-facing technology, residents and customers will be able to get what they need, find the information they want, make bookings, payments and complete many more transactions remotely and online. For those who are less confident with digital technology, other channels will be available, but where people can self-serve, for reasons of convenience and efficiency, they will be able to.

Internally we will apply the same principle, making it possible, and a requirement, for operational managers to self-serve and to use the new technology, and the removal of unnecessary processes, to enable reduced reliance on internal support and 'back-office' services

2. Customer Service and Case Management

New teams, of generalist, problem-solving case managers will be established, who will hold more complex cases that cannot be resolved at first point of contact. They will liaise with customers and with specialists in the Council but will hold responsibility and bring cases to resolution where they can

Some of these teams will be based in and with localities, working closely with partners in the police (aligned to the new Neighbourhood Policing model), the NHS, the voluntary and community sector and in town and parish councils. These people will be equipped to be able to address a wider range of issues, relating to people and communities and to environmental issues, in a more connected and efficient way

3. Specialists

Specialists will support the work of the case managers, providing scripts and operating rules, and will be freed up to focus on work that requires the specialist skills for which they were trained and are paid. This model will remove much of the bureaucracy that tends to bog specialists down and hamper their efficiency

4. Strategy and Commissioning

This activity, that converts policy and political ambition into strategy to be delivered across the organisation, will be singly managed and joined up across the entire Council, rather than residing in separate directorates as is presently the case

5. Leadership and Management

There will be fewer senior and middle managers in the organisation, starting with a reduction in the number of Directors, from four currently to three, reflecting the new operating model and structure. Directors will share accountability for the Council's operating efficiency and service delivery, whilst maintaining critical

statutory accountabilities, for vulnerable adults and health, for children, for Highways, and around the Council's financial robustness. The high level structure is illustrated in the Business Case

6. Establishment Reductions

The Business Case sets out a reduction of 150 posts in the Council's establishment, enabled through the changes summarised above.

As far as possible these reductions will be achieved through the existing turnover in the organisation. In addition, for the last eight months all senior and middle management posts have been kept vacant (or filled on an interim basis) unless it was clear that permanent appointments were business critical and would be required in the new model. Directorates have similarly monitored and managed vacancies. As a result redundancies will be kept to a minimum, but provision for the statutory cost of redundancy is proposed in the Business Case

7. Savings

The Business Case sets out that through the changes the Council can expect to save £2m in 2017-18 and a further £2m in 2018-19, so a £4m saving on staffing costs through implementation of the programme

8. Investment

To enable the transformation proposed, investment is required and is detailed in the business case. The total required amounts to £6.2m, over the next two years. This investment is necessary for the following:

- ICT acquisition, integration and licences (the sum includes a 20% contingency)
- Implementation costs (one-off: for the duration of the implementation programme):
 - ICT implementation
 - HR capacity to manage large-scale assessment, selection, recruitment
 - Training for staff and managers: new model; new ways of working; acquiring new skills, behaviours
 - Creation of rules and scripts to support Customer Service and case Management teams
 - Retaining the services of the partner with whom the Council has worked successfully to bring the business case to this point, and to brief and engage staff and managers

9. Next Steps: Implementation

Should the Business Case be approved, implementation will begin immediately, and will be phased over the following 18 months, to ensure transition to the new model is safe and effective.

Phase 1 will include:

- Establishment of the reconfigured senior leadership team (Directors and the management tiers below)
- Establishment of the reconfigured Strategy and Commissioning and Support Services

- Implementation of the key IT improvements and integration
- Development of rules and scripts to guide the operating model

Phase 2, commencing in April 2017, will be moving the large operational service, Children's Services, Health and Wellbeing and Environment, into the new operating model

Member Engagement with the Programme

Progress to date has been reported to the dedicated 21st Century Council Member-Officer Working Group, and also to the Sustainable Finance Group and to the Overview and Scrutiny Management Committee

The Personnel Board has considered the programme twice in the last six months, most recently on..., when the Board recommended the Business Case for approval by Executive and noted the impact on the senior officer leadership of the Council and on the likelihood of the process triggering 20 or more redundancies

Looking forward, it is envisaged that the Member-Officer Working Group will continue to monitor and support implementation, the Sustainable Finance Group will monitor progress on savings realisation, and that reports on progress should come to the Executive on a quarterly basis. In addition, a series of workshops will be offered to Members to provide a platform for further engagement with, and shaping of, the model as it moves towards implementation

Staff Engagement with the Programme

A series of engagement sessions was held with staff in June and July. A further round is planned for October, and the cycle will be repeated throughout the implementation phase.

There are also dedicated pages on the Council's intranet, and an active discussion board where issues are being raised and answered

Public Engagement with the 21st Century Council Programme

It is intended that the Budget Engagement events we will hold with the public, in different locations around the borough, in October and November, will provide an important forum to discuss the programme and canvass the views and experiences of the public about accessing Council services and how we might make sure improvements are woven into the implementation.

In addition, the Council's website and social media presence will be utilised to publish information and seek engagement with the community.

Risks

No major change programme is without risk. Risks registers have been developed for the programme itself, and for each directorate in relation to the risks emanating from the transition from the current to the new operating model. Effective mitigating actions are in place

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 table below	Yes	See table below
Next Financial Year (Year 2)	See table below	Yes	See table below
Following Financial Year (Year 3)	See table below	Yes	See table below

	2016/17	2017/18	2018/19	2019/20	Total	Notes
	£'000	£'000	£'000	£'000	£'000	
Revenue:						
Investment	710	1,180	0	0	1,890	
Redundancy	0	1,000	1,500	0	2,500	
Total	710	2,180	1,500	0	4,390	
Funded by:						
Special item	500	0	0	0	500	Approved 2016/17
Revenue contribution to capital outlay	210	500	0	0	710	Base budget
Pay and redundancy reserve	0	182	0	0	182	Balance transfer
Interest on balances reserve	0	500	500	0	1,000	Balance transfer
Total	710	1,182	500	0	2,392	
General Fund Balance	0	998	1,000	0	1,998	
Capital	2,752	1,577	0	0	4,329	
Capital funded by slippage on 2016/17 schemes with full funding impact on 2017/18 programme						
Income – General Fund	0	(2,000)	(2,000)	0	(4,000)	
Non General Fund	0	(250)	(250)	0	(500)	
Total	0	(2,250)	(2,250)	0	(4,500)	

Other financial information relevant to the Recommendation/Decision
None

Cross-Council Implications
This change programme impacts on the whole Council

List of Background Papers
21 st Century Council Business Case

Contact Andy Couldrick	Service Chief Executive
Telephone No 01189 746001	Email andy.couldrick@wokingham.gov.uk
Date 16 September 2016	Version No. 1.0

This page is intentionally left blank



ignite

Wokingham Borough Council

21st Century Council:

Future Operating Model Blueprint

25th August 2016

Table of Contents

1. Summary	4
2. Introduction	7
a. Background	7
b. Objectives and Scope	7
c. Approach.....	9
3. Future Operating Model	11
a. Operating Model v Organisational Model	11
b. Design Principles	11
c. Overview of the Future Operating Model	12
d. Key elements of the Wokingham Borough Council FOM	13
4. Business Case	14
a. Staffing cost reductions	14
b. WBC prioritisation and standards of service.....	14
c. Priority areas for savings.....	15
d. Implementation Investment	21
e. Benefit Realisation	22
5. Organisational Framework.....	24
a. Populating the FOM	24
b. Organisational Design	24
6. Implementation Plan	28
a. Proposed structure of the implementation plan	28
b. Risk Management approach	29
Appendix 1 – Financial appraisal	30
Appendix 2 – Generic Future Model Processes	31

Table of Figures

Figure 1: Wokingham Borough Council Future Operating Model	4
Figure 2: Summary of key saving areas (Asset management savings will be delivered as part of the One Public Estate project).....	5
Figure 3: Draft high level implementation plan.....	5
Figure 4: Cumulative saving against the technology and implementation investment costs	6
Figure 5: 21st Century Council governance arrangements - Individual descriptors are out of date and have been revised following Joint Board discussion. Diagram will be updated before dispatch to Group	7
Figure 6: Summary of scope of the business case	9
Figure 7: Components of the blueprint activity.....	9
Figure 8: Conceptual Future Operating Model	12
Figure 9: Wokingham Borough Council Future Operating Model	13
Figure 10: Summary draft prioritisation of Council services.....	15
Figure 11: Summary of key saving areas for <i>stretch</i> position	16
Figure 12: New Operating Model for Support Services	16
Figure 13: Expected split of activity across Support Services	17
Figure 14: Example opportunities for saving across Support Services	17
Figure 15: Teams with Customer Service activity that could be centralised	18
Figure 16: Example opportunities for saving across Customer Services	18
Figure 17: Teams with Case Management activity that could be centralised	19
Figure 18: Teams with the highest concentration of specialist activity	20
Figure 19: Example opportunities for saving across specialist activity.....	20
Figure 20: Technology functional diagram	21
Figure 21: External IT costs	21
Figure 22: Implementation costs	22
Figure 23: Cumulative saving against the technology and implementation investment costs	23
Figure 24: FOM with estimated FTE of activity.....	24
Figure 25: Proposed leadership structure	25
Figure 26: High Level Implementation Plan.....	28

1. Summary

This document provides the ‘blueprint’ for the delivery of the Future Operating Model (FOM) for Wokingham Borough Council (WBC). It includes a refined business case, an organisational design and an implementation approach and plan.

A total of 1029 FTEs (full time equivalents) were identified as being in scope at a fully loaded cost of £42.51 million. As a result of the blueprinting exercise, this business case proposes a cost saving of £4.5M (11%) and an associated reduction of 120 -150 FTEs (11%) whilst at the same time enhancing customer service delivery. Cost savings relate to all sources of Council funding – general fund, grant and ring fenced.

A revised Future Operating Model for the Council has been developed. This operating model focuses on the types of activity that are performed, unconstrained by current organisational models:

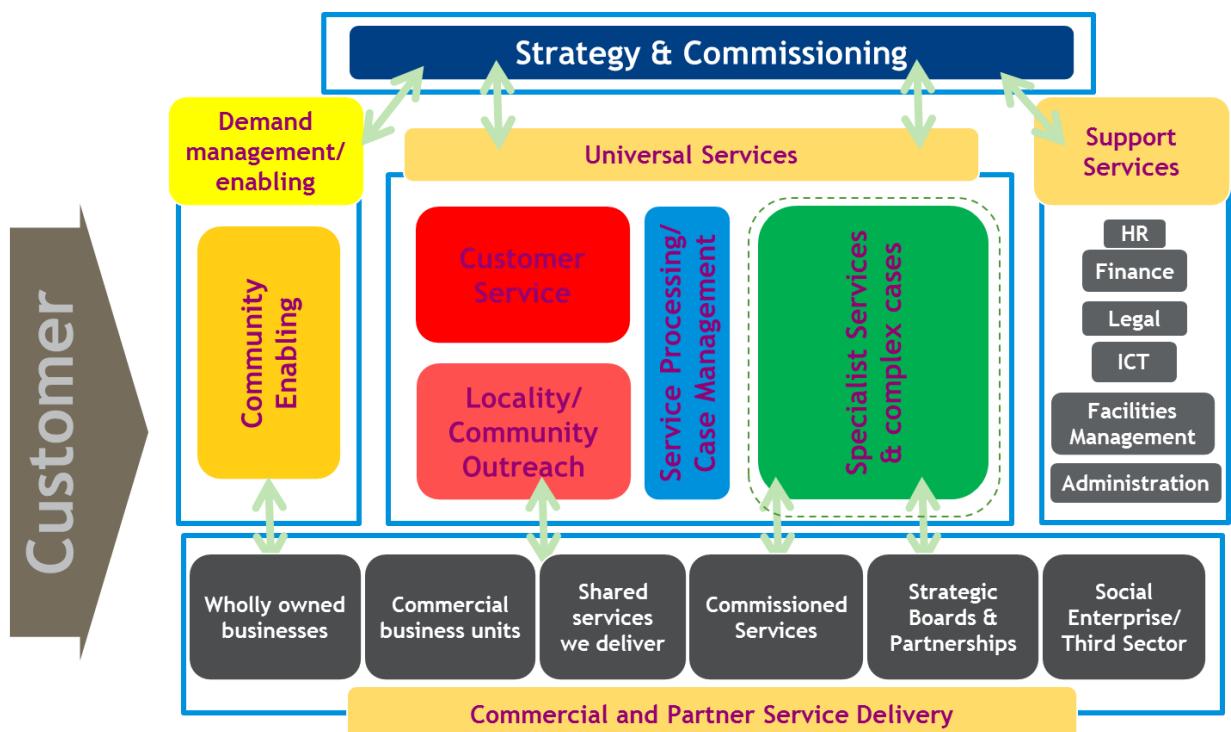


Figure 1: Wokingham Borough Council Future Operating Model

Using this model, all activity across the Council has been mapped, identifying the roles and level of cost involved. This valuable data source is used to both analyse the level of activity and cost to deliver particular services to customers. Seven key areas for saving have been identified and summarised below:

Saving area	WBC AA FTE Total	%	As-is Cost	To-be FTE	To-be cost	Saving
i) New operating model for Support Services	173	16.8%	£ 6,428,592	142	£ 5,318,895	£ 1,109,697
ii) Technology enabled customer service & locality working	207	20.1%	£ 7,121,874	174	£ 6,085,216	£ 1,036,659
iii) Remodel leadership and management activity	82	8.0%	£ 4,693,769	67	£ 3,816,504	£ 877,265
iv) Technology enabled, centralised case management	97	9.4%	£ 3,110,217	76	£ 2,439,202	£ 671,015
v) Co-ordination of Strategy and Commissioning	132	12.8%	£ 6,420,310	127	£ 6,203,550	£ 216,760
vi) Service re-design efficiency across 267 specialists	267	25.9%	£ 11,843,456	254	£ 11,251,283	£ 592,173
vii) Service delivery, facilities & asset management	71	6.9%	£ 2,896,177	71	£ 2,896,177	£ -
	1029	100.0%	£ 42,514,395	911	£ 38,010,827	£ 4,503,568

Figure 2: Summary of key saving areas (Asset management savings will be delivered as part of the One Public Estate project)

The numbers and distribution of FTEs across the model will emerge as work through implementation of the model

This business case identifies a range of further opportunities for effectiveness above and beyond the financial efficiencies described above. These are summarised below:

- Improve customer focus and standards
 - Enhance capacity and capability in strategy, performance and programmes to make the Council more effective at delivering member ambitions
 - Deliver a more coherent approach to Commissioning services to derive better value from partners and suppliers

The Blueprint also has implications for the implementation plan, of which a more detailed version is provided as a separate document. A high level 17 month outline implementation plan is shown below highlighting the key work-packages of the programme:

Figure 3: Draft high level implementation plan

Over the period of implementation the high level costs of the programme are expected to be:

Item	Investment
External IT procurement	£2.3M
Implementation costs	£3.9M
Total	£6.2M

The expected cumulative payback on this investment is shown in the graph below:

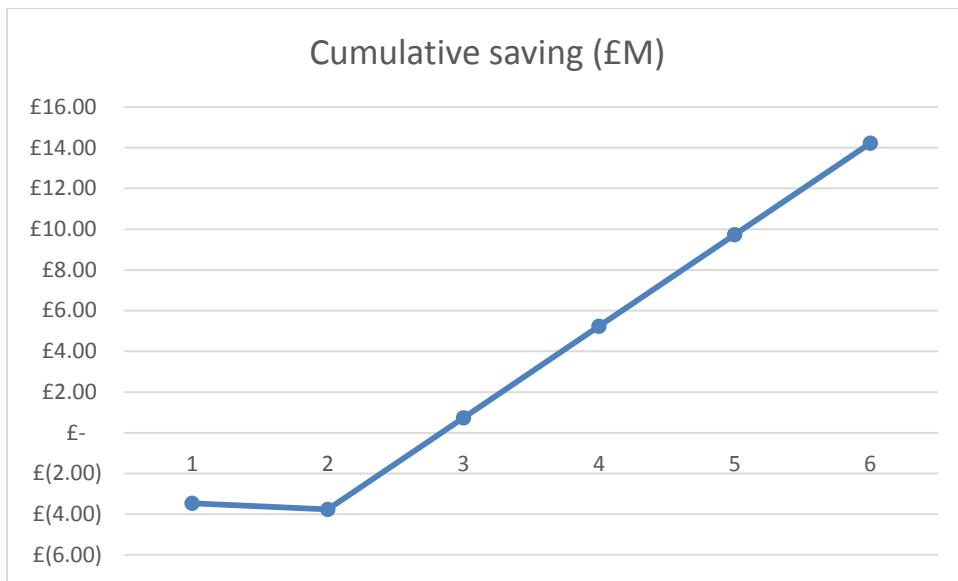


Figure 4: Cumulative saving against the technology and implementation investment costs

This shows a break even at the end of Year 2 whereby the investment costs are fully covered by the savings secured. Further costs associated with reshaping the organisation are described in the financial case.

2. Introduction

a. Background

The public sector is going through unprecedented change since the Global Financial Crisis and the introduction of a fiscal austerity programme by the UK Government in 2010. Local Authorities have been very much at the centre of the austerity programme, bearing a greater share of financial savings than any other part of the public sector. This has left councils with the choice as to whether to cut back on their ambitions for their communities and the level of services they offer them, or to innovate in what they do and the way they go about their business in order, as far as possible, to meet community needs and aspirations.

In considering the options available to the Council, it needs to be recognised that advances in technology and changes in customer and resident behaviour mean different forms of service delivery organisation are now possible that were not deliverable five to ten years ago. Many of these have started to be successfully exploited by the business sector, such as retailers and banks, and also by central government, for example the DVLA. However, to exploit them to their full potential, the key lesson from the business sector is that they cannot be successfully bolted on to existing business models and service delivery. Instead, the whole business and operating model needs to be reviewed and transformed if the full benefits are to be realised for the organisation and the customer.

b. Objectives and Scope

Wokingham Borough Council have been leading a portfolio of transformation projects and initiatives within their 21st Century Council Programme. The diagram below shows the contents of this portfolio and the current Governance arrangements.

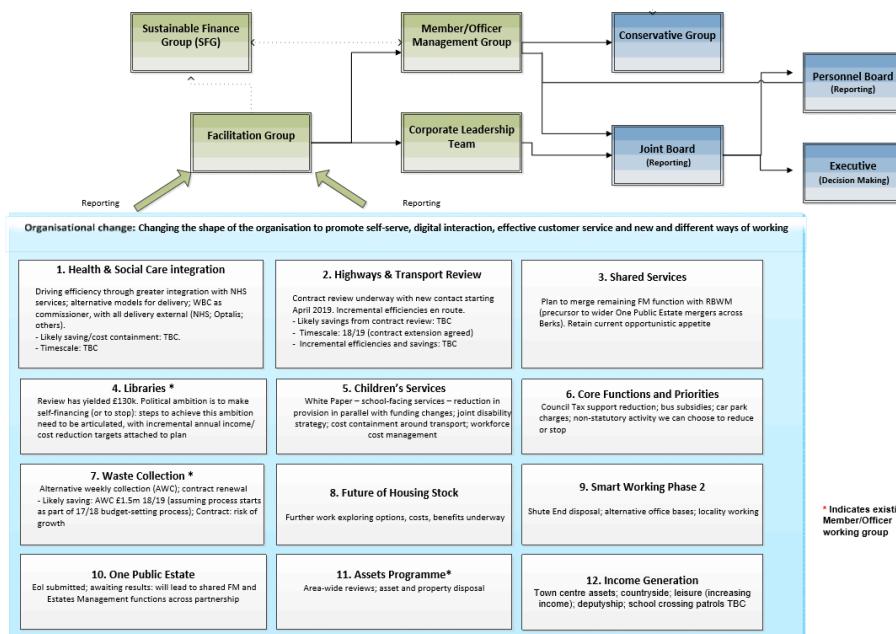


Figure 5: 21st Century Council governance arrangements - Individual descriptors are out of date and have been revised following Joint Board discussion. Diagram will be updated before dispatch to Group

This blueprint and business case has been created from a significant ramp up of effort by the Council, working with Ignite, in the Customer Programme within the above portfolio, working closely with many of the other work streams. The objectives and benefits of this programme were defined in 2013 as:

The Customer programme objectives 2013-2018 are:

- Service strategy standards which aspire to be the best we can achieve and are informed by customers' needs and feedback
- Customer service processes which are effective and efficient; first point of resolution and elimination of chases for information
- Top quality information about customer services which informs users of the services, those delivering the services and Councillors as policy makers
- Internet services which people want to use as a first preference because they are quick, easy and let customers track their requests
- Services which not only deliver immediate needs but demonstrate and promote what the Council offers and how well it achieves this
- Savings of £150,000 in financial year 2015/16

Expected benefits for our residents and customers are:

- Customers have more choice around how they interact with us
- Customers will be able to serve themselves, 24/7, at a time and place that suits them
- Maximising first time resolution will mean that customers have their enquiries resolved sooner, at the first point of contact
- By regularly gathering and using information about our customers and how they wish to access services, means that we will continually improve what we do, whilst making sure that channels are accessible and relevant to all
- Building staff capacity, capability, behaviours & resilience to offer seamless services in a way that is appropriate to each customer
- Closer working with our partners, working together across organisations so that customers experience seamless, high quality public services irrespective of who is delivering them

As part of this Blueprint phase CLT built on this previous work to clarify the vision of the programme:

<i>The Customer Programme will:</i>	<i>Understand our customers better and re-design services to meet their prioritised needs</i>
	<i>Help to deliver the Council's efficiency targets</i>
	<i>Create and implement a new way of working across the Council</i>
	<i>Realise the benefits of state-of-the art technology and systems</i>
	<i>Deliver a 'once and done' approach wherever possible</i>

This Blueprint business case builds on an initial business case that was completed in December 2015. The scope of the programme was a total of 1029 FTEs at a fully loaded cost of £42.51 million. This is comprised of the following teams with associated numbers of FTEs and fully loaded staff costs:

	FTE	Cost (£M)
Chief Executive's Unit	42	£2.59
Finance and Resources	353	£13.08
Environmental Services	225	£9.11
Children's Services	275	£12.23
Health & Wellbeing	133	£5.51
TOTAL	1029	£ 42.52

Figure 6: Summary of scope of the business case

The funding source for each of these full time equivalents needs to be considered so that officers and Members can interpret how savings identified in transitioning to the new ways of working can be realised.

£4.7M of funding within the scope identified above is grant or ring-fenced funding. As a result it may not be as easy to realise savings within this grant funding due to conditions associated with the funding source. This will need to be managed on a case by case basis in the detailed planning of the programme when the benefit management plan for the programme is created.

c. Approach

As proposed in the initial business case the following sets of engagements, analysis and design, implementation planning activities were undertaken to produce the deliverables:

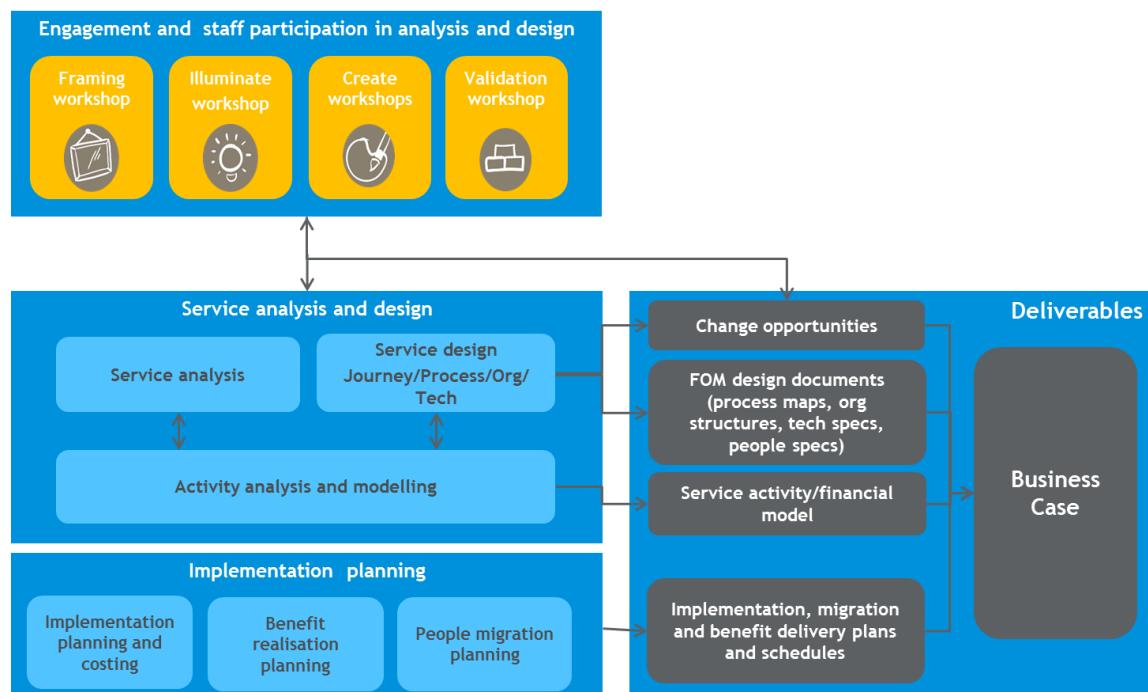


Figure 7: Components of the blueprint activity

The Blueprinting phase builds on the initial business case work and delivers:

- A revised business case (based on detailed service by service activity analysis, refined maturity assessment and cost analysis, including technology)
- A costed Target Operating Model for WBC aligned to the Future Model, including initial organisational design, role descriptions and technology model
- Programme plans for implementation

Our approach to developing the Blueprint has focused on two areas. Firstly, refining the activity analysis detail from the initial business case phase, by analysing the activity of all service areas in scope, using data provided by ~70 service area representatives working with colleagues from across the Council. Secondly, we have focused on key areas with smaller working groups based on findings from this activity analysis. The areas explored in this second component were:

1. Principles of leadership and structure
2. Strategy and Commissioning
3. Refining the model for Children's Services
4. Refining the model for Health & Wellbeing
5. Local delivery
6. Support Services

The Blueprint business case validates some of the assumptions made in the initial business case and involves a wider group of council representatives in identifying the achievable savings. The opportunity analysis activity engaged that wider group in identifying areas that could work more effectively and efficiently through the FOM and the use of new technology.

Assumptions based on the key drivers of efficiency can then be made to identify potential savings by each part of the FOM. These drivers are explained later.

The combination of the output from the business case and the work in the Create & Validate workshops has developed potential options as to how each area of the FOM could be structured. These options have then been drafted in light of people / organisational / political constraints, to provide an initial organisational design. We have populated the organisational design with initial draft FTE numbers from the business case to refine management levels and spans of control, organisational anomalies (e.g. small functions combining) and any geographic requirements. FTE numbers will be revised in detailed design stages of implementation to reflect more involved design considerations engaging more of the organisation.

3. Future Operating Model

a. Operating Model v Organisational Model

The Future Operating Model (FOM) provides a model of how the Council delivers services to customers and how the customer will interact with the council. This provides the rationale for how the work is done and what types of roles are required to deliver the work. The business case generates the required numbers for each role to deliver the services required.

The organisational model (sometimes referred to as a Management Structure) provides an internal framework for how the council organises itself to deliver the operating model. This organisational model sets out where the work gets done, and by how many of each role. This drives considerations on spans of control, levels of seniority within role families and management structures required.

Inherently there will be choices the Council will need to make within the organisational model that will require iteration during implementation. The Blueprint analysis provides an initial view of the numbers against each area of the model. Based on the choices made, the organisational model will develop through detailed design aligned with the agreed design principles.

b. Design Principles

In the development of the operating model, a number of “ground rules” or design principles were agreed to articulate how the new model would operate. These were refined in conjunction with the wider participation group to:

1. Focus on the customer experience
2. Redesign processes around the ideal customer journey
3. Tell customer what to expect and keep them up to date along the way
4. Make processes digital by default, but with alternative access channels where appropriate
5. Address issues at first point of contact
6. Collect information once, and only if we actually need it
7. Move as much work forward, to self-serve or customer facing roles as possible
8. Move work quickly and easily around the organisation by using workflows and automated process prompts
9. Automate controls within processes to ensure compliance
10. Measure performance as part of the process/workflow to drive improvements
11. Manage customer capability to enable customers to do more for themselves
12. Manage customer demand to prevent and shape demand where appropriate

These design principles enabled people to understand and agree the future vision for the Council and start to articulate how things might work. They will be used throughout the proposed implementation to support decision making.

c. Overview of the Future Operating Model

The Proof of Concept and Blueprint activity started with a conceptual model of the framework:

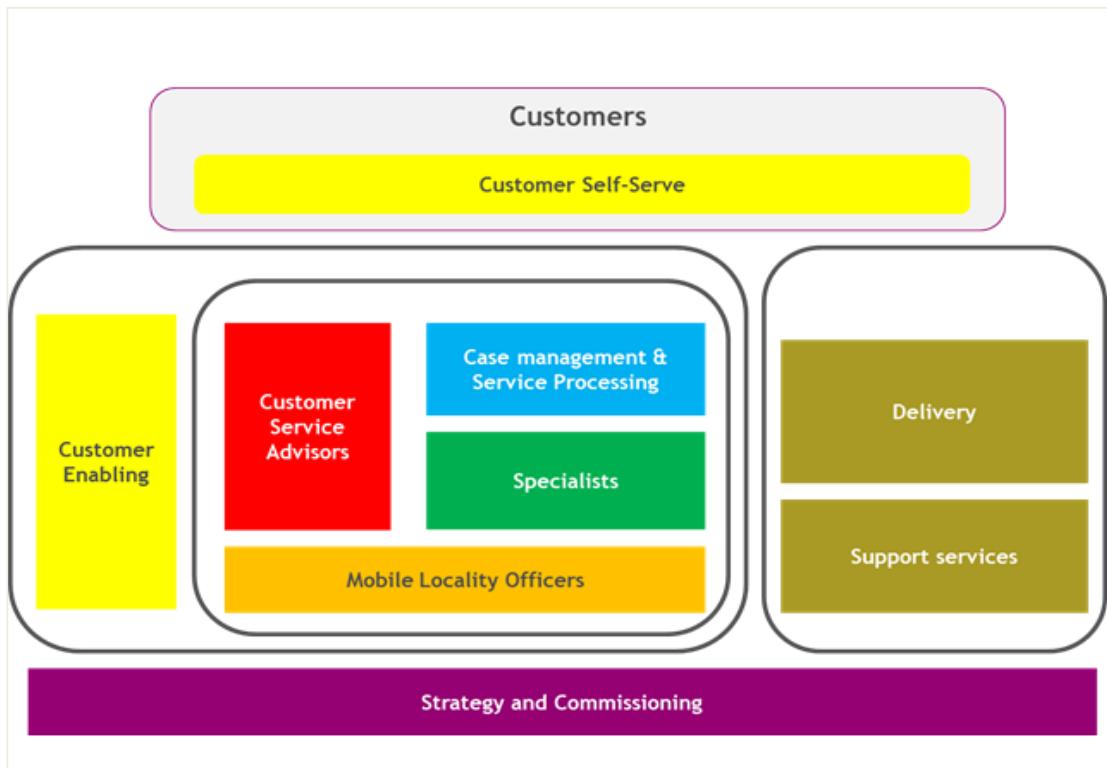


Figure 8: Conceptual Future Operating Model

This conceptual framework was established in the Proof of Concept phase and refined through Blueprinting to provide an agreed customer focused way of delivering services for the Council. As a reminder the key components are:

- Customers – different customer groups access services in different ways. Some groups can be encouraged to self-serve online or draw on support from customer service staff only, whereas others may need to access the support of specialist staff more quickly
- Strategy & Commissioning – translates community / customer intelligence and political will and ambition into strategic direction, and commissions what's required to deliver this
- Customer Enabling – helps the community and customers to help themselves so as to address aims and reduce demand for services
- Universal Customer Contact - all activity associated with customer contact, customer service, managing cases, resolving questions and issues (simple and complex), and scheduling input from others where required
- Delivery - delivery of core services e.g. waste collection, street cleaning, etc.
- Support Services - non-customer facing back office functions, much of which is transactional but some requiring organisational specific intelligence

Adapting the conceptual model to a WBC context provides a refined FOM summarised in the diagram below and explained in the subsequent detail:

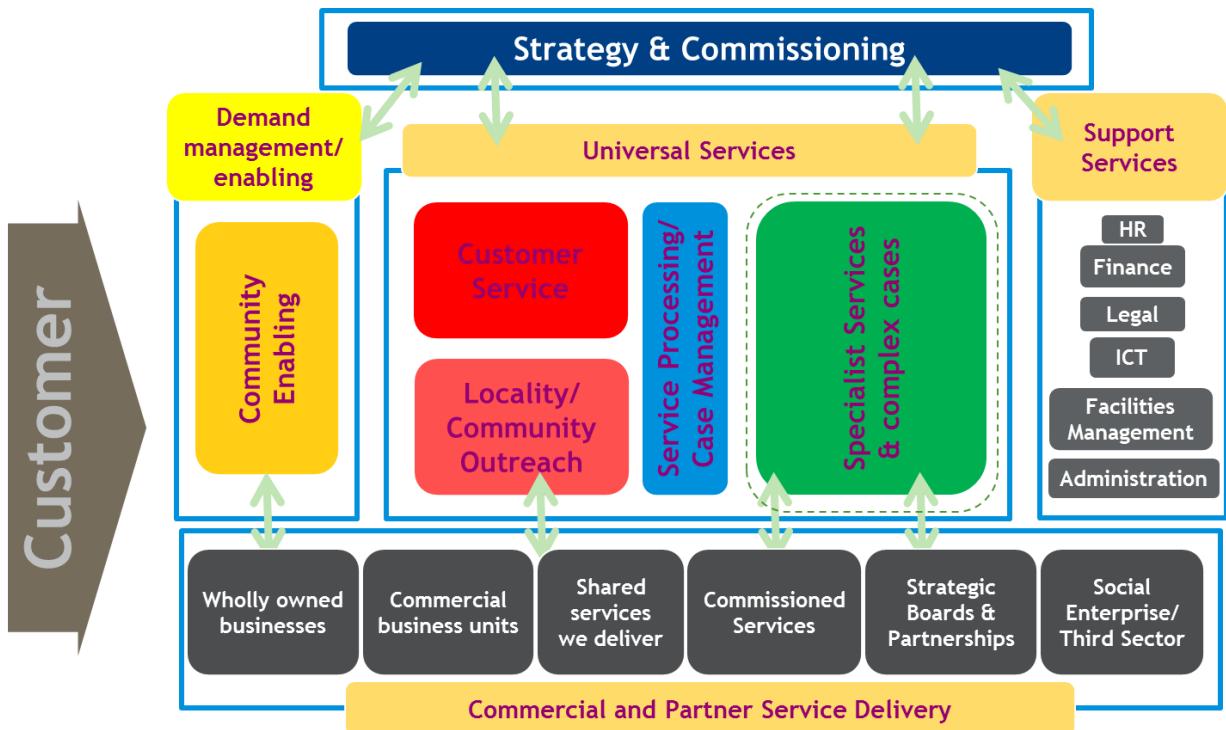


Figure 9: Wokingham Borough Council Future Operating Model

d. Key elements of the Wokingham Borough Council FOM

STRATEGY & COMMISSIONING

To be the ‘single brain’ of the organisation responding to political will and ambition, and ensuring this is turned in to evidence based strategy, and planned services, actions and projects, to ensure political ambitions are delivered effectively and efficiently “on the ground”.

SERVICE DELIVERY

To deliver efficient, professional and commercial services to the Council’s customers that are aligned to the Council’s ambitions managing performance to meet the desired outcomes.

SUPPORT SERVICES

To provide business like and efficient support and advice to teams across the Council, in order to improve performance and support them in delivering the Council’s ambitions.

4. Business Case

a. Staffing cost reductions

On the basis of the revised activity analysis, this business case sets out the ‘As Is’ staffing and staffing costs compared to a ‘To Be’ or future state following implementation of FOM opportunities.

The current FTEs were mapped from the activity analysis spreadsheets and the finance reconciliation of establishment and actual FTEs. As a result of this proposed transition to the FOM, a reduction of £4.5 million (11%) of fully loaded salary cost per annum is achieved with a corresponding reduction in the number of FTEs of 120 – 150.

The savings identified are based on a number of drivers which have been applied to the existing services and their mapping of activities to the FOM areas. By structuring the activities of the Council into the Future Model activity areas, we can assess the likely benefit that can be achieved in each area from each driver. These drivers were:

- **Demand management (customer enabling);** reducing or shaping demand to reduce the level of service required from customers
- **Channel shift (self-serve);** enabling customers to do more for themselves and reducing council workload in the process
- **Remodelling (new structures and ways of working);** improving productivity and releasing capacity in the organisation through the reallocation of work, workforce optimisation and better workforce practices. This will be achieved by shifting work and knowledge closer to the customer and embedding rule based ‘knowledge’ into processes and scripts, developing agile working and customer centric attitudes and behaviours.
- **Efficiency (technology and process improvement);** stripping out waste and non-value added activity from journeys and processes

b. WBC prioritisation and standards of service

A clear recommendation from the recent Corporate Peer Challenge was that we should develop a better shared understanding of our service priorities, what we must do well, less well and what we might stop doing. We have largely been able to avoid this in previous years’ savings rounds. We cannot avoid it any longer. It is one of the strands of activity within the C21 Programme that has been reviewed at Joint Board.

The table below provides an initial categorisation, for debate and development and is included in this business case as a valuable context and overlay for the proposed breakdown of cost reductions in the following section. The categories relate to the suggested investment decisions. Officers recognise that our role is to get, wherever we can, outstanding impact and results from the services in which we invest.

The categories used are:

- **Good** (better than ‘Good Enough’: investment above the minimum to deliver impacts that support the best outcomes achievable, effectively prevent demand, and avoid cost later)

- **Good enough** (might be statutory minimums, enough to enable the function to operate to an acceptable minimum standard etc)
- **Reduce/Stop/Self-financing** (reduce or cease investment; cease to provide or require to become increasingly self-financing)

Where services are suggested for ‘Good’ investment, they fall into three categories: **Safety; Legacy** and **Efficiency** (invest to save)

Good	Good enough	Reduce/Stop/Self-financing
Adult Social Care & Targeted Prevention Safety	Public Health (Universal)	Leisure
Children’s Social Work and Early Help Safety	Development Management (householder and minor applications)	Countryside
Commissioning Safety/Efficiency	Waste Collection & Disposal	Libraries
Public Health (long-term, targeted investment in health improvement in vulnerable communities) Safety/Efficiency/Legacy	Special Education Needs & SEN Transport	School Improvement and other school support services
Strategic Planning & Development (SDLs, larger sites etc) Legacy	Education Welfare	Deputyship
Town Centre Regeneration Legacy/Efficiency	Early Years	Bus subsidies (some/all)
Income Collection: Council Tax, Business Rates Efficiency	Enforcement	School Crossing patrols
Customer Service (C21Council model) Efficiency	Youth Offending (with expenditure pegged to grant income)	
Highways – new roads, improvement schemes and safety Legacy / Safety	Admissions	
	Benefits	
	Employment Support	
	Highways Maintenance	

Figure 10: Summary draft prioritisation of Council services

c. Priority areas for savings

The table below summarises the key areas for saving by activity area (not reflective of current organisational structures and teams) that have been identified as part of the business case analysis and discussed in Create and Validate workshops and in subsequent discussions with CLT:

Saving area	WBC AA FTE Total	%	As-is Cost	To-be FTE	To-be cost	Saving
i) New operating model for Support Services	173	16.8%	£ 6,428,592	142	£ 5,318,895	£ 1,109,697
ii) Technology enabled customer service & locality working	207	20.1%	£ 7,121,874	174	£ 6,085,216	£ 1,036,659
iii) Remodel leadership and management activity	82	8.0%	£ 4,693,769	67	£ 3,816,504	£ 877,265
iv) Technology enabled, centralised case management	97	9.4%	£ 3,110,217	76	£ 2,439,202	£ 671,015
v) Co-ordination of Strategy and Commissioning	132	12.8%	£ 6,420,310	127	£ 6,203,550	£ 216,760
vi) Service re-design efficiency across 267 specialists	267	25.9%	£ 11,843,456	254	£ 11,251,283	£ 592,173
vii) Service delivery, facilities & asset management	71	6.9%	£ 2,896,177	71	£ 2,896,177	£ -
	1029	100.0%	£ 42,514,395	911	£ 38,010,827	£ 4,503,568

Figure 11: Summary of key saving areas for stretch position

Decisions taken to arrive at the proposed saving described in Figure 11 include:

- Applying the Ignite maturity model and potential saving analysis to the current activities undertaken at Wokingham Borough Council
- Savings associated with facilities & asset management are assumed to be delivered by the One Public Estate programme described in Figure 5
- Savings associated with the locality working are yet to be fully designed alongside the customer service design
- An initial saving of 5% has been applied to specialist work following more detailed follow up workshops with specialists from across the Council

The total saving identified is at the lower end of the savings that could be achieved by applying the Future Model to the Council. CLT want to work with Ignite to achieve the full potential of applying these new ways of working. The actual number of FTE reductions and the distribution of these reductions across the model will emerge through implementation and will be within the range 120-150 yielding a saving of £4.5M.

i) New Operating Model for Support Services £1.1M

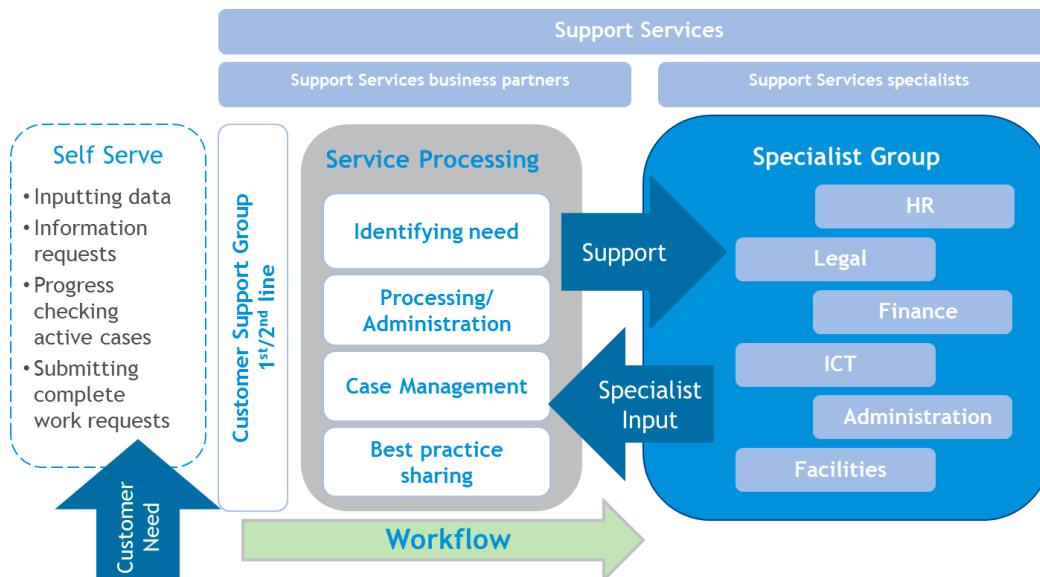


Figure 12: New Operating Model for Support Services

Figure 17 shows the proposed new Operating Model for Support Services, which reflects the Operating Model for wider service delivery that is proposed for the Council.

A number of fundamental changes will need to be implemented in order to successfully deliver this new operating model for Support Services and the associated savings:

- Elimination and simplification of policies and procedures across the range of Support Services provided in order to significantly reduce activity in this area where possible
- Capturing significant amounts of information currently held by specialists across Support Services into online portals and self-serve systems
- Expecting managers and staff to self-serve for a large number of simpler support service enquiries and activities that will be embedded into the Council's intranet and automated
- Embedding generalist business partners from Support Services into teams across the Council to better direct support activity for these customers

Figure 13 shows the level of activity expected across the various disciplines in Support Services from specialists (54.8 FTE) and the total amount of Business Partnering and Case Management (78.3 FTE) from these six key areas of Support Services:

ToBe Activity	FTE Total	%	Admin	HR	Finance	Legal	Facilities	IT
Business partnering	78.3	54%	35.7	3.4	21.9	4.4	2.0	11.0
Specialist (S&C, Corporate programme & complex)	54.8	38%	5.6	6.4	13.9	17.4	2.7	8.8
	133.1							

Figure 13: Expected split of activity across Support Services

Specific opportunities to reduce the cost of Support Services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Admin	HR self-serve e.g. sickness, electronic records management, document scanning	£107K
HR	Operational manager self-serve, recruitment, training, performance improvements	£105K
Finance	Budget setting, reporting and monitoring, electronic invoices, streamlined payments approach	£282K
Legal	Standardise contracts, document management, handing back planning enquiries	£101K
Facilities	Maintenance enquiries self-serve, capital projects specification, new property delivery model	£169K
IT	User self-serve, standardised applications management and desktop environment	£137K

Figure 14: Example opportunities for saving across Support Services

ii) Technology enabled, centralised Customer Services and locality £1.0M

This significant saving is a core outcome of implementing the Future Model and many of the functional requirements that are specified for the integrated technology solution enable this saving. It is delivered by:

- Centralising a single customer service team for the vast majority of activity
- Providing access to a single integrated customer record
- Implementing better scripts to enable more activity to be “one and done”
- Better integrated advise, workflow and data to drive customer service efficiency and effectiveness in leaner processes

Those teams with notable customer service activity that may be able to be scripted and centralised are shown in the table below:

ToBe Activity	FTE Total	Access & inclusion	Assessment,intervention& support	AIS (change management)	Corporate parenting & LDD	F&R Administration	F&R Customer service ops	F&R Income & payments	CS-libraries,d ev,engage	CS - other		Dev management & regulatory	Highways & transport	Adult social care&safe guarding	Housing	Integrated mental health
Customer service/ triage	71.9	1.9	1.8	1.5	5.6	10.3	10.5	2.0	22.2	2.4	2.4	3.3	3.4	2.8	1.9	

Figure 15: Teams with Customer Service activity that could be centralised

Specific opportunities to reduce the cost of Customer Services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Admin	Extend “tell us once” to all areas of the council and self-serve blue badges	£74K
Customer service	Centralising customer contact, approach to FOI and complaints, improvements to booking and scheduling	£250K
Income & Payments	Self-serve payments, garden waste and council tax	£88K
Libraries	Further Self-serve in libraries and online payments and extensions etc	£50K

Figure 16: Example opportunities for saving across Customer Services

Furthermore from Figure 10 we can see that the Library service, whose staff are captured in the model as Customer Service staff is identified as a Service that could be considered to be more self-financing.

iii) Remodel leadership and management activity £0.9M

Section 5.2 describes a proposed leadership and management structure to support the delivery of the new ways of working. This structure delivers leadership, management and supervision across the Council within the revised management budget of 65 FTE, through simplifying the organisational structure and embedding matrix management of functional and operational components across much of the Corporate Directorate and throughout the specialist community.

iv) Technology enabled, centralised case management £0.7M

As with the Customer Services area, this significant saving is a core outcome of implementing the Future Model and many of the functional requirements that are specified for the integrated technology solution enable this saving. It is delivered by:

- Centralising a case management layer for all activity
- Redesigning processes to deliver majority of cases in a rules based approach
- Implementing a standardised workflow system across all rules based processes
- More integrated advise, workflow and data to drive customer service efficiency and effectiveness in leaner processes
- Better utilisation of specialists to manage challenging cases and sign off case work
- Developing professionals with the skillset to deliver high volume throughput of case management activity
- More effective operational management to drive the performance of the case management team

Those teams with notable case management/rules based activity that may be able to be scripted and centralised are shown in the table below:

ToBe Activity	FTE Total	Access & inclusion	Corporate parenting & LDD	Standards in learning	Targeted learning	F&R Administration	F&R Assessments	F&R Customer service ops	F&R Income & payments	CS - other	Dev management & regulatory	Highways & transport	SDL delivery	Adult social care&safe guarding	Housing	Integrated mental health
Case Management	65.6	2.4	5.1	3.6	3.2	12.0	6.9	4.1	4.9	2.0	5.0	2.2	4.2	3.8	2.7	3.6

Figure 17: Teams with Case Management activity that could be centralised

vi) Service redesign efficiency across 267 specialists £0.6M

Components of the new ways of working that will contribute to driving savings across the ‘specialist’ population of Wokingham Council include:

- Separating out the operational (including utilisation) and functional (including professional governance) leadership and management activities
- Providing clearer more co-ordinated strategy, direction and priorities to better harness the efforts of the specialists in the Council
- Breaking down the current silos in specialist teams, forming communities of practice to encourage multi-disciplined teams to come together to address the priorities of the Council
- Redesigning processes to further reduce the burden on the specialist and focus on eliminating, simplifying, standardising and automating activity as described in section 6
- Joining up and clustering processes to enable significant efficiency to be realised

Several specific benefits from new technology will also be realised including:

- Simpler access to data needed to perform jobs
- More intuitive workflows and systems
- Better integrated technology providing a ‘joined up’ experience
- Better access to systems including through mobile devices where appropriate
- Using the right systems for the right job
- Removing duplication between teams and with delivery partners

- Enabling the right governance and checking environment and ‘right sizing’ compliance type activities

Those teams with the highest concentrations of specialists in them are shown in the table below with an estimate of the number of specialist FTEs associated with the team’s activities in the new model:

ToBe Activity	FTE Total	Access & inclusion	Assessment,intervene& support	Commissioning & market dev	Standards in learning	Targeted learning	F&R Assessments	CS - other	Dev management & regulatory	Dev policy & planning	Highways & transport	SDL delivery	Adult social care&safe guarding	Housing	Integrated mental health
Startegy	28.4	0.1	0.8	5.4	0.5	0.2	1.5	8.5	0.2	6.4	3.4		0.8	0.5	
Targeted/ complex case work	93.4	11.4	8.2	6.4	2.4	8.1	10.5	1.2	15.8		0.4	1.1	13.5	4.2	10.4
Specialist	92.0	3.7	3.9	3.4	10.7	1.9	2.1	3.3	8.2	3.6	10.6	16.2	5.2	16.6	2.7
		15.2	12.9	15.2	13.6	10.2	14.1	13.1	24.2	10.0	14.4	17.3	19.5	21.3	13.0

Figure 18: Teams with the highest concentration of specialist activity

Specific opportunities to reduce the cost of specialist services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Adult social care	Improve handover with Optalis, mobile tech for face-to-face assessments, demand management	£178K (11%)
Integrated mental health	Access autism spectrum disorder support to help firm up criteria to access team, joint IT systems with NHS, Mobile IT kit for social care staff	£133K (11%)
Targeted Learning	Only complete 1 assessment, video conferencing, better access to systems, multi-agency hubs	£186K (22%)
Dev mgmt. & Regulatory	Self-serve for household applications, improve site visit process, enable members to answer questions for themselves through access to data	£158K (8%)
SDL delivery	Self-serve planning applications and more delegation for officers in approving application	£73K (5%)

Figure 19: Example opportunities for saving across specialist activity

Furthermore the following three areas of high concentration of specialist activity appear in Figure 10 as areas of service where the Council might remodel its delivery approach to deliver a ‘good enough’ service to allow focus on higher priority services:

- Development Management
- Highway maintenance
- Benefits

d. Implementation Investment

Technology Investment

The primary investment required to implement the FOM is in the integrated, customer focused technology solution that will underpin and enable new ways of working. The core functional components of the new information and technology solution are shown in the diagram below.

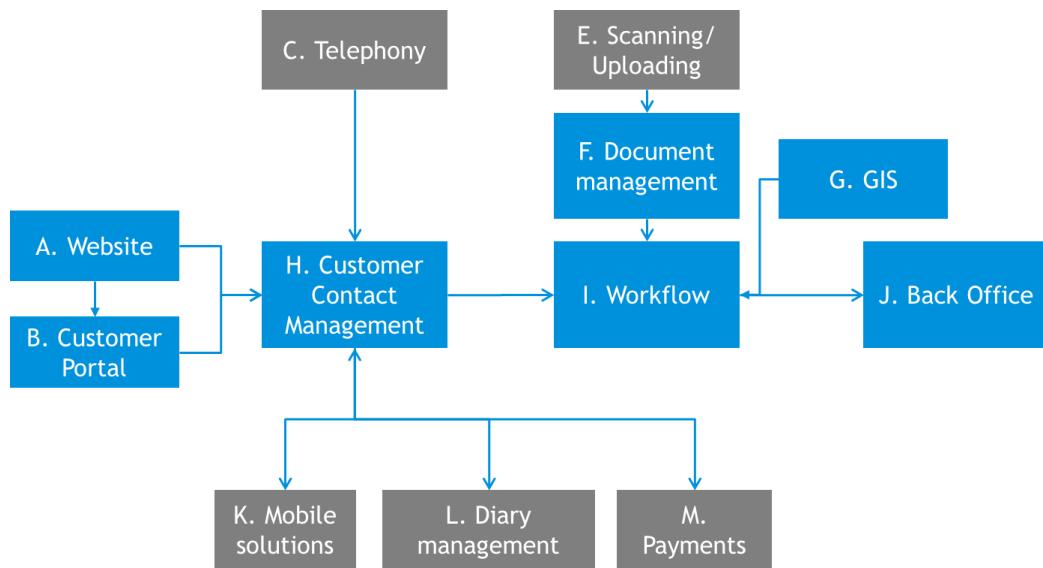


Figure 20: Technology functional diagram

The table below shows the estimate of external IT costs to upgrade, replace and/or integrate each of these components to achieve the functionality that the Council will require to move to the new operating model:

Future Model Component	Infrastructure Costs	Core system costs	Supplier Costs	Total External costs
A. Website	£10,000	£0	£0	£10,000
B. Customer Portal	£0	£0	£0	£0
C. Telephony	£50,000	£70,000	£75,000	£195,000
E. Scanning	£25,000	£0	£60,000	£85,000
F. Document Management	£50,000	£160,000	£340,000	£550,000
G. Geographical Information System	£25,000	£50,000	£58,000	£133,000
H. Customer Contact Management	£30,000	£66,440	£0	£96,440
I. Workflow	N/A	N/A	N/A	£0
J. Back Office	£106,000	£318,000	£304,000	£728,000
K. Mobile Solutions	£102,500	£33,000	£90,000	£225,500
L. Diary Management	£0	£70,000	£100,000	£170,000
M. Payments	£0	£30,000	£80,000	£110,000
Totals:	£398,500	£797,440	£1,107,000	
			External Total	£2,302,940

Figure 21: External IT costs

Implementation delivery

Significant resource for implementation is built into the above £2.3M of external technology investment costs from the IT suppliers. On top of this resource there is clearly a need for a range of other internal and external expertise to support the successful implementation of this new operating model and technology solution. An initial assessment is described in the table below.

Title	Investment	Description
Wokingham Council resource	£1.52M (net)	<ul style="list-style-type: none"> Business and technology analysts to map processes and develop scripts Functional experts from across the Council to specify services policy and ensure that these policies are embedded in the new ways of working Technology team to support the transition to and integration of the new systems <i>N.B. this net investment assumes significant capacity is freed up from the current IMT team in order to support the delivery of this transformation programme</i>
Change and Technology Implementation expertise	£0.85M	<ul style="list-style-type: none"> Design oversight to ensure that the aspirations and principles of the Blueprint are achieved Change management expertise to bring best practice approach to implementing such a complex multi-faceted change programme Expertise to train, develop and support the wider team in technology implementation Leadership of the process design, build and test sprint cycles Business analysis expertise and experience working with other Councils to implement similar transitions
Functional support	£0.15M	<ul style="list-style-type: none"> Recruitment support to perform internal and external selection
Training	£0.40M	<ul style="list-style-type: none"> Training and development to transition to new ways of working and to support the adoption of new technology
Transition	£1.00M	<ul style="list-style-type: none"> Transitional arrangements to fill key resource gaps that may appear during the implementation and to support the dual running within phases between the old and new ways of working
Total	£3.92M	

Figure 22: Implementation costs

Other costs

We have further modelled the following costs and included their implications in the following section on benefit realisation:

- Staff transition costs – all costs associated with transitioning from the current position of 1029 FTE to the future position including the cost of redundancies

e. Benefit Realisation

A full financial summary of the recommendations has been undertaken in collaboration with the Wokingham Borough Council Finance team in Appendix 1. Whilst it is acknowledged that the figures in the appraisal are best estimates, experience of previous change processes and software implementation means the figures are expected to be very close to the final position.

A significant variable in the business case is the redundancy costs. For every 1% variance from this estimate there will be approximately £25,000 variance in revenue cost. The actual cost will depend upon the number of redundancies necessary and the specific entitlements of individuals. This cost is being actively mitigated by close monitoring of vacancies and the use of agency staff where possible.

The graph below shows the annual position of Cumulative saving from the programme over its first six years:

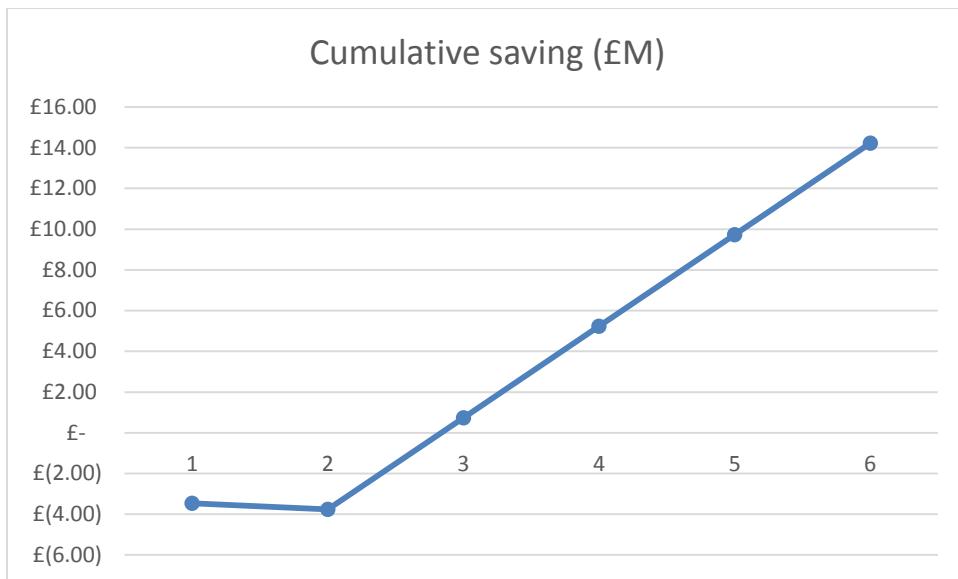


Figure 23: Cumulative saving against the technology and implementation investment costs

5. Organisational Framework

a. Populating the FOM

The indicative FTE requirement for each of the FOM areas is based on the combined requirements of all services and functions. These numbers come directly from the Activity Analysis undertaken by service teams and provide an initial distribution. These are mapped indicatively across the FOM below:

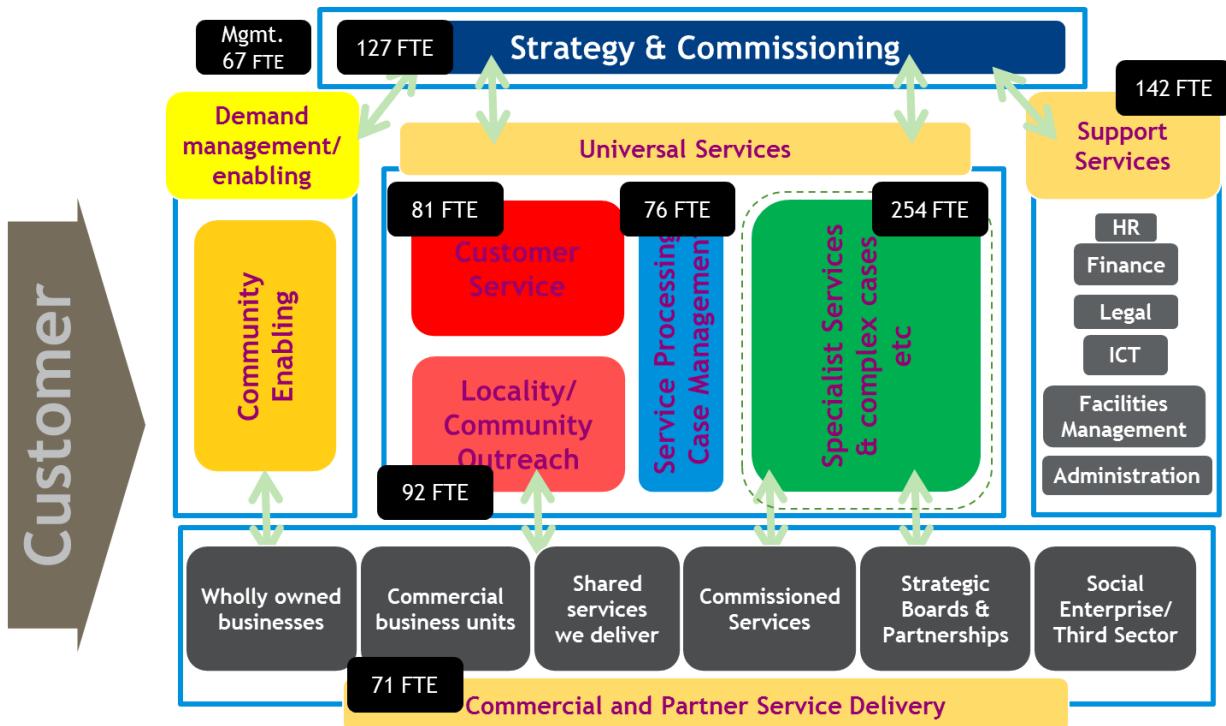


Figure 24: FOM with estimated FTE of activity

The FOM populated with FTEs now provides the baseline for the development of the organisational model or design. As stated earlier the organisational model provides an internal framework for how the council organises itself to deliver the operating model. There are a number of design considerations, including design principles, how management and supervision is incorporated (i.e. how we embed functional and operational responsibility and accountability), and how we enable further locality based work.

b. Organisational Design

As described above, the organisational model is the practical implementation of the operating model to meet the needs of customers and adhere to the design principles. In conjunction with the business case, the assumptions made against each of the considerations above create the rationale for each element of the design including sizing and work type, as well as giving initial indications of spans of control and management.

The requirement for senior management roles can be derived from the overall organisational design and will need to be further developed in detailed design.

The activity analysis by service areas identified the number of FTEs doing management type work. (Note - this does not equate to roles as many roles have multiple responsibilities). At this stage of the design the 67 FTE management roles identified within the FOM have been distributed across the key areas of the model. These will need to be further refined in detailed design.

Working with senior leaders from across the Council the Operating model has been translated into a high level design. The diagram below shows the preferred option for leadership roles (shown in red), and the key activities in each of the teams are then described:



Figure 25: Proposed leadership structure

Key components of the proposed management structure

Management Role(s)	Description
Chief Executive	Role remains as Head of Paid service, providing leadership and coordination across the Council and all of its functions and accountabilities, as well as external relationship role
Director	The three Directors lead on Corporate services (strategy and support), Service Delivery and Functional leadership (including regulatory compliance and statutory accountabilities). These Directors and the Chief Executive make up the Senior Leadership of the Council.
Head of	Combined Operational and functional management of a delivery area of the Council with specific expertise in managing performance to budget
Manager	Operational management roles where the functional leadership has been explicitly removed under a lead specialist
Lead (specialist)	These roles primarily provide functional/technical leadership for the Council in particular areas
Team leader	A supervisor role, managing teams of 8-12 officers

Corporate Services

Corporate Services - Strategy

To be the ‘single brain’ of the organisation responding to political will and ambition, and ensuring this is turned in to evidence based strategy, and planned services, actions and projects, to ensure political ambitions are delivered effectively and efficiently “on the ground”.

Strategic & Business Planning: To set the corporate strategy and priorities, ensuring these are based on evidence (what the Borough needs and what residents want). Ensuring services, programmes, projects and employees are working towards a common set of outcomes as specified in the Corporate Plan.

Commissioning: Design & Commission how outcomes defined in Strategic & Business planning get delivered. This will include identifying resources, partnerships and funding, managing large scale procurements and then ongoing strategic contract and performance management. This role might also include representing the Council’s interest on third party bodies, wholly or partially owned entities and with startgeic partnerships.

Communications, Engagement & Marketing: To keep internal and external customers informed about Council priorities, services and campaigns, lead the engagement of our customers, provide a corporate marketing function to the council including customer data and trends and promotion of commercial and income generating services, and place based marketing to support inward investment and economic ambitions.

Governance & Improvement Services: To provide member support and working to ensure that the Council’s governance and democratic processes are efficient, work effectively and support the ambitions of the Council. Set the Constitution and governance of the Council, ensuring that the Council is efficient, transparent and accountable to local people.

Corporate Services - Support Services.

To provide business like and efficient support and advice to teams across the Council, in order to support them in delivering the Council’s ambitions.

Business partnering and Case Management: To act as the first point of contact to internal customers providing a business partnering service across the entire scope of Support Services, managing and resolving the vast majority of cases.

Lead Specialists: To input to Corporate Strategy, specifying the Council’s policies and accountable for ensuring professional service delivery in their area of expertise across all parts of the organisation. Resolve complex cases and deliver relevant Council programmes.

Customer & Locality services (Place lead)

Customer & Locality services:

To deliver efficient, professional and commercial services to the Council’s customers that are aligned to the Council’s ambitions, managing performance to meet the desired outcomes.

Customer Service: To resolve a significant proportion of customer queries at the first point of contact, providing accurate advice and guidance; and to proactively seek to provide additional services to customers where appropriate, in support of the council’s ambitions.

Case Management: To ensure the Council provides integrated services to customers focussed on their needs by acting as a single point of contact to the customer throughout the complete customer journey, and by managing and resolving the vast majority of cases.

Specialist place services: To input in to the design and specification of the Corporate Strategy and associated policies and plans. To ensure professional service delivery in their area of expertise across all parts of the organisation. To resolve complex cases and deliver relevant Council programmes.

People Services

People services:

To deliver efficient, professional and commercial services to the Council's customers that are aligned to the Council's ambitions, managing performance to meet the desired outcomes.

Specialist People services: To input in to the design and specification of the Corporate Strategy and associated policies and plans. To ensure professional service delivery in their area of expertise across all parts of the organisation. To resolve complex cases and deliver relevant Council programmes.

6. Implementation Plan

a. Proposed structure of the implementation plan

Key considerations from the Future Operating Model, organisational design and technology specification have been used to build the implementation plan. These considerations drive the proposed high level phasing of implementation as shown in the summary plan below:

Figure 26: High Level Implementation Plan

The implementation plan has been designed to run major phases in parallel. This approach is intended to drive standardisation across components within the phases with a common set of deliverables. Phasing in this way will also ensure a smooth transition to ways of working in customer service, case management and locality working.

Phases 1A, 1B and 1C will focus on preparing the council for the wider transformation, followed by phases 2A, 2B and 2C, which focus on transforming end-end customer-facing services.

The ordering of the phases in this way provides a number of benefits:

- Reduces reputational risks by transforming services that interact with the internal customer first, learning lessons for these phases before moving onto areas of the council that impact directly on the customer
 - Early appointment of senior management roles will provide a team that can drive the change throughout the organisation and act as change champions for the programme
 - Transformed Strategy and Support Service functions will be better equipped to support the remainder of the organisation as it moves through its own transformation
 - Delivers key technology components and allows concepts to be thoroughly proven before they are deployed across the wider organisation
 - Builds the structures around customer interaction that will support the later phases of the programme in delivering the on-the-ground presence and customer enabling functions required to drive efficiencies and channel shift

b. Risk Management approach

In creating the implementation plan for this significant change programme, risks have been considered at both the programme and service level. Priority programme risks with associated mitigation actions and owners are summarised in the table below:

Risk	Mitigation(s)	Owner
Loss of key people and organisational knowledge	Talent management plan that identifies key people and knowledge and puts measures in place to retain these key people	Graham Ebers
The total predicted annual savings will not be realised	The programme sponsor is accountable for delivering the efficiencies across the entire council Newly appointed directors of corporate, customer & locality and people will own the benefits predicted in their area The programme director and design authority will escalate issues wrt benefit realisation as they arise with recommended approaches to Benefits will be reported and monitored on a monthly basis throughout the programme by the programme board	Andy Couldrick
Reduced performance in key services	Department risk registers to identify and manage specific service transition risk are being developed These risks will be discussed and iterated with Members and will drive key considerations in the implementation plan	Judith Ramsden, Stuart Rowbotham, Graham Ebers, Heather Thwaites
The organisation will have less capacity to deliver post implementation	New approach to delivery supported by technology, simplified processes and more self-service enables the Council to deliver 'more for less' Introduction of more generalist customer service, local delivery and case management teams gives a more flexible capacity to deliver current priorities We expect to be more clear on what the priorities of the Council are and to ensure that we are measure and manage performance focussed on these priorities	Andy Couldrick
Programme costs will exceed the current forecasts	Programme costs vs forecasts will be monitored by the programme board on a monthly basis Where appropriate fixed price delivery contracts will be negotiated with suppliers	Heather Thwaites
Slippage / delay in implementation of IT infrastructure	The implementation plan will be carefully monitored with sufficient testing undertaken before live operations.	Heather Thwaites, Graham Ebers

Each of the nine work-packages shown in the implementation plan in Figure 26 will monitor and report work-package specific risks at monthly programme management meetings and where appropriate these will be escalated to the programme board.

Appendix 1 – Financial appraisal

See financial appraisal separate document attached.

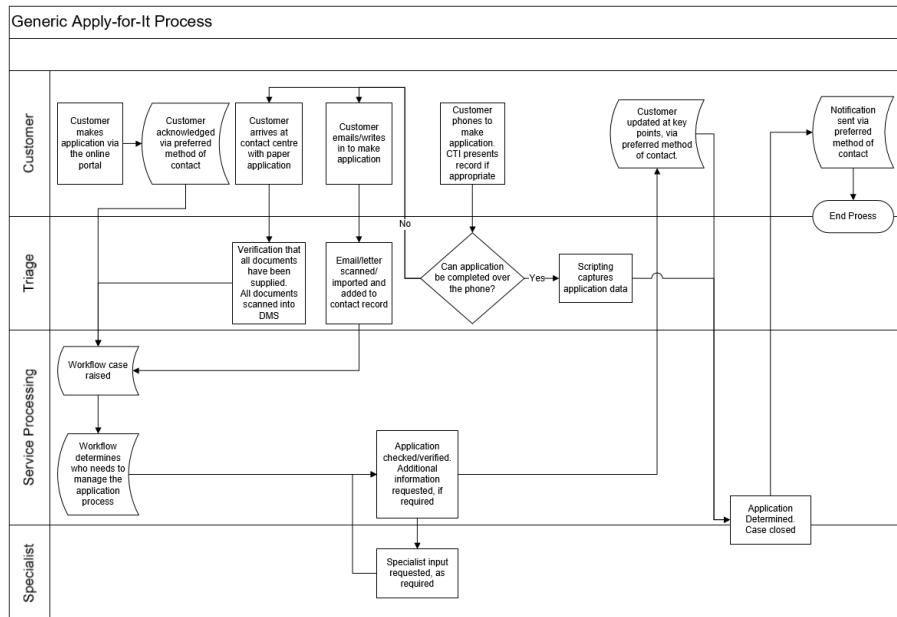
Appendix 2 – Generic Future Model Processes

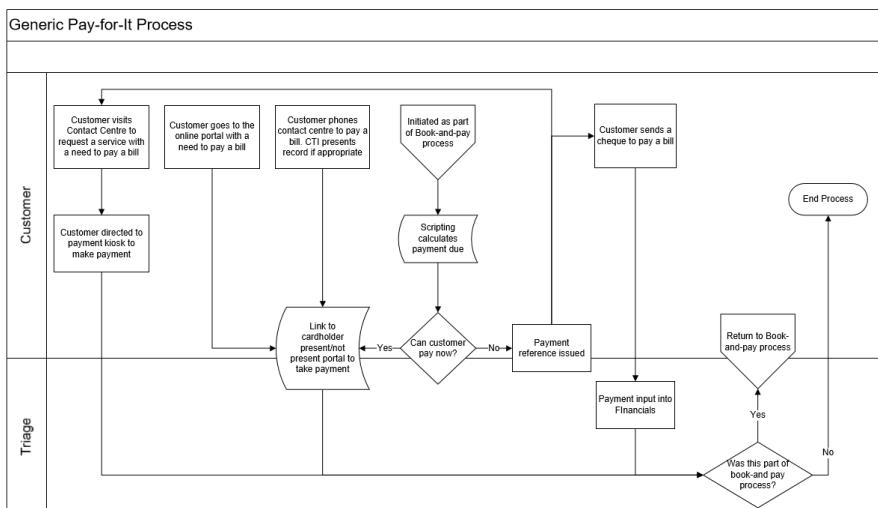
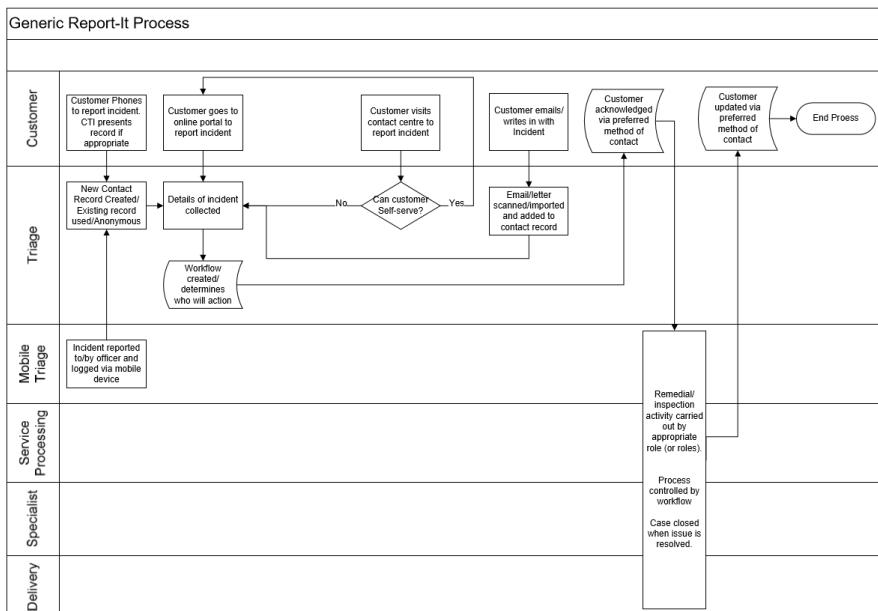
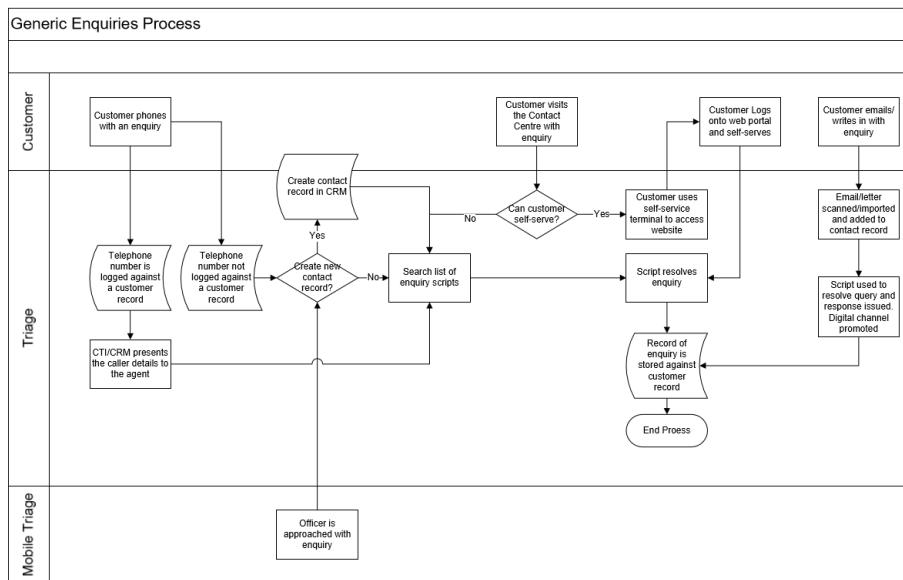
As part of the Blueprint process a number of generic, technology agnostic future processes have been articulated. The purpose of these processes is to demonstrate how key sets of activities that appear in multiple customer journeys at present can be simplified, standardised, and where appropriate automated. Furthermore these sets of activities are fully integrated into wider workflow and customer contact management systems.

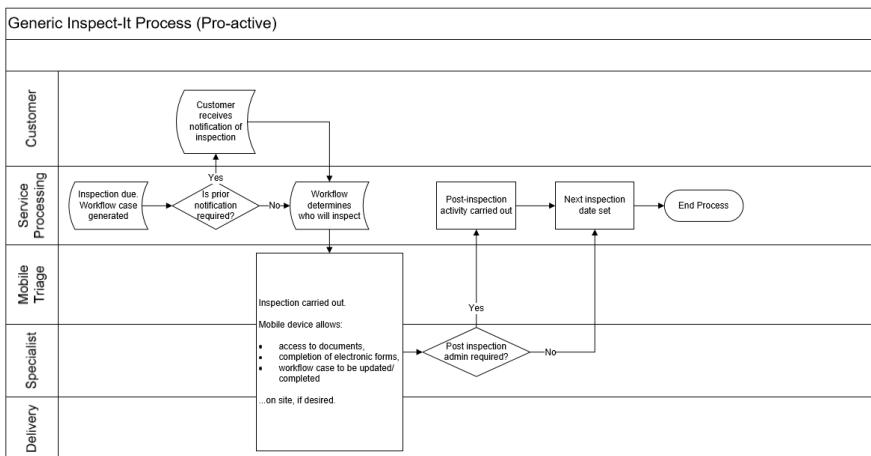
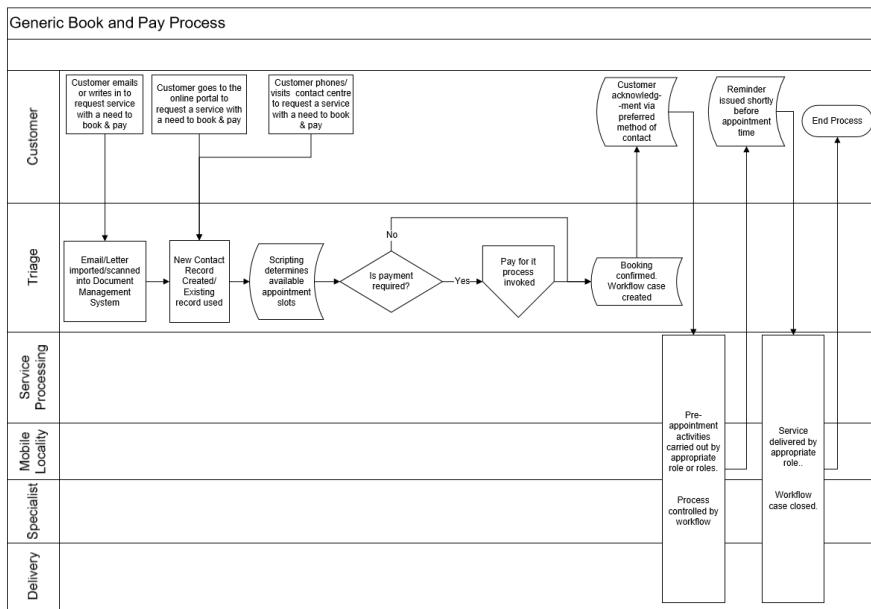
The processes selected cover a range of customer driven processes such as:

- Apply for it
- Enquiries
- Report it
- Pay for it
- Book and pay

as well as a standardised “Inspect it” process covering all council inspection activities.







This page is intentionally left blank

Agenda Item 51.

TITLE	Multi-Year Settlement and Efficiency Plan
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTOR	Graham Ebers, Director of Finance and Resources
LEAD MEMBER	Anthony Pollock, Executive Member for Economic Development and Finance

OUTCOME / BENEFITS TO THE COMMUNITY

Sound Finances and Value for Money.
Service enhancement and maintaining services to the community through efficiently managing Council resources.

RECOMMENDATION

That the Executive agree to the multi-year settlement as set out in the report and approve the efficiency plan.

SUMMARY OF REPORT

Members are presented with the multi-year settlement for 2016/17 to 2019/20 for approval. The report outlines how the Council plans to meet its financial obligations and remain sustainable up to 2019/20.

Background

The provisional local government finance settlement consultation introduced a multi-year settlement offer to local authorities covering the period to 2019/20. The consultation reported that “as part of the move to a more self-sufficient local government, these multi-year settlements can provide the funding certainty and stability to enable more proactive planning of service delivery and support strategic collaboration with local partners. Councils should also use their multi-year settlements to strengthen financial management and efficiency, including maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents.”

The Secretary of State has given authorities until 14 October 2016 to respond to the offer, which needs to be accompanied by an efficiency plan. At the LGA Finance Conference in January 2016 the Secretary of State reported that “for councils that want to opt for this, and can demonstrate that they have plans to continue to make themselves more efficient during that time, they will know their minimum financial resources until 2020.” There is no prescribed format for the efficiency plan, leaving local authorities to exercise their discretion.

Funding settlement

Funding levels were published in February with the final local government finance settlement. A funding table was produced for each authority and Wokingham’s amounts are shown in the table below, and the year on year changes in the following table

Funding	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Council tax*	(85.0)	(89.4)	(94.2)	(99.3)
Revenue support grant	(6.1)	(0.2)	0.0	0.0 [†]
Transitional Grant	(2.1)	(2.1)	0.0	0.0
Retained business rates	(12.9)	(13.2)	(13.6)	(14.0) [†]
Total funding	(106.1)	(104.9)	(107.8)	(113.3)

* Central government assumptions include property growth, average council tax increases of 1.75% and full take up of the adult social care precept (an additional 2% increase annually)

[†] Funding with adjustment

Year on year changes in funding	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Loss in revenue support grant	6.3	6.0	0.2	0.0
(Gain)/Loss in transitional grant	(2.1)	0.0	2.1	0.0
Assumed council tax base and inflationary increase	(2.2)	(2.6)	(2.8)	(3.0)
Assumed council tax increase – adult social care	(1.6)	(1.8)	(1.9)	(2.1)
Assumed business rates inflationary increase	(0.3)	(0.3)	(0.4)	(0.4)

The initial consultation on the four year settlement introduced the concept of negative revenue support grant, which would have resulted in Wokingham residents subsidising residents in other local authorities, which was opposed through representation made by Wokingham Borough Council. Following the consultation

period the Secretary of State for Communities and Local Government, at the time Greg Clark, in his statement on 8 February 2016, stated that “a small number of councils were concerned that, as their Revenue Support Grant declined, they would have to make a contribution to other councils in 2017 to 2018 or 2018 to 2019. I can confirm that no council will have to make such a payment.” This has not been reflected in the 2019/20 numbers within the settlement, so the numbers have been adjusted to those given in the first table, above, to reflect the sentiment in the Secretary of State’s comments.

In a presentation by the Department for Communities and Local Government in June 2016, the department stated that the offer is “very” secure. The “[Secretary of State] committed to ensuring this basic offer does not change over the course of the four years. However there may be occasions where we need to adapt the offer – for example if councils merge.” However the statutory settlement was only for 2016/17, and when presenting the final finance settlement in February 2016, the figures for later years were presented as “indicative”.

The consultation also suggested the settlement could change in “exceptional circumstances”. The EU referendum result and subsequent financial shocks could be seen as such an event. Following the result, the Chancellor of Exchequer announced “we should no longer seek to reach a budget surplus by the end of the parliament”. With the new Prime Minister’s cabinet appointments, the Secretary of State for Communities and Local Government changed from Greg Clark to Sajid Javid. As such, although the offer has been described as “very” secure, it is still possible that changes will be made.

The reductions in funding, coupled with the need to fund inflation and growth are partially offset by council tax increases and result in a budget shortfall which needs to be met by the delivery of savings. This is shown in the table below.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Loss in grant and inflation:				
Loss in revenue support grant	6.3	6.0	0.2	0.0
Loss in transitional grant	(2.1)	0.0	2.1	0.0
Loss in education services grant	0.0	0.7	0.7	0.0
Inflation	1.2	1.2	1.2	1.2
Total Loss in grant and inflation	5.4	7.9	4.2	1.2
Estimated growth on demand led services	4.2	4.2	5.0	5.8
Tax base increases:				
Council tax increase – base	(1.2)	(1.2)	(1.0)	(0.7)
Council tax increase – ASC	(1.7)	(1.7)	(1.8)	(1.9)
Council tax increase – 1.94%	(1.7)	(1.7)	(1.7)	(1.8)
Business rate increase – inflationary	(0.3)	(0.3)	(0.4)	(0.4)
Tax base increases	(4.4)	(4.9)	(4.9)	(4.8)
Budget shortfall	5.2	7.2	4.3	2.2
Total budget shortfall across all four years				18.9

Estimated growth on demand led services is predominantly driven by adult social care, children's services and waste disposal costs in the strategic development locations.

In time for 2016/17 budget setting, £5.2m of savings were implemented, and contribute towards the total budget shortfall of £18.9m over four years. The 21st century council business case is presented elsewhere on this agenda. It includes staffing reductions estimated at £2m for 2017/18 and £2m for 2018/19. In addition there are 12 work streams which are expected to deliver the balance of the savings of £8.9m between 2017/18 and 2019/20. These change the shape of the organisation to promote self-serve, digital interaction, effective customer service and new and different ways of working. A summary of all these savings is shown in the table below.

Description of saving	Amount £k
Savings found for 2016/17 in Chief Executive's:	
Council wide procurement savings	(150)
Energy agency (reselling/distribution)	(51)
Full implementation of Modern.Gov committee decision management system	(10)
Grow advertising & sponsorship income and grow traded services	(90)
Management service efficiency target	(85)
Monitoring officer work for Royal Borough of Windsor and Maidenhead	(40)
Re-organisation/restructuring - business improvement	(40)
Review insurance covers and alternatives	(50)
Shared internal audit - further process efficiencies	(10)
Staff efficiencies - political assistants	(14)
Trading income - shared service - audit & investigations	(20)
Savings found for 2016/17 in Children's Services:	
Contracts - efficiency savings	(200)
Early Intervention changes (to seek better unit costs within Adviza contract)	(50)
Early Years & Childcare (cease subsidised bursaries in line with Other Local Authorities)	(21)
Education Psychology Service (not recruiting to vacancy)	(55)
Education Welfare Service (not recruiting to vacancy / schools forum no longer funding)	(25)
Health contract changes (to seek better unit costs particularly focusing on therapeutic services)	(34)
Review & reshape span of control of management post	(50)
Schools ICT (Local Authority no longer provide service to be fully funded by schools)	(37)
Targeted Youth Service / Youth Offending Service (not recruiting to vacancy)	(50)
Savings found for 2016/17 in Health & Wellbeing:	
Benchmarking of Carers personal budgets in line with neighbouring authorities	(53)
Commission further block contracts to reduce rates	(50)
Domiciliary Care and opportunities from Better Care Fund	(50)
Electronic time recording for providers	(50)
Further review and application for Continued Health Claims	(600)

Income from 1 life for 50 week swimming lessons	(30)
Income generation - charging for support at sheltered accomodation	(15)
Increased physical activity provision for older adults	(3)
Increased sports facility hire	(5)
Means-tested access to all leisure interventions	(15)
Negotiation of drug and alcohol services contract	(60)
Negotiation of sexual health contract	(95)
Negotiation of smoking cessation contract price	(70)
Promote direct payments - payments cards	(24)
Promote use of direct payments through the use of pre-paid payment cards	(12)
Recommissioning supported living services via approved provider list	(30)
Review and redesign of non statutory services	(50)
Review of Carers sitting service following implementation of Care Act	(20)
Review of out of area sexual health payments	(5)
Review of policy for accepting bids against Disabled Facilities Grant	(20)
Review of project resources	(30)
Review of provision of home care services provided by Optalis	(208)
Review of training provision for public health staff	(5)
Review the provision of Supported Employment Service	(100)
Review value for money on high cost packages	(200)
Use of extra care facilities to aid rehabilitation	(57)
Use of internal resource to drive initiatives	(50)
Savings found for 2016/17 in Environment:	
Balfour Beatty Living Places - saving from contract	(50)
Charging for highway structures approvals	(6)
Charging for requests to switch on /off traffic signals	(10)
Country Parks - commercial activities income	(2)
Increased income target for Countryside Service	(50)
Introduce evening and Sunday car park charges, and Saturday charges at Shute End	(137)
Memorial Garden	(5)
Planning pre application fees - increase in charge	(10)
Reclassification of revenue and capital funding	(95)
Street lighting energy and maintenance saving	(42)
Street numbering and naming charges	(10)
WSP – savings from contract	(50)
Savings found for 2016/17 in Finance & Resources:	
Administrative efficiencies	(18)
Amalgamate reception areas	(20)
Bring together facilities management and procurement	(30)
Business rates - increased base	(350)
Centralisation of stationery budgets	(20)
Centralise finance system support	(20)
Deputyship – increase charging and higher client numbers	(20)
Implement shared service for operational property	(60)
Increase adverts in Borough News	(18)
Increased rent from commercial portfolio	(10)

Interest on balances	(200)
Investment strategy -fully risk assessed longer dated investments	(74)
Local Welfare Provision - (match to actual spend)	(20)
More robust records management processes to reduce archive costs	(20)
New ICT service model	(400)
Penalties for non compliance (Benefits)	(40)
Raise Citizenship Ceremony costs	(5)
Grant to Towns/Parishes phased out over 5 years	(20)
Reduce revenue costs from buildings declared surplus following assets review	(30)
Registrars increased income - nationality checking	(3)
Re-provision of IT training	(15)
Re-shape community resilience Business Community	(15)
Review postage	(40)
Revised Council Tax Reduction Scheme	(217)
Schools finance support service fully funded by schools	(25)
Staff training	(50)
Total Savings found for 2016/17	(5,196)
Total 21st century staffing changes 2017/18 to 2018/19	(4,000)
Total 21st century non-staffing changes 2017/18 to 2019/20 (full detail to be developed):	
Health and social care integration	
Highways and transport review	
Shared services	
Libraries	
Children's services	
Core functions and priorities	
Waste collection	
Future of housing stock	
Smart working phase two	
One public estate	
Assets programme	
Income generation	
Total identified and planned savings 2016/17 to 2019/20	(18,900)

Next steps

Officers will formally accept the multi-year settlement as set out in this report.

The budget setting cycle will now produce 21st century savings options in preparation for presentation to Council in February 2017 when Councillors will consider the medium term financial plan and determine the budget for 2017/18.

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 above	See above	See above
Next Financial Year (Year 2)			
Following Financial Year (Year 3)			

Other financial information relevant to the Recommendation/Decision

Included above

Cross-Council Implications

The budget affects all services

List of Background Papers

Medium Term Financial Plan 2016/17

21st Century Council Business Case

Contact Jonathan Ross	Service Finance and Resources
Telephone No 0118 974 6560	Email jonathan.ross@wokingham.gov.uk
Date 19 September 2016	Version No. 1

This page is intentionally left blank

Agenda Item 52.

TITLE	Council Owned Companies Business
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTOR	Graham Ebers, Director of Finance and Resources
LEAD MEMBER	Keith Baker, Leader of The Council

OUTCOME / BENEFITS TO THE COMMUNITY

Transparency in respect of Council Owned Companies

RECOMMENDATION

The Executive is asked to:

- 1) note the budget monitoring position for the month ending 31 July 2016;
- 2) note the operational update for the period to 31 August 2016;
- 3) approve the operational funding facilities for Wokingham Housing Limited and WBC (Holdings) Ltd of £1.49m and £1m respectively, charged at base rate plus 5.5%.

SUMMARY OF REPORT

Strategy and Objectives of the Council's Subsidiary Companies

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

Operational Update

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

Financial Report

A budget monitoring report is provided for Wokingham Housing Ltd for July which confirms that the company has incurred a deficit as forecast. This again reflects the high level of capital works being undertaken which has previously been reported, and which will be followed in later years by income flows from the investments.

The position for the Group is explained in paragraph 3 below.

Group Companies Funding Facilities

Background – Wokingham Housing Limited (WHL)

To enable WHL to fund their day to day operational costs until the company is generating profits WBC have provided a funding facility. This facility is to cover non-capital expenditure including payroll, premises and other overheads. Holding Company support working capital funding up to a maximum of £1,490,000.

Background – WBC (Holdings) Ltd (WBCHL)

WBC (Holdings) Ltd incurs management costs and bears interest expense on the capital funding facility it loans on to the other group companies. Until the Group companies are profitable and in a position to pay dividends to the Holding company WBC is required to provide funding to cover these costs. The forecast amount of these costs to the end of the current fiscal year is £1,000,000.

REPORT

1. Directorship Report

- Loddon Homes, WHL and WBC (Holdings) previously approved the recruitment of an additional independent Non-Executive Director (NED) for Loddon Homes should For-Profit Registered Provider Status (FPRP) be achieved. Having achieved FPRP status the planned replacement of an existing NED, Robin Fielder, and the recruitment of an additional independent NED will take place over the autumn.

2. Operational Update to 31 August 2016

2.1 WBC (Holdings) Ltd

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

2.2 Optalis Ltd

- CQC compliance – there are no outstanding CQC compliance matters.
 - No further news has been received in relation to the expected inspections for ILS and Home Care. A request for Provider Information Returns (a self-assessment framework) would have been expected at this point.
 - The Registered Manager of Short Term Assessment and Reablement (START) has now left and the Home Care manager is on extended leave due to an operation. The Regulator has been informed of our cover arrangements. The arrangements for START remain unclear and are to be resolved in the context of WISH integration; in the meantime, Optalis is recruiting to an interim registered manager.
 - The regulator will further have been informed of the care governance situation at Suffolk Lodge (see below).
- Care Governance: Suffolk Lodge has been entered onto WBC's Care Governance Framework on a 'Red' status. An action plan has been provided to the Council setting out how Optalis will respond to the improvements required. A letter informing customers of the service has gone out, in line with our duty of candour.

- Sickness absence for July was 10.69, a decrease from the previous month. The underlying short term sickness rate of 5.03 is a further reduction from 6.31 days per person the previous month. The trend of a slightly increased number of people on long term absence (over 30 consecutive days) has continued, however early indications are that there is churn in this area. Behind the higher level of data, it is clear that sickness is higher in the areas of older people and working age adults, when separated from the central team and the B&PS service, i.e. in the front line provider teams.
- The Optalis Care Governance Committee met on 11 August to review all aspects of quality and compliance. The main theme for the meeting was improving Optalis' standards with regards to involving customers in recruitment as well as early feedback from the early application of the audit protocol. Three top risks identified were 1) Quality and compliance of personnel files (identified through audit), 2) Quality of reporting and recording, 3) Training (completion rates and recording). Action is being taken across all identified risks.
- The Customer Experience Champion has led specific projects over the past month, including; relaunching our feedback mechanism via feedback boxes in services, including revising the posters and feedback forms; preparing for a drama student to come on placement thus contributing to activities in older peoples services during the coming autumn; applying for grant monies which will bring on board a tutor to contribute further to activities through structured programmes such as reminiscence work. The priority for the next period is the revision and relaunch of the company's complaints and compliments policy and following through on the work of the CGC in relation to involving customers in recruitment.
- A new service joined our portfolio on 1 September: Mokattam, a residential care home for six people with profound disabilities in Maidenhead. The service is commissioned by Royal Borough of Windsor & Maidenhead (RBWM) (4 residents), Slough BC (1 resident), and NHS Windsor, Ascot and Maidenhead CCG (1 resident).

Business Development:

Wokingham

- Optalis has been engaged by WBC commissioners as the provider of choice for a new extra care scheme in Woodley (Bulmershe) originally set to open in October 2016. Optalis has been notified that the timeframe has slipped to May 2017. Value: To be confirmed, but estimated at £400k.
- We continue to work with WBC on the redevelopment of the Fosters site, where a new Extra Care Housing (ECH) scheme is due to launch in October 2017. Work has started on site and Optalis signage is now in place at the site. Value: Not yet available.
- Loddon Court, a residential respite and outreach service, currently provided by another provider, has been put forward to Optalis for review under the Provider of Choice protocol. Optalis is currently preparing its submission to WBC for this service, due on 12 September.
- WBC has approached Optalis with early inquiries regarding a young person's homeless project which is being recommissioned, set to go live summer 2017. Optalis is engaging positively with the inquiries.

Royal Borough of Windsor & Maidenhead

- Mokattam residential care home transferred to Optalis on 1 September 2016. Value: £440k.

2.3 Wokingham Housing Ltd (WHL)

2.3.1 WHL Completed schemes:

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

The outstanding works at Vauxhall Drive are now programmed to take place shortly, with a temporary move of residents to facilitate the works being agreed with WBC, the care provider, and parents of residents. This work will address the outstanding historical works that need to be undertaken and successfully deal with this long running matter.

2.3.2 WHL Schemes in Progress and/or Development:

Phoenix Avenue:

Although Phoenix Avenue continues to progress well we have bottomed out with Hill the previously reported matter of the slipped schedule. Disappointingly the time lost cannot all be made up, and so the first handovers will now be in mid-April rather than mid-March. The final practical completion date of mid-May for all properties will still be met. The previous Hill Construction Director we were dealing with, no longer works for Hill and his replacement gives us confidence that further delays will be avoided, notwithstanding any agreed poor weather delays which can occur during the build.

Fosters Extra Care Home:

Fosters Extra Care scheme is progressing well with on-site activity being on time and to budget. The claim for 50% of the HCA grant of £1.49m has been paid from the Council to WHL to support the first £750k of construction expenditure.

Pipe-line sites:

Good progress to ensure that the sites within the current WHL development pipeline are delivered is taking place.

We have awarded the contract for Anson Walk and Grovelands to the successful bidder, Francis Construction, and are discussing with Francis Construction potential start on site dates for November 2016.

Barrett Crescent has now received a new planning approval for a revised scheme to develop two, two bed apartments. The securing of a new planning approval means WHL can now progress with tendering and then building out this project, as Executive approval, subject to planning, was granted in July.

For all other pipeline sites, should Executive approval be achieved at this meeting for WHL to progress these sites, the tendering and letting of contracts will take place as and when planning is achieved for all sites. This is a total of 26 additional affordable homes and one potential private sale home, spread over nine sites.

Should Executive approval be achieved at this meeting, Members will see a steady flow of small WHL sites being delivered. We expect to package pipeline sites in to two to three phases, with start on sites estimated to be in January, March and April 2017, each with a 10-12 month build programme.

Loddon Homes (LHL):

Having achieved For-Profit Registered Provider (RP) status with the Homes and Communities Agency (HCA), Loddon Homes has been focussing on continuing to prepare for taking over its next affordable homes and ensuring that the management and maintenance of its existing 16 homes remains effective.

In preparing for the next batch of homes Loddon Homes hope to own, we have been working closely with WHL and Holdco to look at the best arrangements around housing companies' structure and where best to place assets as they are completed. The much changed housing policy environment that the Government has brought in means that rent reduction pressures and housing associations being subject to the Right to Buy are new risks we are keen to mitigate. Active discussions are ongoing along with useful conversations with the HCA and external advisers on how best to manage these new risks within the Council's housing companies.

Loddon Homes submitted a bid for grant for shared ownership homes to the Homes and Communities Agency's Shared Ownership and Affordable Homes Programme, 2016-21, on 2nd September. In total we bid for just over £1.5m of grant to support 18 shared ownership homes we are hoping to build in 2017/18 and a further 60 homes based on 15 homes a year thereafter. Any grant we receive would help the Council's commuted sums from developers go further and produce more affordable homes overall. Loddon Homes should hear if our bid for grant will be successful in December. This is particularly important in relation to the Elizabeth Road site where the Commissioner has approved development only on the proviso that HCA grant is provided to support the overall scheme costs.

3. Financial Report

Budget Monitoring for 2016-17 financial year (To 31 July 2016)

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

The figures shown below represent the overall expenditure and income of the Council's subsidiary companies. A consolidated position for the Group is not currently available, Optalis' financial position is undergoing review and an update will follow.

3.2 WBC (Holdings) Ltd

A year-to-date deficit of £139k after interest and tax is reported for July.

3.3 Optalis

- Like many care providers operating in a challenging financial climate, Optalis is facing significant financial challenges at the present time.
- A deep examination is taking place in relation to the company's governance and the viability of individual services, particularly in view of the difficulties related to recruitment of care workers in the area.
- Optalis' cashflow position is challenging, in part due to recent changes in payment terms, and an intercompany loan is to be requested from WBC (Holdings) Ltd to

- ensure a viable trading position and a continued positive relationship with suppliers.
- Optalis is working closely and transparently with Wokingham Borough Council on the current review.

2015/16 year end results and Audit update:

- Following a number of appropriate adjustments, the 2015/16 outturn has been revised to £28k.
- Draft statutory accounts have been received from the auditors. These currently need a final review plus some director information added to allow the notes section to be completed.
- It is anticipated that the accounts will be ready for signing at next month's Optalis board meeting.

Risk/Mitigation

- Agency spend remains high and weekly management reviews chaired by the managing director continue; progress has slowed significantly due to a slowing of recruitment over the summer; this is adding significant pressure on the company financially.
- Legal: Negotiations via the WBC legal team with Expense Reduction Analysts (ERA) are continuing. Optalis' offer has been rejected and it is therefore now likely that the matter may be referred to the courts by ERA. There have been no developments since the last report to the Board.
- The change in finance resources continues to place pressure on the organisation. Recruitment to the finance team has now concluded, however there will be a period of continued pressure as the team settle in and learn the full requirements of the department.
- Optalis financial outlook is currently causing some concern;
- Contractual underperformance exists in some services, notably START, Home Care, and in some day services. In the context of the new contract this remains a concern.

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

Income in July 2016 is £7k (with year to date income of £28.3k). While this represents a £0.2k surplus in month the year to date target is £13.8k behind budget. This is due to budgeted income recognised in prior year. Operating expenditure is better than budget by £0.2k in month and £17.5k year to date. Savings in month are largely from much lower fees than predicted. Year to date savings have not recorded the costs of the income recognised in prior year in addition to lower professional fees expenditure than expected. These are partially offset by development costs in preparing to develop existing property, additional utility costs, marketing costs from prior year and higher interest charges. Most of these variances are expected to recover later in the year.

The Net Loss of £41k in month is £0.4k better than expected while the year to date net loss of £172k is £3.7k better than budget.

Balance Sheet

Capital expenditure in July was £795k including construction contractor payments for Phoenix of £486k and for Fosters of £267

Net Assets for the Wokingham Housing Group were £284k in July. Borrowings for Wokingham Housing Group to support capital activity is £4,325k and to support operational activity is £1,098k. An investment of £1,900,000 of £1 ordinary share capital is invested in Wokingham Housing Limited.

Wokingham Housing Limited (Consolidated)

P04: July / Year To Date

Profit and Loss Account for the period to 31st July 2016	Actual	Budget	Variance
	£	£	£
Income	28,285	42,105	(13,821)
Operating Expenditure	(200,722)	(218,247)	17,526
Operating Loss	<u>(172,437)</u>	<u>(176,142)</u>	<u>3,705</u>

Total Sub Group JULY	Jul Actual	Jul Budget	Budget Variance	Prior Mth	
	(£000)	(£000)	(£000)	(£000)	(£000)
Income	7.31	7.12	0.20	6.75	0.56
Costs	<u>(46.22)</u>	<u>(46.46)</u>	<u>0.24</u>	<u>(46.39)</u>	<u>0.17</u>
Operating Loss	(38.91)	(39.34)	0.43	(39.64)	0.73
Non Trading costs	-	-	-	-	-
Depreciation	<u>(2.13)</u>	<u>(2.13)</u>	<u>(0.00)</u>	<u>(2.13)</u>	-
Loss before Tax	(41.04)	(41.47)	0.43	(41.77)	0.73
Taxation	-	-	-	-	-
Net Loss	<u>(41.04)</u>	<u>(41.47)</u>	<u>0.43</u>	<u>(41.77)</u>	<u>0.73</u>

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

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

Cross-Council Implications

No Cross-Council Implications

List of Background Papers

None

Contact Emma Lyons	Service Resources
Telephone No 07769957900	Email Emma.Lyons@wokingham.gov.uk
Date 19 September 2016	Version No. 2

Agenda Item 53.

TITLE	Introduction of Civil Parking Enforcement Powers
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTOR	Heather Thwaites, Director of Environment
LEAD MEMBER	Malcolm Richards, Executive Member for Highways and Transport

OUTCOME / BENEFITS TO THE COMMUNITY

Improved and more consistent management of on-street parking, resulting in a reduction in traffic disruption, eased congestion, improved road safety, reduced parking contraventions and to generally improve environmental impacts related to road traffic. It is expected to increase utilisation of off-street car parking and possibly greater use of sustainable transport. It will also improve the Council's ability to respond to parking issues and customer demands for new and revised restrictions. Both the appeals process and publicising parking restrictions will be clearer.

RECOMMENDATION

The Executive is asked to approve the resolutions in this report, which allows the submission of the application to the Department for Transport for undertaking Civil Parking Enforcement

SUMMARY OF REPORT

Civil Parking Enforcement (CPE) gives powers to a Local Authority to enforce parking restrictions within their area of responsibility. Within Wokingham borough parking restrictions are currently enforced by the Thames Valley Police, however this is considered as a low priority and they apply little resources towards it. This is partly due to the fact that Wokingham is the only borough in the Thames Valley Police area that has not taken on these powers to date. This results in a large number of complaints to the Council regarding illegal parking, and the blatant abuse of parking restrictions as drivers feel they will not be penalised.

The Executive considered and approved the submission of an application to the Department of Transport (DfT) for CPE powers at their meeting of the 24th September 2015. This report covers the specific resolutions needed for an application to be made and for the appropriate Statutory Instrument to be laid before parliament.

The provisional timescales of the process to implement CPE are summarised below:

- Lining and signing improvements and mapping of restrictions – concludes Winter 2016
- Members resolutions – September 2016
- Statutory consultation on CPE application (DVLA, Police, Neighbouring authorities) – October-November 2016

- CPE Application submitted to DfT – January 2017
- Enforcement and notice processing provision arrangements – Autumn 2016
- Public consultation on moving TRO's to map based format – Winter 2016
- DfT/Parliament approve CPE application – Summer 2017
- Mobilisation of enforcement and notice processing duties – Spring/Summer 2017
- Enforcement begins – Summer/Autumn 2017

1. Background

Current enforcement of on-street parking restrictions is the responsibility of the Thames Valley Police. Police policy presently awards the enforcement of on street parking restrictions a low priority with limited resources being deployed to fulfil this function. Consequently motorists and residents are often left frustrated when parking issues are not resolved, and the Council is powerless to assist in these cases. The Chief Constable of Thames Valley Police recommended that Wokingham consider CPE, alongside all the other Berkshire Unitary Authorities, as a solution to the problems of illegal and unsafe parking. Wokingham is the only Berkshire Unitary Authority not to have applied for CPE powers to date.

To enable and support a successful application to be made to the DfT, and the appropriate Statutory Instrument laid before Parliament, a number of specific resolutions are required to be made by the Council. This report deals with those specific resolutions, so that officers are able to proceed in accordance with the Executive decision of the 24th September 2015.

2. Resolutions

Defined by the Department for Transport.

- a) To resolve to undertake CPE within the administrative boundary of Wokingham Borough Council and to support an application to the Department for Transport (DfT) for a Civil Enforcement Area (CEA), Special Enforcement Area (SEA), and Bus Lane Enforcement powers under the provisions of the Traffic Management Act 2004 (the 2004 Act).
- b) To resolve to join the Joint Committee of England and Wales for the Civil Enforcement of Parking and Traffic Regulations Outside London, which oversees the adjudication service known as the Traffic Penalty Tribunal (TPT).
- c) To nominate and resolve that a Representative and Substitute Representative are appointed to stand on the Joint Committee, these being the Lead Member for Highways and the Deputy Lead Member for Highways.
- d) To adopt, for the purposes of consultation, penalty charge band Level 2 - £70/£50.
- e) To resolve that the powers to clamp and/or remove vehicles, parked in contravention of restrictions, be obtained as part of the application for CPE to the DfT.
- f) To approve the appointment of 'enforcement agents' to collect parking debts, should this be necessary.
- g) To approve that the financial model based on external service delivery for CPE is submitted to the DfT, as the required business case.
- h) That the Director of Environment, in consultation with the Leader of the Council and the Executive Member for Highways, is authorised to (continued on next page):

Items under resolution h:

- I. Carry out the required statutory consultations and agree the final application details and submit it to the DfT for the adoption of CPE powers.
- II. After appropriate consultation, the penalty charge band level may be reviewed.
- III. Agree the terms, in conjunction with the Council's Legal Services, of any legal agreements that need to be entered into between the Council and the Traffic Penalty Tribunal, the Traffic Enforcement Centre and the DVLA in order to implement CPE.
- IV. Take all steps necessary to introduce appropriate 'Civil Enforcement Off-Street Parking Places Orders' in order to implement CPE in the Council's off street car parks and to meet the requirements of the 2004 Act.
- V. Take all steps necessary to introduce appropriate 'Civil Enforcement On-street Traffic Regulation Orders' in order to implement CPE on the Borough's highways and to meet the requirements of the 2004 Act.
- VI. Borough wide implementation of CPE, and evolution in accordance with best practice and advise from government/DfT, including the adoption of such further powers as may be expected.
- VII. Make any changes considered necessary in order to meet the requirements of the Traffic Management Act 2004, in light of current and future Statutory Guidance.

3. Issues to be Considered

- a. **Resolution a** – This resolution to take on CPE powers is required to apply to all of Wokingham. The amount and manner to which the enforcement is carried out can vary through operational procedures.
- b. **Resolution b** – Joining the Traffic Penalty Tribunal is a requirement of the application.
- c. **Resolution c** - The Council will need to confirm their nomination of a Representative and Substitute Representative (who must both be elected Members of the Council) to serve on the TPT Joint Committee; this is a requirement of the legislation for joint committees with meetings being held twice a year but attendance by the elected Members is considered mandatory. The Lead Member for Highways and the Deputy Lead for Highways are suggested.
- d. **Resolution d** - There are currently two bands of penalty charge bands available; Band 1 - £60/£40 and Band 2 - £70/£50. The higher charge in each band is for the more serious contraventions, e.g. parking on double yellow lines, and the lower charge is for the less serious, for example, overstaying where parking is permitted. There is a perceived unfairness of receiving the same penalty regardless of the seriousness of the contravention. For this reason, and in order to emphasise the traffic management purposes of CPE, enforcement authorities

must apply different parking penalties to different contraventions. It is recommended that band 2 is initially adopted, pending the outcome of the necessary consultation. The £70/£50 Penalty Charge Notice (PCN) levels are discounted to £35/£25 for payment within 14 days and incremented by 50% for payment after the issue of a Charge Certificate. Every other authority in the Thames Valley has adopted the Band 2 - £70/£50 charges. Band 1 at £60/£40 would not allow a financially viable position to be reached, within the current financial modelling.

- e. **Resolution e** - Although unlikely to be needed and/or used, there could be occasions when it is found necessary for a vehicle to be disabled or, if it is causing significant disruption to traffic, to be removed. It is therefore recommended that these additional powers are included in the application, as expected by the DfT, so that the Council is able to take appropriate action should these circumstances arise.
- f. **Resolution f** - It is anticipated, unfortunately, that there will be occasions when a penalty charge is not paid and further action will be necessary to recover the amount due. It is therefore being recommended that 'enforcement agents' are appointed to collect parking debts resulting from the CPE powers. The Council currently engage 'enforcement agents' to recover off-street parking debts.
- g. **Resolution g** – The officer recommendation is to procure the additional service provision required to operate CPE via an external provider. The business case which details this option indicates that this will provide a cost neutral service over a 5 year period, which is a requirement of the DfT. In addition, external providers offer the flexibility to increase enforcement to suit parking needs, such as events on the highway. This adaptability will also ensure Parish Councils influence and have control in how parking enforcement is administered in their parishes. External delivery also provides the ability to decrease enforcement as compliance with parking regulations improves over time. Unfortunately, in-house service delivery is unable to meet the cost neutral requirement for the application. Equally, the resource level for in-house delivery would be difficult to adapt to changes in demand, as described above, and in times of absence. These disadvantages have been experienced by our neighbouring authorities such as the Royal Borough of Windsor and Maidenhead who are looking to procure an external provider for on street enforcement from April 2017.
- h. **Resolution h (includes items I-VII)** - There will be a number of processes, agreements and detailed decisions required in order to complete and fulfil the requirements of the application to DfT and is it recommended that the authority to deal with these is delegated to the Director of Environment, in consultation with the Executive Member for Highways. This will include the consolidation and revision for the current on-street and off-street Traffic Regulation Orders to enable civil enforcement and meet the requirements of the Traffic Management Act 2004.

4. Impact on Equality and Sustainability

The proposals do not unfairly impact on any group of individuals in particular as parking restrictions apply to all citizens. The current rights held for disabled badge holders still apply under CPE and are improved with greater enforcement

under CPE, such as reducing the abuse of disabled bays and reducing parking on footways. CPE will help to improve the flow of traffic through the borough and reduce congestion helping with journey times for all.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

Capital funding was approved in the 24th September 2015 Executive Report for preparedness for CPE. CPE is required to deliver a cost neutral service.

Cross-Council Implications

There are no further Cross-Council implications as a result of this report over and above those contained in the Executive report and decisions of the 24th September 2015.

List of Background Papers

24th September 2015 Executive Report - Introduction of Civil Parking Enforcement Powers

Contact Alison Dray	Service Highways & Transport
Telephone No 0118 974 3727	Email alison.dray@wokingham.gov.uk
Date 19 September 2016	Version No. 8

Agenda Item 54.

TITLE	Council Sites for the Local Plan
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTOR	Graham Ebers, Director of Finance and Resources
LEAD MEMBER	Mark Ashwell, Executive Member for Planning and Regeneration

OUTCOME / BENEFITS TO THE COMMUNITY

The effective use of Council assets to support the Local Plan and the future development ambitions within the Borough.

RECOMMENDATION

That the Executive:

- 1) acknowledge and accept the Council sites submitted to the local plan;
- 2) delegate authority for the submission of a detailed assessment as part of the Local Plan process to the Director of Finance and Resources and the Executive Member for Planning and Regeneration;
- 3) note that sites, following detailed assessment, will be brought back to Executive for approval as part of the Local Plan process.

SUMMARY OF REPORT

The Local Plan Update sought potential sites for inclusion through a Call for Sites. Strategic Assets led an assessment of property and land held by the Council to determine the potential for this to be submitted for consideration. This assessment included consultation with; officers from across all Council services, key stakeholders, and Council Members.

The outcome was a list of seven sites (see Appendix A) which have been submitted for consideration as part of the Local Plan Update, where they may, or may not, be allocated.

Background

The Council is currently undertaking an update of the Local Plan, which sets out how an area will develop over time to guide future development. Part of the Local Plan Update is to identify and allocate sufficient land for housing, employment and other uses up to 2036.

The first stage in the update was the undertaking of a Call for Sites, which took place between 11 January and 5 February 2016. At that stage the Council was not in a position to make a submission due to the resources required to assess the estate. However, due to popular demand the decision was made to re-open the Call for Sites, and the Council assessed and submitted several sites.

The list of sites was a result of discussions with relevant stakeholders, including; representatives from Council services, Council Members and other parties.

Analysis of Issues

The range of assets (building and land) owned by the Council were considered during the assessment. Given the number involved and resources available to undertake an assessment and submission, it was decided that a focus would be given to larger sites, along with those where they were already being considered or were adjacent to larger land packages.

The assessment therefore made several assumptions;

- All assets under 3 hectares (under 100 residences) were not fully considered due to the viability of the sites being low (demonstrated by a desktop assessment)
- Public Open Spaces were removed from consideration due to the reduced viability of the sites
- Woodlands, significantly wooded areas and other nature conservation areas were removed from consideration due to the reduced viability of the sites
- Areas within the active flood plain were removed due to the reduced viability of the sites and the limited likelihood of acceptable for development
- Farms with a succession clause were removed due to the reduced viability of the sites and the limited likelihood of being acceptable for development

All sites were initially assessed under a methodology that will consider if they are suitable, available and achievable, in line with the likely assessment during the Local Plan Update process. Proposals were also suggested on the potential use for the site as the Local Plan is not only seeking housing but also other uses e.g. leisure, economic and utility infrastructure.

The final list is attached in Appendix A.

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	To be determined – will be requested if required through a supplementary estimate	Revenue
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 relevant to the Recommendation/Decision

There will be a need to appoint consultants to create the relevant documentation to promote and represent the Council as landowner, throughout the process. This will include identifying physical site constraints, potential impacts on landscapes, delivering a more detailed understanding on deliverability and to submitting and presenting evidence to an inspector at the Local Plan examination.

It is estimated that this could cost up to £20,000 for each site that is proposed, but more accurate costings will be established through the procurement exercise currently being undertaken.

Cross-Council Implications

There is a limited impact on other services, however all Service areas have been fully involved in the process of assessing sites and determining our preferred submission.

List of Background Papers

Local Plan CfS - WBC Response.

Contact: Chris Gillett	Service: Support Services
Telephone No: 01189746688	Email: chris.gillett@wokingham.gov.uk
Date: 19 September 2016	Version No. 2

Appendix A – Submitted Sites for the Local Plan Update

Ref No.	Site Description	Address	Area in Hectares	Sub/ Hold	Site Type	Ward	Additional Info	Previous Submission	In Settlement Area	Suggested Use
1	Grays Farm	Heathlands Road, Wokingham, RG40 3AN	25.9	S	Agriculture	Wokingham Without			N	Leisure
2	Dinton Pastures	Sandford Lane, Davis Street, Hurst, RG10 0SU	16.59	S	Open Space	Hurst		2011	N	Leisure
3	Woodlands Ave	Woodlands Avenue, Woodley, RG5 3EU	13.69	S	Open Space	Bulmershe & Whitegates	CAT II (2018)		Y	Leisure / Public Open Space
4	Winnersh Farm	Watmore Lane, Winnersh, Wokingham, RG41 5NW	10.94	S	Grazing Land	Winnersh	CAT II (2018)	2011	N	Leisure / Public Open Space
5	Wheatsheaf Close	Wheatsheaf Close, Sindlesham, RG41 5PT	1.18	S	Open Space	Winnersh			Y	Residential (Self-Build)
6	Winnersh Allotments	Reading Road, Wokingham, RG41 5AG	2.27	S	Allotments	Winnersh	CATII (2018)	2011	N	Leisure / Public Open Space / North Wokingham Distributor Road
7	Millennium Arboretum, Winnersh	To rear of properties at 22-28 Wayside, off Old Forest Road, Wokingham, RG41 1AD	2.96	S	Arboretum	Winnersh	CATII (2018)		N	Leisure / Public Open Space / Other

Agenda Item 55.

TITLE	Shinfield Neighbourhood Plan
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	Shinfield North and Shinfield South
DIRECTOR	Heather Thwaites, Director of Environment
LEAD MEMBER	Mark Ashwell, Executive Member Planning and Regeneration

OUTCOME / BENEFITS TO THE COMMUNITY

To continue to support Shinfield Parish Council in their neighbourhood planning efforts.

RECOMMENDATION

It is recommended that the following are agreed by the Executive:

- 1) that the report of the Independent Examination into the Shinfield Neighbourhood Plan published on 22 July 2016 is accepted by the Council and that the modifications recommended by the Independent Examiner be made to the plan prior to a local referendum being held;
- 2) that the referendum version of the Shinfield Neighbourhood Plan, as modified in accordance with the recommendations following Independent Examination, meets the basic conditions and complies with the provisions of Paragraph 8 (1) (a) (2) of Schedule 4B to the Town and Country Planning Act 1990 (inserted by the Localism Act 2011). A statement to that effect will be published on the Council's website as well as the 'Referendum Version' of the Plan; and
- 3) that a local referendum be organised and conducted on 8 December 2016 in the Shinfield Parish Neighbourhood area. This will allow all eligible persons that are registered on the electoral roll, to vote on whether the Shinfield Neighbourhood Plan should be used by Wokingham Borough Council to help it determine planning applications (as well as other applications such as Listed Building Consent) in the Neighbourhood Area.

SUMMARY OF REPORT

The Shinfield Neighbourhood Plan once adopted will be part of the Development Plan for the Borough and therefore carry significant weight in the determination of planning applications in or affecting Shinfield Parish. The plan contains policies on housing, transport and access, the natural environment, community and recreation, and business and commercial development.

At a meeting of the Council's Executive on 31 March 2016 it was agreed that the Submission Neighbourhood Plan (the draft plan) accorded with the neighbourhood planning regulations which require general conformity with the strategic policies in the Development Plan ([Paragraph 8 \(1\) \(a\) \(2\) of Schedule 4B to the Town and Country Planning Act 1990 \(inserted by the Localism Act 2011\)](#)). The Council's Executive agreed

that the Submission Neighbourhood Plan should proceed to a 6 week consultation period and that the Council should appoint an Examiner to undertake an examination of the plan.

Accordingly, Wokingham Borough Council arranged a 6 week public consultation on the Submission Neighbourhood Plan from 4 April 2016 to 16 May 2016, following which an Independent Examiner was appointed.

The Examiner suggested a number of changes for increased clarity and in response to representations received on the Submission Neighbourhood Plan. Shinfield Parish Council has accepted the recommended changes.

It is considered that the plan, with the Examiner's suggested changes, still meets the Basic Conditions, and it is therefore recommended that the modified Neighbourhood Plan, referred to as the 'Referendum Version', should proceed to referendum in the Shinfield Parish area which the Plan covers.

Background

Neighbourhood Planning

The Localism Act 2011 and associated regulations introduced neighbourhood planning, which gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area through the production of Neighbourhood Development Plans. Local authorities have a legal duty to support and advise those communities undertaking neighbourhood planning. The key stages in producing a neighbourhood plan are:

- 1) Designating a neighbourhood area
- 2) Preparing a draft neighbourhood plan
- 3) Pre-submission publicity & consultation
- 4) Submission of a neighbourhood plan to the local planning authority
- 5) Independent examination
- 6) Referendum
- 7) Bringing the neighbourhood plan into force

Stages 1-5 have been completed to date.

The Local Planning Authority has responsibility for:

- 1) Designating the neighbourhood plan area that has been suggested by a Town/Parish Council or a Neighbourhood Plan Forum;
- 2) Assisting the Parish Council with production of the Neighbourhood Plan answering questions, attending meetings and helping to develop the policies.
- 3) Checking that proper procedures have been followed and that the Basic Conditions have been met in the preparation of the plan.
- 4) Publicising the plan at both pre-submission and submission stage.
- 5) Arranging for an independent examination of the submission stage version of the Neighbourhood Plan.
- 6) Making any necessary alterations to the plan based on the Examiner's comments
- 7) Organising the public referendum, subject to the plan meeting legal requirements.
- 8) Adopting the Neighbourhood Plan following a successful referendum.
- 9) Using the Neighbourhood Plan as part of the Development Plan when determining planning applications.

Shinfield Parish Neighbourhood Plan

Shinfield Parish began work on producing a neighbourhood plan shortly after being designated a neighbourhood area by the Council in November 2012. The Parish Council undertook a six week consultation on their pre-submission draft plan in July 2015. The consultation was extended to 30 September 2015. The Parish Council considered the consultation responses and, working with the Borough Council, amended the plan.

Following these changes, a further 6 week consultation on the Submission Neighbourhood Plan took place between 4 April and 16 May 2016 which Wokingham Borough Council organised on behalf of the Parish Council as per Regulation 16 of the Neighbourhood Planning (General) Regulations 2012. This version of the Neighbourhood Plan, and all representations received through the consultation, were submitted to the Examiner who was appointed on 19th May 2016. This appointment was

made by Wokingham Borough Council, with the involvement and endorsement of Shinfield Parish Council, from a shortlist provided by the Neighbourhood Planning Independent Examiner Referral Service (NPIERS). The Examination took place in June 2016 through written representations. The Examiner also undertook a conference call with Officers from Wokingham Borough Council and members of the Shinfield Parish Council on 9th June 2016 to seek extra clarity on particular issues. An unaccompanied site visit was also undertaken by the Examiner on 17th June 2016.

The Shinfield Parish Neighbourhood Plan contains a range of policies designed to address issues within Shinfield Parish. The plan contains background information and policies on housing, transport and access, the natural environment, community and recreation, and business and commercial development.

Wokingham Borough Council has worked proactively and positively with the Parish to get to this point. It is considered that the Plan is in general conformity with the strategic policies contained in Wokingham Borough's Development Plan and that the Plan has regard to national policies.

Analysis of Issues

The Examination report considers all 12 Policies in relation to the relevant tests. It recommends specific modifications to draft policies and associated recommendations supporting modification to the supporting text in the Plan. The Examiner confirms that, subject to the implementation of these modifications, he is satisfied that the Neighbourhood Plan will meet the 'Basic Conditions' which are that it must:

- Be appropriate to make the plan, having regard to national policies and advice;
- Contribute to the achievement of sustainable development;
- Be in general conformity with the strategic policies of the development plan; and
- Not breach, and be otherwise compatible with, European Union and European Convention on Human Rights obligations.

The report of the Independent Examination considers issues raised during the publicity period in significant detail. It addresses all matters raised and presents coherent justification to support each of the conclusions reached by the Examiner. Having regard to the justification given by the Examiner for each of his recommended modifications, and the need to ensure that the plan meets the 'Basic Conditions', the Council must decide whether it agrees with the Examiner.

The Council may reach an alternative view about the recommended modifications and it may consider further changes to the Policies in the plan. However, such action should only be taken where the Council has clear and convincing evidence to support an alternative approach to that recommended by the Examiner. Any alternative or additional modifications that the Council may propose to the Plan can only be done to ensure the Plan meets the 'Basic Conditions'.

Subject to amendments being made to the Plan as recommended in his report, the Examiner confirmed that the Plan could proceed to referendum, and that the referendum area need not extend beyond the Shinfield Parish area. It is recommended that the Council agrees that the Plan may proceed to referendum and that the referendum area should not extend beyond the Parish area.

Conclusion

The modifications are considered to be reasonable and ensure that the Plan meets the 'Basic Conditions'. Accordingly they will be included in a revised version of the Plan which should be published as the 'Referendum Version' of the Shinfield Neighbourhood Plan.

The Plan as modified, needs to be approved for publicity by the Council prior to a referendum being arranged and its decision to proceed with a modified Plan towards referendum must be published in a 'Basic Conditions Decision Statement' required through Regulation 18 of the Neighbourhood Planning (General) Regulations 2012. This statement must be publicised on the Council's website and in any way the Council considers will bring it to the attention of people living, working or carrying out a business in the Plan area. A draft 'Basic Conditions Decision Statement' is attached to this report for approval.

Next Steps

New [regulations](#) on setting a referendum date will come into force on 1 October 2016. They require that a referendum must be held within 56 working days of the Local Planning Authority's decision that the plan should proceed to referendum. The 56 day requirement will apply to any referendums held after 1 October 2016. Subject to Executive granting approval on 29 September 2016 to proceed to referendum, the referendum would be required to take place by 16th December 2016.

It is intended that the referendum should be held on Thursday 8 December 2016. Wokingham Borough Council is responsible for arranging the referendum and work is underway to organise this and all necessary documentation associated with the publicising of the referendum.

A Project Group is being set up by Electoral Services, which will include representation from Shinfield Parish, to facilitate the organisation of the referendum.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	nil	nil	nil
Next Financial Year (Year 2)	Circa £16,000 (Referendum)	Yes. After successful Examination the Council can apply for grant funding of	Revenue

		£20,000 to offset costs incurred.	
Following Financial Year (Year 3)	nil	nil	nil

Other financial information relevant to the Recommendation/Decision

None anticipated.

Cross-Council Implications

The Shinfield Parish Neighbourhood Plan, if adopted, will be used to determine planning applications within Shinfield Parish. Services across the Council have had input into the review of the draft plan to ensure that it is conformity with the Local Plan.

List of Background Papers

[Shinfield Parish Neighbourhood Plan – Referendum Version](#)

[Examiner's Report](#)

[Draft 'Basic Conditions Decision Statement'](#)

Contact James McCabe	Service Land Use and Transport
Telephone No 0118 908 8333	Email james.mccabe@wokingham.gov.uk
Date 16 September 2016	Version No. 3

The Shinfield Parish Council Neighbourhood Development Plan

Report of Examination

Report to Wokingham Borough Council

by the Independent Examiner:

John Parmiter FRICS FRSA MRTPI



30 June 2016

Contents	page
Summary	2
1. Introduction	3
2. The Neighbourhood Plan's preparation and public consultation	5
3. The Neighbourhood Plan in its planning and local context	6
4. Neighbourhood Plan - Overview	9
5. Policy 1: Location of development	9
6. Policy 2: General design principles	10
7. Policy 3: Sustainable development	11
8. Policy 4: Accessibility and highway safety	11
9. Policy 5: Parking	12
10. Natural and historic environment polices	12
11. Community and recreation polices	13
12. Business and commercial development polices	13
13. Conclusions and recommendations	14
Appendices	15
Annexe	17

Summary

1. From my examination of the submitted Shinfield Parish Council Draft Neighbourhood Development Plan and its supporting documents, including all the representations made, I have concluded that making of the plan will, subject to the modifications I am recommending, meet the Basic Conditions and legal requirements.
2. In summary, I conclude that the Plan, once modified, will meet the Basic Conditions, which are that it must:
 - Be appropriate to make the plan, having regard to national policies and advice;
 - Contribute to the achievement of sustainable development;
 - Be in general conformity with the strategic policies of the development plan; and
 - Not breach, and be otherwise compatible with, European Union and European Convention on Human Rights obligations.
3. I have also concluded that:
 - It has been prepared and submitted for examination by a qualifying body - Shinfield Parish Council;
 - It has been prepared for an area properly designated; and does not cover more than one neighbourhood plan area;
 - It does not relate to “excluded development”;
 - It specifies the period to which it has effect – from 2015 to 2026; and
 - The policies do relate to the development and use of land.
4. I consequently recommend that the Neighbourhood Development Plan should proceed to a Referendum.
5. If the plan does go forward to Referendum, I recommend that the Referendum Area should be the same as the civil parish area.

1. Introduction

- 1.1 I am appointed by Wokingham Borough Council, with the support of Shinfield Parish Council, the Qualifying Body, to undertake an independent examination of the Shinfield Parish Council Neighbourhood Development Plan as submitted for examination.
- 1.2 I am a planning and development professional of 40 years standing and a member of NPIERS' Panel of Independent Examiners. I am independent of any local connections and have no conflicts of interests.

The Scope of the Examination

- 1.3 It is the role of the Independent Examiner to consider whether making the plan meets the "Basic Conditions." These are that in making the Neighbourhood Development Plan it must:
 - be appropriate to do so, having regard to national policies and advice contained in guidance issued by the Secretary of State;
 - contribute to the achievement of sustainable development;
 - be in general conformity with the strategic policies of the development plan (see Development Plan, below) for the area; and
 - not breach, and must be otherwise compatible with, European Union (EU) and European Convention on Human Rights (ECHR) obligations.
- 1.4 Regulations also require that the Neighbourhood Plan should not be likely to have a significant effect on a European Site or a European Offshore Marine Site either alone or in combination with other plans or projects.
- 1.5 In examining the Plan I am also required to establish whether, in summary, they:
 - Have been prepared and submitted for examination by a qualifying body;
 - Have been prepared for an area that has been properly designated
 - Meet the requirements that they must not include excluded development
 - Must not relate to more than one Neighbourhood Area; and
 - Relate to the development and use of land.
- 1.6 Finally, as independent Examiner, I must make one of the following recommendations in relation to the Plan proceeding to a Referendum:
 - a) that it should proceed to Referendum, on the basis that it meets all legal requirements;
 - b) that, once modified to meet all relevant legal requirements, it should proceed to Referendum; or
 - c) that it should not proceed to Referendum, on the basis that it does not meet the relevant legal requirements.

1.7 If recommending that the Plan should go forward to Referendum, I am also then required to consider whether or not the Referendum Area should extend beyond the Neighbourhood Area to which the Plan relates.

The Examination process

1.8 I was appointed to examine the plan on 19th May 2016. The default position is that neighbourhood plan examinations are conducted by written representations. That is the basis of this examination. Nevertheless, in this case, I decided that I needed clarification of one Policy 1 and so held a conference call with the Borough and Parish Councils on 9th June 2016. I carried out an unaccompanied site visit on 17th June 2016.

The Examination documents

1.9 In addition to the legal and national policy framework and guidance (principally The Town and Country Planning Acts, Localism Act, Neighbourhood Plans Regulations, the National Planning Policy Framework and the Planning Policy Guidance) together with the development plan, the relevant documents that were furnished to me, and were identified on the Councils' websites as the neighbourhood plan and its supporting documentation for examination, were:

- Draft Neighbourhood Development Plan (with its extensive appendices, A-AD)
- Basic Conditions Statement; and
- Consultation Statement.

1.10 In addition I was furnished with a copy of the development plan Proposals Map.

The Qualifying Body and the Designated Area

1.11 Shinfield Parish Council is the Qualifying Body for the designated area that is the neighbourhood plan area. Wokingham Borough Council, the local authority, designated the Neighbourhood Area in October 2012. There is no other neighbourhood plan for this area.

The Neighbourhood Plan Area

1.12 The neighbourhood plan area covers some 1813 ha in central Berkshire, south of Reading, made up of many villages and small settlements that are mostly located south of the M4 motorway, which the plan area straddles. The more significant settlements include Spencers Wood, Shinfield and Three Mile Cross. Smaller communities include Ryeish Green, Grazeley, Mereoak, Great Lea, Hartley Court and Pound Green.

1.13 The parish population has grown significantly in recent years, increasing by 37% to 11,198 in the period 2001-2011, in 4,403 households. The plan area includes some significant local employers as well as local services and social/community facilities.

1.14 The plan explains that the parish area south of the M4 is one of Wokingham Borough Council's four strategic development locations (SDL), which include plans for more than 2,500 extra homes with supporting infrastructure. Plans also include development of Reading Thames Valley Science Park.

2. Neighbourhood Plan's preparation and public consultation

The Neighbourhood Development Plan

- 2.1 The Neighbourhood Development Plan (NDP) grew out of earlier work on a Parish Community Plan (2011) and Village Character and Design Statements; the latter for Shinfield School Green, Ryeish Green, Spencers Wood and Three Mile Cross. The parish first considered preparing a plan in early 2012. The plan explains that:

"Shinfield Parish Council believes that, by preparing a Neighbourhood Development Plan, it can play a much bigger role going forward in helping shape new development. The Parish Council can have greater influence in obtaining the additional infrastructure improvements that we consider are needed to allow the parish to accommodate additional homes and continue to make this a desirable place to live" (plan para 1.2).

- 2.2 The development plan – see later – as well as relevant SPDs together with those major schemes that have been consented provide the basis for the area's transformation. The neighbourhood plan does not allocate any land for development nor designate any sites (for Local Green Space for example). It therefore has a very limited role in shaping the ongoing changes the parish is experiencing and will see come forward.
- 2.3 The Parish submitted its application to undertake a neighbourhood plan on 20 June 2012 and set up a Steering Group, who began carrying out a number of public consultations starting in July 2012, seeking the views of local residents, businesses and other stakeholders. Six focus groups were initially established to look at sets of identified topics or issues – latter reduced to four. The culmination of much work was a "19 Question Survey" produced in the summer of 2013 which asked for resident and stakeholder views on key issues identified by the groups.
- 2.4 Over 700 responses were received highlighting the main areas of community concern. During the plan's preparation, over sixty meetings were held and extensive survey work undertaken. The plan's preparation was supported by a website, regular newsletters, local publicity and meetings. The Parish Council monitored progress at its regular meetings. The level of community consultation and involvement is set out in the Consultation Statement.
- 2.5 The Borough Council assisted the parish in formulating policies, as did some funded external expertise; a health check also helped. The Consultation Statement at appendix 15 sets out the parish council's response to the Regulation 14 published draft plan: A total of 11 groups or statutory consultees plus 87 local residents responded.
- 2.6 The plan's vision is straightforward: "People working together, respecting our local history, building a vibrant community now and for the future" (plan para 5.1). This is supported by three sets of broad objectives (set out at plan para 5.2).
- 2.7 The draft NDP was submitted to the Borough Council under Regulation 16 in March 2016 and a six week period for public consultation took place between 4th April and 16th May 2016. A total of 12 representations were received (allowing for multiple responses from the same party). Substantive responses came from: Shinfield Consortium (Bloor, Bovis and Linden Homes); South of the M4 Consortium (University of Reading, Taylor Wimpey, and David Wilson Homes); Gladman; Historic

England; JM Edwards; Thames Water; Swallowfield Parish Council; Thames Valley Police and Bewley Homes.

- 2.8 The Borough Council did not make any direct representations but assisted the Parish Council in the various stages of the plan's preparation. The Borough Council also confirm that they consider the neighbourhood plan generally conforms to the strategic policies of the development plan.

Environmental Assessment and EU Directives

- 2.9 Under Article 3(3) and 3(4) of the Strategic Environmental Assessment (SEA) Directive 2001/42/EC a SEA is required of plans and programmes which "determine the use of small areas at a local level". The Borough Council is the "responsible authority" and must determine whether the plan is likely to have significant environmental effects. The Borough Council produced a Final Determination Statement following consultation ending on 15th June 2015, that the plan would not require a Strategic Environmental Assessment, as the neighbourhood plan did not allocate any sites for development.

European Sites and the Habitats Directive

- 2.10 I note from Appendix v of the Final Determination Statement that the Borough Council did not consider an Appropriate Assessment specifically necessary for the plan given the plan does not allocate any new sites

Human Rights and European Obligations

- 2.11 I have no reason to believe that making the plan or the orders would breach or is incompatible with the European Convention on Human Rights.

Plan period

- 2.12 The neighbourhood plan states clearly, at para 1.3, that the plan covers the period to 2026, which is co-terminus with the plan period of the Core Strategy, adopted January 2010.

Excluded development

- 2.13 A neighbourhood plan cannot include policies for excluded development, such as minerals and waste. I have concluded that the plan does not include excluded development.

3. The draft Neighbourhood Plan in its planning and local context

National policies and advice

- 3.1 The neighbourhood development plan (NDP) must have regard to national policies and advice contained in guidance issued by the Secretary of State and contribute to the achievement of sustainable development (the first two Basic Conditions). Paragraph 16 of the National Planning Policy Framework (the Framework) is concerned with neighbourhood planning:

"The application of the presumption [in favour of sustainable development] will have implications for how communities engage in neighbourhood planning. Critically, it will mean that neighbourhoods should:

- *"develop plans that support the strategic development needs set out in Local Plans, including policies for housing and economic development; [and]*
- *plan positively to support local development, shaping and directing development in their area that is outside the strategic elements of the Local Plan,"*

3.2 The NDP must give sufficient clarity to enable a policy to do the development management job it is intended to do; or to have due regard to National Planning Policy Guidance (NPPG). For example, para 042 of the NPPG explains that:

"A policy in a neighbourhood plan should be clear and unambiguous. It should be drafted with sufficient clarity that a decision maker can apply it consistently and with confidence when determining planning applications. It should be concise, precise and supported by appropriate evidence. It should be distinct to reflect and respond to the unique characteristics and planning context of the specific neighbourhood area for which it has been prepared."

3.3 Also, there has to be evidence to support particular policies, notwithstanding it may express a strong and well-intentioned aspiration or concern of the local community. The NPPG (recently revised Para 040 ref 41-040-20160211) states:

"While there are prescribed documents that must be submitted with a neighbourhood plan or Order there is no 'tick box' list of evidence required for neighbourhood planning. Proportionate, robust evidence should support the choices made and the approach taken. The evidence should be drawn upon to explain succinctly the intention and rationale of the policies in the draft neighbourhood plan or the proposals in an Order.

A local planning authority should share relevant evidence, including that gathered to support its own plan making, with a qualifying body

Neighbourhood plans are not obliged to contain policies addressing all types of development. However, where they do contain policies relevant to housing supply, these policies should take account of latest and up-to-date evidence of housing need.

In particular, where a qualifying body is attempting to identify and meet housing need, a local planning authority should share relevant evidence on housing need gathered to support its own plan-making".

3.4 The latter references to housing need were added before the submission of the plan and so I had asked the Borough and Parish Councils to advise me on the latest position, which I cover later in my report, at 3.10.

3.5 The Basic Conditions Statement sets out how the Parish Council considers that the plan has appropriate regard to national policy and meets the relevant Framework policies. This document is rather thin and does little more than make assertions. The evidence for the NDP is mainly in the plan's appendices.

3.6 The main issue for me is its relationship to the development plan and whether it promotes sustainable development; and if it does, whether it is sufficiently flexible?

The Development Plan - strategic policies

- 3.7 The neighbourhood development plan must be in general conformity with the strategic policies of the development plan for the area, which is the Wokingham Borough Core Strategy, adopted in January 2010 and the Managing Development Delivery DPD, adopted in February 2014.
- 3.8 The Borough Council did not supply for me a list of those polices it considered to be strategic. However, they subsequently confirmed to me that they considered that *all* polices in the development plan are strategic. Para 41-075 of the NPPG (referring to para 156 of the Framework, which sets out the strategic matters expected to be included in a Local Plan) explains that “[*The basic condition*] does not presume that every policy in a Local Plan is strategic or that the only policies that are strategic are labeled as such”. Para 41-076 goes on to give me “useful considerations” on reaching a view on whether a policy is strategic, listing seven examples. I am not persuaded, in this instance, that every policy can be said to have these characteristics.
- 3.9 Nevertheless, I am particularly guided by certain strategic policies that are of particular significance for the neighbourhood plan area, including¹:
- CP9 Scale and location of development proposals
 - CP11 Proposals outside Development Limits (Including countryside)
 - CP17 Housing delivery (though the targets are based on the former South East Plan)
 - CP19 South of the M4 Strategic Development Location.
- In addition:
- Policy CC02 of the Managing Development Delivery DPD sets out the Development Limits of each settlement, as well as the areas allocated as Strategic Development Locations (SDLs) by reference to the Proposals Map.
- 3.10 The Borough and Parish Councils were able to update me on the current position on housing need and supply, in response to the recent changes to the Guidance with a joint statement:

“Shinfield Parish Council’s Neighbourhood Plan was published on 28th January 2016. Shinfield Parish Council acknowledges that in February 2016, Wokingham Borough Council along with the five other Berkshire authorities (Bracknell Forest, Slough, the Royal Borough of Windsor and Maidenhead, West Berkshire and Reading) published an updated Strategic Housing Market Assessment (SHMA) which included an updated Objectively Assessed Need (OAN) figure. Shinfield Parish Council is aware that the housing need figure for Wokingham Borough is 856 homes per annum until 2036.

The policies contained within the Shinfield Neighbourhood Plan have been prepared in general conformity with Wokingham Borough Council’s Core Strategy (2010) and

¹ Taken together with those developments with planning permission, this implies over 3000 new homes being built in the plan area by 2026 – see NDP para 8.4

the Managing Development Delivery Document (2014). Shinfield Parish Council acknowledges that Wokingham Borough Council is currently preparing a Local Plan Update, and this will include a new housing requirement, which the OAN will inform. Policy 1 (Location of Development) of the Shinfield Neighbourhood Plan refers to ‘a future adopted development plan’ for this reason.

The Shinfield Neighbourhood Plan does not allocate sites for development nor does it identify a housing requirement figure for Shinfield Parish. It is therefore considered that the OAN figure identified in the February 2016 SHMA would not have any implication on the policies contained within the Shinfield Neighbourhood Plan, including Policy 1: Location of Development. “

4. Neighbourhood Plan - Overview

- 4.1 The NDP is highly constrained by the development plan’s polices, its allocations of strategic development locations in the area and the fact that much of the strategic developments already have planning permission. It therefore seeks to focus on two main things: retaining the boundaries, and identities of, the separate villages; and an emphasis on high quality design that respects the local landscape quality. But even in trying to achieve these aims it seems to me that it has difficulty in bringing together a set of polices that are particular to the parish, or are additional to, rather than a gloss on, the established planning regime.
- 4.2 The NDP would benefit from a clear map setting the scene as determined by the development plan, supplementary guidance and the major planning permissions, given the significance of these as a backdrop to the plan. I therefore asked the two Councils to liaise and prepare a suitable plan: Fig. 1 is attached at Appendix 1.
- 4.3 **I recommend** that Fig 1 be incorporated into the neighbourhood plan, with a suitable cross-reference paragraph in the introductory text, say at the end of NDP chapter 9.
- 4.4 The plan contains 12 policy sections, the most significant of which is that dealing with the location of development. I now turn to examine those polices and make, where appropriate, recommended modifications or deletions.

5. Policy 1: Location of Development

- 5.1 This policy is divided in to two parts: The first deals with development within the Development Limits (as defined in Policy CC02), see 3.8 earlier; the second deals with development adjoining those limits. It is essential that the limits be defined so that the policy can be understood and applied with clarity. Simply making reference to CC02, which in turn makes reference to the Proposals Map, with all its complex notations in this area, is not sufficiently precise, in my view, involving as it does a detailed task of checking which could lead to errors by users of the plan. I myself found it a tricky exercise.
- 5.2 I therefore asked the Borough and Parish Councils to make up a suitable plan that could accompany the policy. This is Fig 2, appended to my report at Appendix 2. **I recommend** that Fig 2 be included in the final neighbourhood plan, alongside (and cross-referenced in) Policy 1.
- 5.3 The first part of the policy essentially attempts to constrain or finesse development plan policy CC02 but without, in my view, sufficient justification. A number of representations were made against this policy, particularly by the two consortia and

Gladman. A consistent concern was that the policy was insufficiently flexible. While a part of the argument was related to meeting emerging increases in housing need, rather than the development plan, the concerns in relation to retaining sufficient flexibility to accommodate sustainable development are, in my view, valid.

- 5.4 The second part of the policy seeks to limit any development to a range of constraints or requirements: small scale (5 dwellings or less), not cumulative, 100% affordable, exceptional quality, highly sustainable and innovative, truly outstanding, highest standards in architecture, significantly enhancing its immediate setting and sensitive to the defining characteristics of the local area. Leaving aside that many of these characteristics are about design, not location (and should therefore be more properly located with Policy 2) there is simply no robust or proportionate evidence to support the approach which limits development to small scale affordable housing.
- 5.5 **I recommend** that the whole of the second part of Policy 1 – from “Small scale....” [including all 1 and 2] to “... the local area” – be deleted. The means of controlling development adjacent to the Development Limits is already part of Policy CC02 and in any event can be achieved more simply in a way that does not undermine a strategic policy and does promote sustainable development. Those design elements that are justified can be incorporated in Policy 2.
- 5.6 Therefore, taking the two parts of my conclusions together, **I recommend** that Policy 1 be modified to read:

“Development within the Development Limits (as illustrated on Fig 2) will be supported; development adjacent to the Development Limits will only be supported where the benefits of the development outweigh its adverse impacts.”

6. Policy 2: General Design Principles

- 6.1 The draft neighbourhood plan is focused on achieving good use of space, good quality design and appropriately detailed specification in new development, whether residential or commercial. It does this by promoting a whole series of criteria; while also drawing in the Village Character or Design Statements into the body of the policy.
- 6.2 The policy was generally supported though the degree of prescription – contrary to Framework paras 59 and 60 - is a concern, to some degree, as was the raising the status of the Village Character or Design Statements to within the body of the policy (Historic England felt it should support implementation). Thames Valley Police pointed out the need for creating safe environments. I agree with all these concerns and **recommend** that Policy 2 be modified to read:

“In new residential developments, provision of an appropriate mix of size, built form and garden size, including style, design and character, will be supported in order to provide variation within a scheme, as long as this respects local distinctiveness and creates safe and sustainable environments. This can be achieved through the use of locally distinctive materials, differing layouts and positioning of dwellings, and the retention of existing trees, and provision of new trees, within new gardens and public realm.

Development proposals shall demonstrate how they have taken into account the following:

[list 1-7]

Add 8: Relevant adopted Village Character or Design Statement.

Add 9: Designing out opportunities for crime and anti-social behavior.

Delete subsequent paragraph: "In new residential developments).

Retain final paragraph: "Developments designed to aid".

7. Policy 3: Sustainable Development

- 7.1 The aim of this policy is to secure the highest standards of sustainability within new developments. It does this by reference to strategic policy (which it doesn't need to do, as its already part of the development plan) and by encouraging a range of technologies and techniques. An additional limb of the policy required all developments to ensure there is adequate network capacity for all necessary utilities.
- 7.2 The policy attracted little attention, though Gladman felt it was unnecessary, given the existence of policy and standards (e.g. Building Regulations) elsewhere. Thames Water supported the policy, especially the last limb (network capacity) but considered it could be strengthened by a cross-reference to Core Strategy Policy CP4 and adding a criteria related to avoiding amenity impacts on existing users. In my view that is not necessary, given the Core Strategy and the scope and clarity of the policy. Overall, I consider the policy meets the Basic Conditions.

8. Policy 4: Accessibility and Highways Safety

- 8.1 A significant issue for the local community is the level of traffic congestion across the plan area, both currently and anticipated. This comes across strongly in the consultation responses. The area has high levels of car ownership and a pattern of car dependence; though there seems to be evidence of increased use of improved public transport services. Residents have campaigned for more consistent speed limits on roads that are more suited to a collection of rural villages.
- 8.2 Policy 4 seeks to engage developers with the parish council and to secure, through various criteria, appropriate levels of accessibility and highway safety. This includes by reducing traffic speeds and maximizing use of public transport.
- 8.3 The policy attracted representations from a few parties, including the two consortia, who focused on one criteria that was considered to be outside the scope of land-use policy. The consortia sought the deletion of the 4th bullet under item 2, concerning bus fares, as not being a matter in the control of developers. Swallowfield Parish Council sought a more integrated approach to public transport provision taking into account impacts beyond the plan (i.e. Shinfield Parish) boundaries.
- 8.4 I agree with the consortia; I therefore **recommend** that the 4th bullet of limb 2 of Policy 4 be deleted, as it is a legal requirement that the plan must only relate to the use and development of land. I also consider that the opening sentence of the policy is not concerned with land use; rather it advocates a process. I **recommend** that the opening sentence of Policy 4 be deleted and moved to the supporting text.
- 8.5 The points made by Swallowfield Parish Council would foster a more sustainable pattern of development. I don't consider the policy needs to be modified to achieve

this but I **recommend** that in para 13.9 the words “and neighbouring parishes” be added after “Wokingham Borough Council.”

9. Policy 5: Parking

- 9.1 The plan’s policy approach is much influenced by the experience of developments built under earlier parking standards, which sought to encourage modal shift away from dependence on the car. The surveys the parish have carried out show that in the past all too often this resulted in under-provision and so cars parked on highways, sometimes obstructing buses and service vehicles, and/or resulted in unsatisfactory housing areas and environments; also that garages were under-used, being either too small or utilised for storage. The Parish support the Borough standards introduced in 2014.
- 9.2 The policy requirements, therefore, are very focused on detailed means of achieving garages that can accommodate modern cars, improving parking relationships to homes and to ensure that the parking implications of subdivisions and conversions including Housing in Multiple Occupation (HMOs) are taken into account. There are 13 limbs to the policy, with limbs 8-13 focused on HMO conversions and the need for parking surveys to support applications.
- 9.3 The consortia generally supported the overall approach but found some of the detail either too prescriptive (use of Conservation Kerbs) or not capable of being enforced by a developer (e.g. on-street parking management). They also had practical suggestions for provision of on-plot parking which would improve the operation of the policy. For my own part, I regard limbs 8 and 9 of the policy as more appropriately set in the supporting text and **recommend** that they be deleted from the policy and moved to the supporting text, as new paras 14.6 and 7.
- 9.4 I agree with the consortia representations made and therefore **recommend** that Policy 5 be modified by adopting all the suggested amendments in paras 11-14 of Abley Lechford’s Technical Note of 16th May, which accompanied the two consortia representations.

10. Natural and historic environment policies

- 10.1 Section 15 of the NDP deals with the environmental and cultural heritage of the parish. The plan responds to local concerns about the impact of infill developments in recent years on the countryside and open spaces as well as the threat from the large-scale developments to merge the three main settlements into a single town. This section contains three policies designed to protect key features from the adverse effects of new development: trees, hedgerows and woodlands; on biodiversity; and in relation to flooding.

Policy 6: Trees, hedgerows and woodlands

- 10.2 This policy seeks to protect these features through, inter alia, buffer zones. The approach attracted a number of representations, particularly from the consortia, and Gladman, which focused on the lack of justification for the width of zones. The Parish had relied on the advice of the Wokingham BC Countryside Officer, who had regard to recent practice in the Borough. The consortia representations point out that whilst there is neither research nor policy to justify a 15m buffer to hedgerows, as per the draft policy, there is nonetheless an environmental benefit to retaining hedgerows

within green corridors. They also point out that there is no justification to extending buffer zones to Local Wildlife Sites.

- 10.3 The Consortia suggest a number of drafting amendments to achieve this. I agree with these amendments and accordingly I **recommend** that limbs 1,3 and 4 of the policy be modified in terms set out on page 5 of Ecological Planning & Research Ltd's Note supporting both consortia representations. In relation to limb 2, I accept the representations detailed in Forbes Laird Arboricultural Consultancy's note regarding Veteran Trees, which points out that the buffer zone is neither justified nor consistent with approved parameter plans and I **recommend** that this limb be deleted. Swallowfield Parish has a number of detailed suggestions, some of which have been already taken on board, while the others are not necessary, in my view, to meet the Basic Conditions.

Policy 7: Biodiversity

- 10.4 The policy, which supports development where it meets four criteria, is generally supported. Swallowfield Parish had some practical suggestions, setting out their justification, to improve the clarity of the policy:
- In limb 2 to extend the listed range of biodiversity enhancements to include hibernacular and “bug hotels”. I **recommend** these be added to the policy.
 - In limb 3 to clarify that “wildlife corridor” includes terrestrial, aquatic and aerial corridors. I **recommend** that a footnote be added to make this clear.

Policy 8: Flooding

- 10.5 The policy has no introduction, simply a set of 4 statements. The consortia representations sought to amend aspects of the policy where the drafting was insufficiently justified. I agree with the reasoning in Abley Letchford Partnership's Technical Note of 16 May 2016 for the Shinfield Consortium and I **recommend** the policy be modified as set out in their paras 15-17.

11. Community and recreation policies

- 11.1 There are two policies, seeking to protect community assets (Policy 9) and community and sports facilities (Policy 10). There were no representations. However, to achieve an appropriate degree of clarity I **recommend** that in Policy 10:
- in limb (1) the words in the first and second lines “through the Community Infrastructure Levy or negotiated S106 agreements” be deleted;
 - the words “on-site, or off-site” be added in the third line after “through the provision of”; and
 - limb (2) be deleted, as it is not a land use policy and be moved to the supporting text.

12. Business and commercial development

- 12.1 The parish has a mixture of mainly small business and commercial organisations and a few large employers such as Foster Wheeler; the proposed Science Park will add significantly to local employment opportunities. This section of the plan contains two policies designed to support new employment development (Policy 11) and improvements to broadband connections (Policy 12). There were no representations. To improve clarity I **recommend** that in the opening line of Policy 11 the word “commercial” be replaced by “employment”.

13. Conclusions and recommendations

- 13.1 I can see that the Parish Council and its volunteers have put in much hard work in the production of the examination version of the plan and the supporting documents. The plan seeks to represent the local community's aspirations and this it does reasonably well.
- 13.2 From my examination of the submitted Shinfield Parish Council Neighbourhood Development Plan, together with all supporting documents, including having regard to all the representations made, I have concluded that the making of the plan will – subject to the modifications I am recommending - meet the Basic Conditions and the legal requirements. I have set out my reasons, drawn from the findings in my report, in the Summary on page 2. In summary, I recommend that the Neighbourhood Development Plan should proceed to Referendum, once modified.
- 13.3 I have considered whether the referendum area should extend beyond the plan boundary, given the particular geography of the parish, being contiguous with the urban area of Reading in particular. I have consulted both Parish and Borough Councils and they advise that it should not. I have concluded that the policies of the plan would not have a material impact on residents or other interests beyond the plan area and I therefore conclude that if the plan does proceed to referendum then the referendum area should be the same as the civil parish area.
- 13.4 Finally, my thanks to both Parish and Borough Councils for their support in making the examination so smooth.

John Parmiter FRICS FRSA MRTPI

Independent Examiner

Director, John Parmiter Ltd

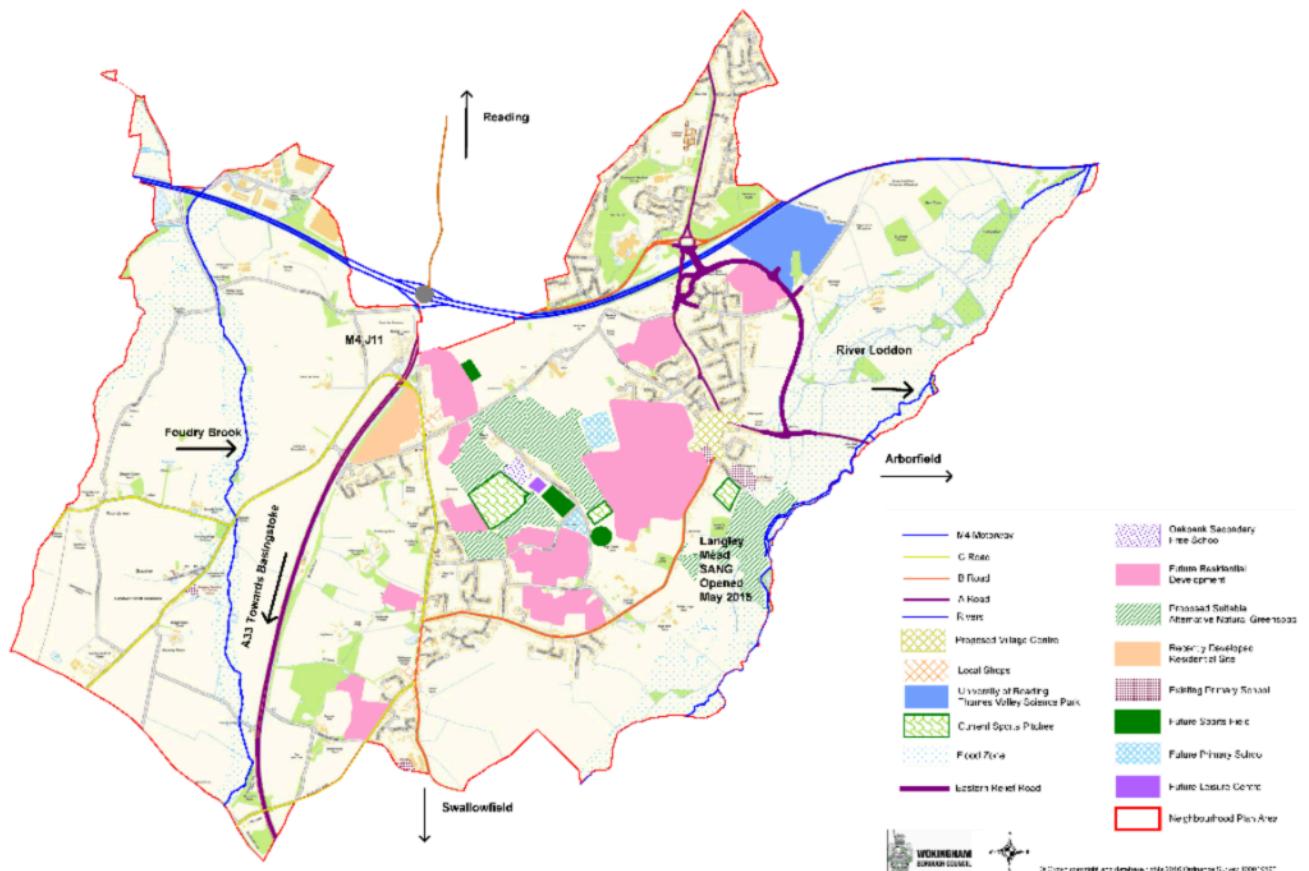
john@johnparmiter.com www.johnparmiter.com

30 June 2016

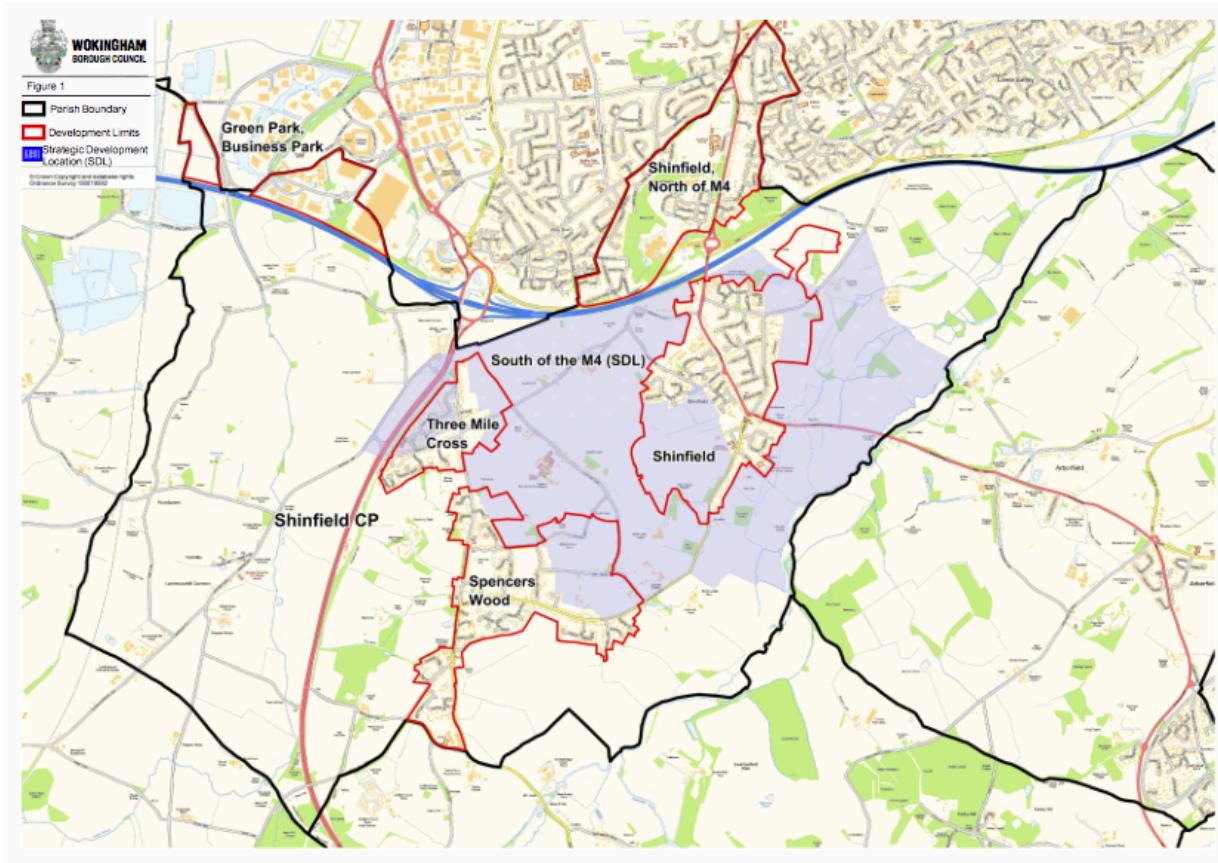
Appendices

Appendix 1: Figure 1

Figure 1 -Shinfield Neighbourhood Plan Context Map



Appendix 2: Figure 2



Annexe

It is not my role to recommend improvements to what is already a short plan with limited aims. However, it may assist those in taking the plan forward to have regard to the following suggestions:

1. The plan would benefit from illustrations, suitably annotated, to emphasise points in the text.
2. The appendices are voluminous and add little to the plan itself, in my view. They would have better formed part of the Basic Conditions Statement, as evidence. I suggest they should come out; though cross-referencing to sources, perhaps in footnotes, may be appropriate in places.
3. The title of the plan might be more concise, for example: The Shinfield Neighbourhood Plan.
4. Some text will become redundant once the plan is made and should come out.

Wokingham Borough Council

Shinfield Parish Neighbourhood Development Plan Draft Basic Conditions Decision Statement

1. Summary

- 1.1 Following an independent examination, Wokingham Borough Council now confirms that the Shinfield Parish Neighbourhood Development Plan will proceed to a Neighbourhood Planning referendum.

2. Background

- 2.1 On 22 November 2012, Wokingham Borough Council designated Shinfield Parish for the purpose of preparing a Neighbourhood Plan in accordance with Part Two of the Town and Country Planning (England), Neighbourhood Planning (General) Regulations 2012.
- 2.2 Following the submission of the Shinfield Parish Neighbourhood Development Plan to the Council, the plan was publicised and representations were invited. The publicity period ended on Monday 16 May 2016.
- 2.3 Wokingham Borough Council appointed an independent examiner, Mr John Parmiter, on 19 May 2016 to review whether the Plan should proceed to referendum.
- 2.4 The Examiner's Report concludes that, subject to making the minor modifications recommended by the Examiner, the Plan meets the basic conditions set out in the legislation and should proceed to a Neighbourhood Planning referendum.
- 2.5 The Executive of Wokingham Borough Council agreed on 29 September 2016 that the Shinfield Parish Neighbourhood Development Plan should proceed through referendum to take place on 8 December 2016.
- 2.6 Having considered each of the recommendations made by the Examiner's Report, and the reasons for them, the Council has decided to make the modifications to the draft plan set out in Table 1 below, to ensure that the draft plan meets the basic conditions set out in legislation.

3. Decision and Reasons

- 3.1 The Council has made the modifications, proposed by the examiner, to secure that the draft plan meets the basic conditions, for the reasons given. These are set out in Table 1 below. **Bold, and underline** has been used to show added text and ~~strikethrough~~ to show removed text.

Table 1

114

No.	Examiner Recommendation	Reason	Action Taken
1	That the plan incorporates a clear, scene-setting map (i.e. Figure 1 that was produced by WBC for the Examiner's benefit during the examination period) with a suitable cross reference in the introductory text.	For greater clarity for users of the plan.	Figure 1 has been provided with the following wording at new paragraph 1.6: <u>Figure 1 is a map of Shinfield Parish showing the Strategic Development Location (SDL) area, existing settlements and infrastructure. The map shows the approved development for the parish, expected to be delivered during the lifetime of the plan (to 2026).</u>
2	That a suitable plan (i.e. Figure 2 that was produced by WBC for the Examiner's benefit during the examination period) be included in the plan alongside and cross-referenced in Policy 1.	For greater clarity for users of the plan.	The words <u>(as illustrated in Fig 2)</u> added to Policy 1 and map added below the Policy 1 box.
3	That Policy 1 be amended as follows: <i>'In Shinfield, development within <u>the</u> Development Limits (<u>as illustrated in figure 2</u>) will be acceptable <u>supported; in the context of Wokingham Borough Council's Core Strategy Policies, Managing Development Delivery policies (or those set by a future adopted development plan) and the adopted village character statements for the area (see appendices R, S and T)</u> <u>development adjacent to the Development Limits will only be supported where the benefits of the development outweigh its adverse impacts.</u>'</i> <i>Small scale1 development, that is not considered to be cumulative, adjoining development limits will be supported where the benefits of the development outweigh its adverse impacts. These developments are:</i> 1) <u>100% Affordable housing in perpetuity2 for rental or shared ownership (including for Key Workers) by those with a strong local connection3 which are sustainable and of a design suitable to the local character; and</u>	The means of controlling development adjacent to the Development Limits is already part of Policy CC02 and in any event can be achieved more simply in a way that does not undermine a strategic policy. The changes also ensure sufficient flexibility to accommodate sustainable development is maintained.	Policy 1 has been updated accordingly.

	<p>2) <i>Properties of an exceptional quality, highly sustainable and innovative nature of design, as defined in paragraph 55 of the National Planning Policy Framework. Such design must:</i></p> <ul style="list-style-type: none"> <i>a) Be truly outstanding or innovative, helping to raise standards of design more generally in rural areas;</i> <i>b) Reflect the highest standards in architecture;</i> <i>c) Significantly enhance its immediate setting; and</i> <i>d) Be sensitive to the defining characteristics of the local area.</i> <p><i>Footnotes</i></p> <p>1 <i>Small scale proposals are defined as 5 dwellings or less.</i></p> <p>2 <i>See designated protected areas covered by Statutory Instrument: The Housing (Right to Enfranchise)(Designated Protected Areas)(England) Order 2009</i></p> <p>3 <i>A strong local connection is defined as those who are ordinarily resident in the parish for at least 10 years, or have previously lived in the parish for 10 years and have existing family (parents, children and siblings) who have lived there for 10 years, or have been working within the parish for 10 years or has a demonstrable need to live in the parish to support a family member who has lived within the parish for 10 years</i></p>		
4	<p>Policy 2 should be amended to read: '<u>In new residential developments, provision of an appropriate mix of size, built form and garden size, including style, design and character, will be supported in order to provide variation within a scheme, as long as this respects local distinctiveness and creates safe and sustainable environments. This can be achieved through the use of locally distinctive materials, differing layouts and positioning of dwellings, and</u></p>	<p>In order to reduce the degree of prescription; so as not to raise the status of the Village Design Statements; and to incorporate a need for creating safe environments.</p>	<p>Policy 2 altered accordingly</p>

	<p><u>the retention of existing trees, and provision of new trees, within new gardens and public realm.</u></p> <p>All new developments within Shinfield Parish, including conversions of existing office or retail premises to domestic dwellings, and extensions to existing individual properties, will be expected to demonstrate good use of space, good quality design and appropriately detailed specification. This should respond to, and integrate with, the character of the local area and be compatible with any relevant adopted Village Character or Design Statement</p> <p>Development proposals shall demonstrate how they have taken account of the following:</p> <ol style="list-style-type: none">1) Use of quality materials that complement the established built environment around the development site;2) Compatibility with the scale and features of existing buildings in the locality;3) Creation of suitable site layout that provides sufficient spacing between buildings to maintain privacy and amenity for any new and existing residential properties;4) Allowance of appropriate space for hard and soft landscape works, particularly at settlement boundaries, in the public realm and along designated green routes and green route enhancement areas;5) Provision of appropriately high quality and high specification sustainable landscape works and tree planting, particularly at settlement boundaries, in the public realm and along designated green routes and green route enhancement areas (existing and proposed);6) Where appropriate, provision of suitable and unobtrusive storage facilities for refuse and recycling; and7) Design of road and service layouts to ensure the sustainable retention, where appropriate, of existing landscape features, including trees and historic landscape
--	---

	<p>features, and to allow space for new sustainable landscape works without the need for maintenance and upgrades to services damaging landscape works, as they mature.</p> <p><u>8: Relevant adopted Village Character or Design Statement.</u></p> <p><u>9: Designing out opportunities for crime and anti-social behavior.</u></p> <p><i>In new residential developments, provision of an appropriate mix of size, built form and garden size, including style, design and character, will be supported in order to provide variation within a scheme, as long as this respects local distinctiveness. This can be achieved through the use of distinctive materials, differing layouts and positioning of dwellings, and the retention of existing trees, and provision of new trees, within new gardens and in the public realm.</i></p> <p><i>Developments designed to aid independent living for older residents, such as homes that are easier to adapt over the lifetime of the resident, or extra care housing, will generally be supported.”</i></p>		
5	That the opening sentence of Policy 4 be deleted and moved to the supporting text	The plan must legally relate only to land use and development of land and this sentence is not concerned with either.	Sentence deleted from Policy 4 accordingly.
6	That the 4 th bullet point of limb 2 of policy 4 be deleted.	The plan must legally relate only to land use and development of land and this point is not concerned with either.	Bullet point deleted from Policy 4 accordingly.
7	That the words “and neighbouring parishes” be added after “Wokingham Borough Council” in paragraph 13.9.	To encourage greater co-operation	Paragraph 13.9 altered accordingly

8	That limbs 8 and 9 of policy 5 be deleted from the policy and moved to the supporting text as new paragraphs 14.6 and 14.7	The wording would more appropriately be set in the supporting text.	Limbs 8 and 9 removed from policy 5
9	<p>That Policy 5 be modified as follows:</p> <p>Policy 5 –</p> <p>Limb 4</p> <p>4) Developers should indicate measures that they will introduce to stop parking on pavements or grass verges. <u>For example, the</u> The use of square edged Conservation kerbs and strategic shrub planting on grass areas has proved to be of assistance to discourage parking on pavements and verges.</p> <p>Limb 5:</p> <p>5) Developers will be required to introduce and enforce management of on street parking from first occupation of developments, to discourage irresponsible parking from the outset.</p> <p>Limb 6:</p> <p>6) Proposals for conversions and extensions that require planning permission must not which reduce the overall level of off-street parking available at the time of the development <u>should demonstrate that the retained levels of parking are appropriate for the use/size of the dwellings.</u></p> <p>Limbs 9 and 10:</p> <p>9) The required level of parking provision may vary depending on the location and the specifics of the proposal. However, the minimum should be for the provision of one parking space per bedroom either on-site or on-street depending on the parking capacity available in the area,</p>	<p>In order to remove detail that was too prescriptive or not capable of being enforced by the developer.</p>	Policy 5 altered accordingly

	<p><i>unless otherwise justified by providing details, for example, as to what measures will be taken to deal with anticipated traffic impacts of the scheme. Applications will normally be expected to include a parking survey <u>where on-site parking cannot be fully accommodated.</u> [Note: in addition to the wording alterations, the limb has been moved to the supporting text as per the previous recommendation]</i></p> <p><i>10) For sub-divisions of houses or conversions of office or other non-residential accommodation into apartments that require planning permission, the standards will be as per the Residential Parking Standards set out above. Planning applications will normally be expected to include a parking survey <u>where on-site parking cannot be fully accommodated.</u></i></p>		
10	<p>That limbs 1, 3 and 4 of Policy 6 be modified in the terms set out on page 5 of Ecological Planning & Research Ltd's Note supporting both consortia representations.</p> <p><i>1) Hedgerows which are appropriate for retention, as determined by the assessment of a survey of affected hedgerows to be carried out by the developer, due to their age or ecological value or in order to screen other development or land use, will have at least a <u>15 metre wide buffer zone of sufficient width to ensure that the value provided by that hedgerow (as determined by the survey) is adequately preserved. Any buffer zone will be measured from the central stem of the hedge, from the centre line of the hedge and will be comprised, usually on both sides, of soft landscaping that excludes any residential curtilage;</u></i></p> <p><i>3) Habitats of Principal Importance in England (Section 41 Habitats under the Natural Environment and Rural Communities Act (2006)), as defined by the act, which are appropriate for retention <u>and which are shown to have</u></i></p>	<p>In order to remove the prescribed buffer widths which are not justified.</p>	<p>Limbs 1, 3 and 4 of policy6 altered accordingly.</p>

	<p><u>significant ecological importance</u> as determined by the assessment of a survey of affected habitats to be carried out by the developer, will have a minimum 15 metre wide buffer zone of <u>sufficient width to preserve that ecological value (as determined by survey). This will be comprised of</u> soft landscaping that excludes any residential curtilage.</p> <p><u>Where habitats meet the description of a Section 41 Habitat type and are being retained but do not currently support significant ecological value, the developer should, where possible, put forward proposed management or other enhancement measures to improve the future ecological value of that habitat;</u></p> <p>4) Ancient Woodlands, Local Wildlife Sites and ponds which are appropriate for retention, as determined by the assessment of a survey of affected woodlands, wildlife sites or ponds to be carried out by the developer, will have a 15–30 metre wide buffer zone of <u>sufficient width to preserve the ecological value of that feature. For Ancient Woodlands, buffers should normally be of a minimum 15m width in accordance with Natural England's Standing Guidance for Ancient Woodlands, except where surveys identify the need for additional width to address a particular sensitivity, or where an alternative width can be justified under paragraph 118 of the NPPF. The optimal composition of buffers will vary depending on the feature being protected, but for Ancient Woodland will normally include an element native woodland and scrub planting that grades into other habitats such as tall flower-rich grasslands, which excludes any residential curtilage;</u></p>		
11	<p>That Limb 2 of policy 6 be deleted:</p> <p>Veteran trees which are appropriate for retention, as determined by the assessment of a survey of affected trees to be carried out by the developer, will have a buffer zone</p>	<p>As the suggested buffer zones around Veteran Trees is not justified or consistent with approved parameter plans.</p>	<p>Limb 2 of policy 6 deleted accordingly</p>

	<p>equivalent to at least 15 times the diameter at breast height (DBH);</p>		
	<p>That Limb 2 of Policy 7 be expanded to read:</p> <p><i>The scheme provides biodiversity enhancement through the provision of additional bat roosting and bird nesting opportunities, <u>hibernacular</u> and '<u>Bug hotels</u>'.</i></p>	To improve the clarity of the policy	Limb 2 of policy 7 altered accordingly
	<p>That a footnote be added to Limb 3 of Policy 7 to specify that wildlife corridors include:</p> <p><i>terrestrial, aquatic and aerial corridors</i></p>	To improve clarity of the policy	Footnote added for Limb 3 of Policy 7
	<p>That Policy 8 be amended as follows:</p> <p>2) Existing open watercourses, ponds and ditches shall be preserved in new developments and substituted only where absolutely necessary <u>or otherwise appropriate</u>.</p> <p>3) The creation of Sustainable Drainage Systems (SuDS) in new developments is essential and must <u>should be promoted wherever practicable and should</u> be incorporated into the site layout and landscape design, matching with the requirements of the existing adjacent land and with regard to provision for fauna, flora and habitats. Provisions for the maintenance and management of the features must be made by the developer.</p> <p>4) No development will be permitted which reduces the ability of the flood attenuation areas site to alleviate flooding, or which <u>results in</u> increases <u>in</u> surface water run-off <u>rates that would have a detrimental effect off-site</u>, unless suitable mitigation is put in place.</p>	To remove aspects of the policy that are insufficiently justified/too prescriptive.	Policy 8 altered accordingly.

	<p>That Policy 10 be amended as follows (with limb 2 deleted from the policy box and moved to the supporting text):</p> <p>1) <i>All qualifying developments shall contribute, through the Community Infrastructure Levy (CIL) or negotiated Section 106 agreements, towards formal and informal sport and leisure activities and recreation and social facilities within the parish, either through the provision of on-site or off-site facilities or through financial contributions towards sports, leisure and recreation projects, where they are required to mitigate the impact of development.</i></p> <p>2) <i>We encourage developers to engage with the parish council at an early stage of development planning to identify suitable sport, leisure and recreation projects</i></p>	<p>To improve clarity of the policy and because limb 2 is not a land use policy and so would be more appropriately located in the supporting text.</p>	<p>Policy 10 amended accordingly: Limb 2 wording now included a paragraph 16.8.</p>
12	<p>That Policy 11 be amended as follows:</p> <p>1) <i>Proposals for (or that incorporate) commercial employment uses may be supported where they do not conflict with other policies and it can be demonstrated that:....</i></p>	<p>For increased clarity</p>	<p>Policy 11 altered accordingly</p>
13	<p>That some text will become redundant once the plan is made and should come out.</p>	<p>For clarity and to make sure the plan is up to date.</p>	<p>References to 'Draft' have been removed from the plan and the dates have been updated. Additionally the what happens next section has been altered as follows:</p> <p>4.1 <i>This draft</i> Neighbourhood Development Plan was consulted throughout the local community within Shinfield Parish between Mid-June and September 2015.</p> <p>4.2 <i>Minor</i> Alterations were made to the plan,</p>

			<p>taking account of the comments received from this consultation. The plan will be formally issued to WBC in January 2016, to begin the process of formal examination by an independent examiner, appointed jointly by WBC and the parish council. <u>has undergone an independent examination in 2016 and changes, as recommended by the examiner, have been incorporated into the plan.</u></p> <p>4.3 The examiner has recommended that the plan proceed to referendum. A majority voting in favour of the plan would <u>will</u> then make it a legal part of planning considerations for all development within the parish.</p>
--	--	--	--

- 3.3 The Council has considered whether to extend the area in which the referendum is to take place. Like the examiner, the Council has decided that there is no reason to extend the Neighbourhood Plan area for the purpose of holding the referendum.
- 3.4 The examiner has concluded that with the minor modifications made the Plan meets the basic conditions and other relevant legal requirements. The Council concurs with this view.
- 3.5 Therefore to meet the requirements of the Localism Act 2011 a referendum which poses the question 'Do you want Wokingham Borough Council to use the Neighbourhood Plan for Shinfield Parish to help it decide planning applications in the neighbourhood area?' will be held in Shinfield Parish.
- 3.6 The date on which the referendum will take place is agreed as 8 December 2016.

Agenda Item 56.

TITLE	Amendments to the Constitution of the Wokingham SACRE (Standing Advisory Council on Religious Education)
FOR CONSIDERATION BY	Executive on 29 September 2016
WARD	None specific
DIRECTOR	Judith Ramsden, Director of Children's Services
LEAD MEMBER	Charlotte Haitham Taylor, Executive Member for Children's Services

OUTCOME / BENEFITS TO THE COMMUNITY

The SACRE (which is a statutory function of the Council) has a constitution that enables it to function to best effect, and that reflects the current practices of the SACRE.

RECOMMENDATION

That the Executive approves the amendments made to the SACRE constitution.

SUMMARY OF REPORT

The SACRE has reviewed its constitution and made some changes. The Executive is being asked to consider and agree the changes.

Background

Reason for the review of the constitution:

A new chair for the SACRE was elected in October 2015 and wished to review the SACRE constitution. This was overdue as the constitution had not been reviewed since 2009.

Analysis of Issues

Please refer to the attached document which highlights the changes made to the constitution.

Rationale for amendments:

1The membership of Group C has been amended to ensure representation of primary and secondary teachers, and to ensure that the Wokingham Secondary Federation and Primary Headteachers' Association are represented.

2(i) It will be useful both for individual SACRE members, and for the SACRE, to have the opportunity to review the membership of a SACRE member after 4 years.

2(ii) It is hoped that this amendment will improve attendance at meetings which is vital for the effective functioning of the SACRE.

3(iv) Review of the Agreed Syllabus is a statutory duty of the SACRE that was not mentioned in the previous version of the constitution.

3(vii) It was felt to be useful to have an outline of the roles and duties of the Chair, Clerk and RE Advisor as an appendix to the constitution.

4(i) 'Chairman' changed to 'Chairperson' so that no gender bias is implied.

4(ii) Voting procedure amended to be in line with what has in fact been common practice.

4(iii) Procedures to be followed in the event of a tied vote have been added.

4(iv) A definition of quoracy has been added.

4 (x), 4(xi), 4(xiii) These statements have been added to provide greater detail on the activities of the SACRE and to ensure the timely sharing of minutes of SACRE meetings.

4(xii) This makes clear the stakeholders with whom annual reports should be shared.

4(xiv) This ensures that the constitution is reviewed regularly.

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)	This recommendation has no financial implications	N/A	N/A
Next Financial Year (Year 2)	No financial implications	N/A	N/A
Following Financial Year (Year 3)	No financial implications	N/A	N/A

Other financial information relevant to the Recommendation/Decision

N/A

Cross-Council Implications

No other Council services are implicated in this decision.

List of Background Papers

Proposed revised SACRE constitution, with amendments to the previous version of the constitution (dating from 2009) made clear through the crossing out of deleted text and the highlighting of new text.

Contact Emily Waddilove	Service Children's Services
Telephone No 0118 9746201	Email Emily.waddilove@wokingham.gov.uk
Date 16 September 2016	Version No.

This page is intentionally left blank

**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

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
Group B	The Church of England	3
Group C	Associations representing teachers. Teachers and Teaching Unions	
NUT	Secondary Federation Chair	1
NAS/UWT	Primary Headteachers' Association Chair	1
ATL	Primary Teacher	1
PAT	Secondary RE Teacher	1
NAHT	Teacher Union Representative	1
ASCE	Teacher Union Representative	1
Group D	The Authority	2
Total		20

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 until their successors are appointed by the Authority, for 4 years, when they are eligible to be reappointed. They shall be eligible for re-appointment.

(ii) Any member who fails to attend three consecutive ordinary meetings of the SACRE other than for a reason approved by the SACRE shall cease to be a member. 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 ~~Chairman~~ **Chairperson**

and a Vice ~~Chairman~~ **Chairperson** from among its members by voting in accordance with clause 4 (ii).

(ii) On any question to be decided by the SACRE, ~~only the representative groups shall be entitled to vote, and each group shall have a single vote~~ **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. ~~In any matter which fails to be decided by the members of any particular category, the members of that category may regulate their own proceedings.~~

(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

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
Roman Catholic Church	Christine Morgan
Hinduism	Fr Bonaventure Ndong
Islam	Anju Sharma
Judaism	Shahid Younis
Sikhism	Dr Shira Lewin Solomons
Buddhism	Sukhdev Bansal
	Vacancy

Group B: The Church of England

Rev Lisa Cornwell
Rev Patrick King
Linda Galpin

Group C: Teachers and Teaching Unions

Secondary Federation Chair	Emma Reynolds
Primary Head-teacher	Celia Thatcher
Primary Teacher	
Secondary RE Teacher	Stephen Vegh (Chair)
Teacher Union Representative	Michael Freeman - ATL
Teacher Union Representative	Sue Cresswell – NAS/UWT

Group D: The Authority

	Cllr Chris Singleton
	Cllr Beth Rowland
Local Authority Representative/ RE Advisor	Jan Lever
Clerk	Anne Coffey

This page is intentionally left blank

Agenda Item 57.

TITLE	Drug and Alcohol Recovery Service
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTOR	Judith Ramsden, Director of Children's Services and Stuart Rowbotham, Director of Health and Wellbeing
LEAD MEMBER	Charlotte Haitham-Taylor, Executive Member for Children's Services and Julian McGhee-Sumner, Executive Member for Health and Wellbeing

OUTCOME / BENEFITS TO THE COMMUNITY

During quarter 4 of 2015/16 there were 328 adults and 44 children and young people accessing our drug and alcohol service. Without this service adults and young people would not receive the support they need, this in turn would lead to a breakdown of families, increased crime rates, poor school performance and increased reliance and intervention from social care and statutory services in the Borough.

The substance misuse service will enable residents to recover in the community, reduce the harms associated with substance misuse, protect children and families from potentially problematic/dangerous situations associated with substance misuse and help residents recover to a healthy lifestyle.

RECOMMENDATION

The Executive is recommended:

- 1) to sign off the re-procurement of substance misuse services for Wokingham Borough;
- 2) to agree option two as it offers the most efficient use of officer time and financial resources.

SUMMARY OF REPORT

The report offers information on the substance misuse service, how it fits in with the council's principles, how the current service works and the aims and objectives of the service for 2017/18 onwards. The report goes on to provide information regarding the current need and demographic accessing the services and a breakdown of the options for re-procurement.

The re-procurement potentially offers a 5% saving on the current cost of the service for 2017/18 and this cost will be maintained in 2018/19. Wokingham Borough Council then has the opportunity to extend the contract if necessary or enter another re-procurement exercise.

Background

In accordance with the Procurement and Contracts Rules and Procedures (PCRP) (see section 3.1.1): a formal business case is required for any procurement with a total value above £50,000. The level of approval required for the Business Case depends on the type of procurement and total ascertainable value of the contract, as indicated in the table below: -

1. Level of Approval

State "YES" in the applicable box at either Level 1 or Level 2:

Type of Procurement	Level 1 –		Level 2 –	
	Head of Service & Director Approval	"Yes"	Executive Approval	"Yes"
Goods and Services	£50k – £500k		> £500k	
Schedule 3 Services	£50k – £589k		> £589k	YES
Works	£50k – £4,104k		> £4,104k	

2. Project Information

Project / Contract Title	Drug and Alcohol Recovery Service
Project / Contract Description	Commissioning and procurement of a community based support and recovery service for residents of Wokingham Borough living with substance misuse issues.
Expected Start Date & Duration (months)	Start: 1 st April 2017 Duration: 2 years
Any Extension/s Allowed (months) (E.g.: 1 x 24m / 1 x 12m + 1 x 12m)	1 x 12m + 1 x 12m + 1 x 12m
Total Ascertainable Value	£510,000 per annum Total £2,550,000
Type of Procurement (Goods [supplies], Services, Sch3 or Works)	Schedule 3
Procurement Procedure	Open procedure
If not an Open or Restricted procedure, has it been approved by Procurement? (state "Yes", "No" or "Not Applicable")	Not Applicable
Budget Available	£2,550,000 (5 years if use all extensions)
Source of Funding (revenue or capital or mixed)	Public Health Budget
Any specific comments or notes associated with the budget	Mechanisms will be put into place within the contract to allow for unstable budgets

3. Project Justification

Link to Service or Corporate Objectives:

The service fits within the principles from the Wokingham Borough Council's vision of looking after vulnerable people and improving health, wellbeing and quality of life for the residents of Wokingham Borough. Drugs and Alcohol Strategy Group is a subgroup of our multi-agency Community Safety Partnership and thus is sat within a wider community placement. It fits with the current Health & Wellbeing Strategy (2014-2017) as part of prevention under 'promoting good health throughout life' theme. In 2014 – 2015 alcohol-specific condition admissions to hospital were 1270 per 100,000 within Wokingham (PHE, Fingertips). Reducing preventable admissions is a priority in the Better Care Fund and fits with the Clinical Commissioning Group's work on alcohol related admissions. The service also fulfils 'economic and prosperous place to live and work' element of the WBC vision through the work placements and work rehabilitation for adults. Within the borough there is multi-agency acknowledgement of the close interlinks between domestic abuse, substance misuse and mental health. This substance misuse service will have close links across other service providers in these areas to ensure that the service users are have holistic treatment and all issues are treated in a complimentary manner, rather than in isolation, to ensure a complete recovery. Alcohol usage, especially within adults, in the Borough is one of our hidden challenges and fits with the unmet need sighted within prevention strategy, 2015. Hidden usage can be a characteristic of a generally affluent population with high pressure jobs leading to increased stress and drinking at home.

The majority of the service users are adults. This business case is well placed within our children's priorities as well as adults thus fitting with a life-course approach to future commissioning. Further to the council's principles the drug and alcohol service will deliver and contribute to the council's early help and innovation strategy, helping young people at the earliest opportunity limiting the impact of the substance misuse on their health and future life and opportunities, preventing escalation into statutory services, furthermore it also helps to protect children within a family where substance misuse may be an issue. Substance misuse is an aspect within the troubled families programme and so will link closely to this work stream. It is known that adverse childhood experiences such as growing up in a house with substance misuse increases the child's chances of developing health-harming behaviours (Bellis et al. 2014) such as high-risk drinking as well as them being more likely to perform poorly in school and being involved in crime. By having a substance misuse service in the community it will help to support both young people and adults with their own substance misuse issues, helping to reduce the risks of adverse childhood experiences, which in turn contribute to protecting the future of the children and adults.

Bellis MA, Hughes K, Leckenby N, Perkins C and Lowey H. 2014a. 'National Household Survey of adverse childhood experiences and their relationship with resilience to health-harming behaviours in England'. *BMC Medicine* 12:72.

Project Specific Objectives, Appraisal of Options and Project Timetable:

The service aims to support people with substance misuse issues in the community, it will help residents to maintain a normal lifestyle and protect their family and friends around them from any further harm associated with substance misuse.

The support is available to any adult or child that resides in Wokingham Borough who have an alcohol or drug support need. A waiting list will be put in place if required,

however referrals from the youth offending service, criminal justice system and children who are in care (CIC) are exempt from any possible waiting list and given priority.

The support provided will be open ended, however will be focused on harm-reduction and recovery/abstinence.

Current Service:

Wokingham Borough Council (WBC) currently commissions a drug and alcohol support provider for both adults and children in the Borough with the main aim of providing an integrated recovery focused support service that increases the participation of drug and/or alcohol users in treatment. Wokingham Borough Council also commissions a prescribing service that aims to increase the participation of drug and/or alcohol users in treatments and helps in the journey towards recovery.

The current service was commissioned following the de-commissioning of the previous provider after concerns were raised regarding the quality of their safeguarding practice.

The service is provided at a property owned by the current provider on Station road in the centre of Wokingham Town.

The contract for the current service will expire on the 31st of March 2017 and provides no opportunity to extend the service further; therefore a new service needs to be commissioned from the 1st of April 2017.

The current cost of the service is £554,432 per annum and the funding is currently provided from Public Health and the Youth Offending Service.

Table 1 displays the numbers of referrals accepted onto the caseload and the numbers on the caseload between April 2015 and March 2016.

Table 1 - numbers of referrals accepted onto the caseload and the numbers on the caseload between April 2015 and March 2016

	Service	ALCOHOL	OPIATE	NON-OPIATE
No. of referrals accepted onto caseload:	Adults (Structured only – Tier 3)	121	54	37
	Young people	5	1	23
No. of people on caseload:	Adults (Structured only – Tier 3)	176	139	64
	Young people	5	1	43

Explanation of tiers;

Tier 1: information and advice, screening and referral to specialist drug treatment services, provided by non-drug specialists (e.g. primary care)

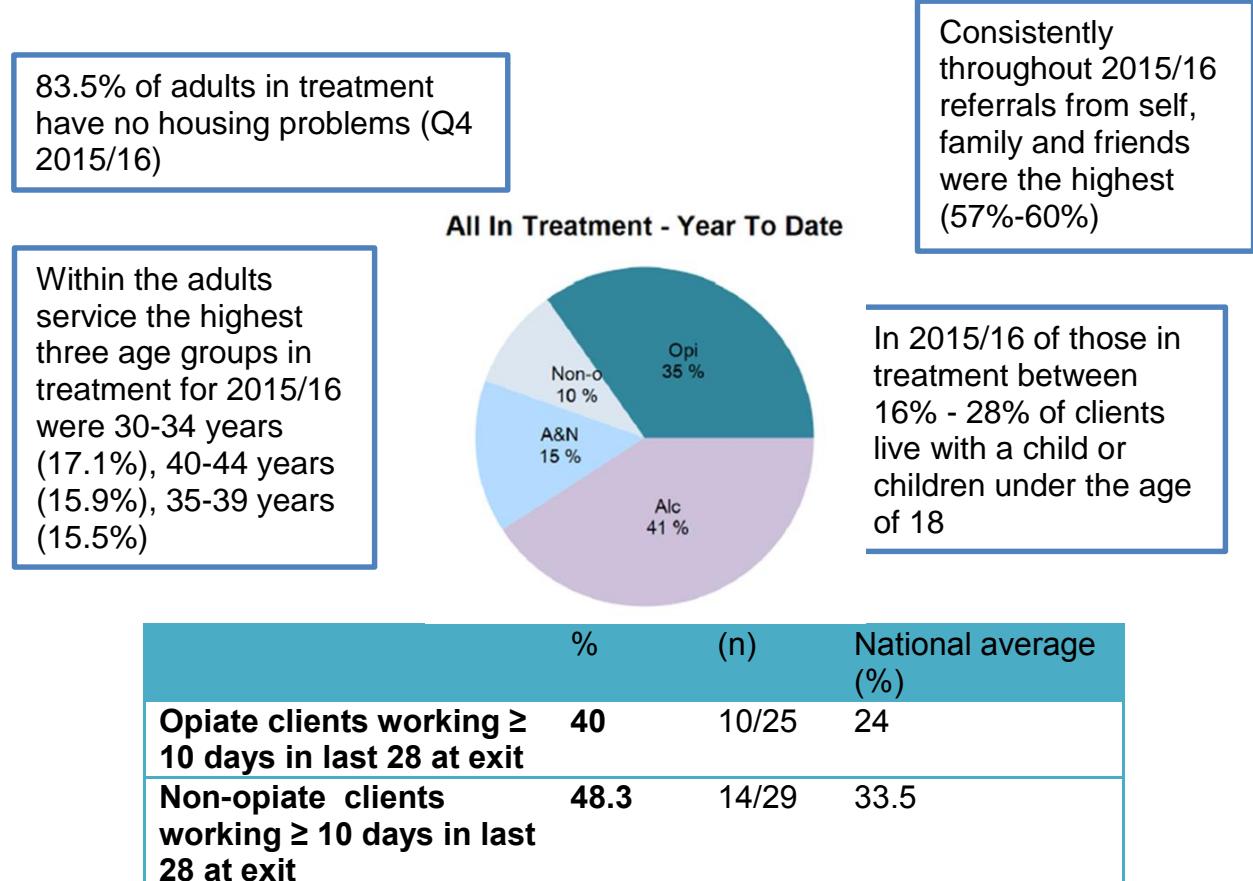
b) Tier 2: information and advice by specialist drug services, triage assessment, referral to structured drug treatment, brief psychosocial interventions, harm reduction services (such as needle exchange) and aftercare

c) Tier 3: community-based drug assessment and structured treatment (including community prescribing, psychosocial interventions, and day programmes)

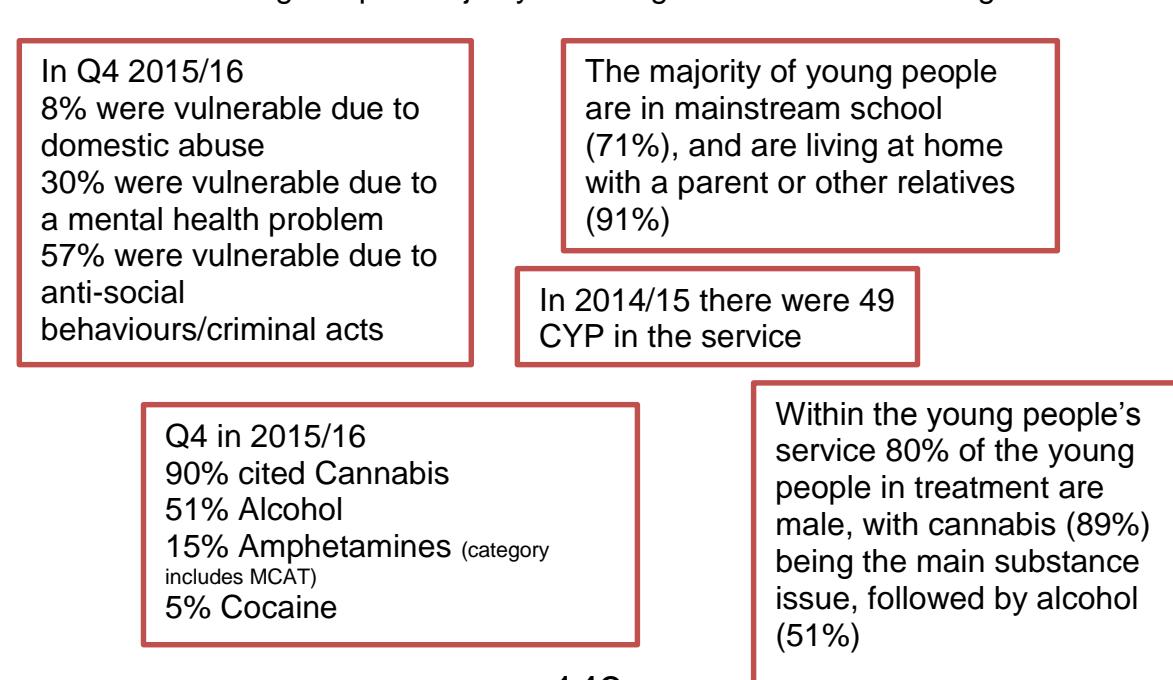
d) Tier 4: residential treatment, such as NHS inpatient units and voluntary sector rehabs Figures one and two demonstrate the service users known to the current provider. Adults: demonstrating a high proportion of successful substance abusers holding down, jobs, families and homes.

The information below demonstrates the service users known to the current provider.

Adults: demonstrating a high proportion of successful substance abusers holding down, jobs, families and homes.



Children and Young People: majority are living at home and attending school.



Proposal:

The Business goals and objectives are;

- To deliver an outcomes focused service to reduce the impacts to health, family breakdown and the social and economic impact of substance misuse
- To promote recovery from drug and alcohol use to enable residents to lead a healthy and productive life, and mitigate the negative consequences on individuals, families and communities
- To deliver a service that is reactive and supports and evolves with the fluctuating needs and trends in the Borough
- To deliver a service that tackles substance misuse issues in a holistic manner and works effectively with all partners in particular the domestic abuse and mental health services in Wokingham and ensures children are safeguarded
- To deliver a service that is available for all adults and young people in Wokingham Borough
- To support recovery from substance misuse and ensure that service users have access to employment, education and housing, and ensure that they are supported to become fulfilled contributing members of society
- To deliver an effective value for money service that is based on assessment of local need, best practice, national guidance and local public health and data where it exists
- To offer training and information to schools, services, partners and the voluntary sector to ensure all are confident in the referral routes to the support and treatment available in Wokingham.

There are two options proposed for consideration;

- Option 1 - Commission as a single local authority for an operational service that is exclusive to Wokingham Borough. This is our current model and thus would mean no change from our current arrangement.
- Option 2 - Commission as a single local authority for an operation and demand led service (needle exchange, supervised consumption and shared care) that is exclusive to Wokingham Borough

It is proposed that when re-commissioning Wokingham Borough council extend the length of its previous contracts for DAAT services to a 2+1+1+1 contract. It is understood that budget constraints and uncertainties exist; this will be addressed in the contract with 3 month clauses to allow for both budget changes and a change in priority or identified need within the Borough.

Option 1:

To commission the substance misuse operational service out in the community but maintain the management of the demand led services (needle exchange, supervised consumption and shared care) in-house. This is the current model of operation within the substance misuse services.

Benefits	Risks	Cost-Benefits
With a longer contract we will be opening up the opportunity for a more competitive price as well as increasing the	As the council undergoes restructuring, teams and officers time is becoming increasingly pressured, and the administration of	With a longer contract we would be able to drive a more competitive price. This option offers a

<p>emotional investment of the provider.</p> <p>With the 2+1+1+1 contract Wokingham Borough Council are only fully committing budget for two years, with the option to terminate the contract at the end of that period and look at options to co-commission.</p>	<p>invoices isn't the most effective use of time.</p> <p>As the cost of the demand led services fluctuates according to the number of people using the needle exchange programme, supervised consumption scheme and the number of people on substitute medication there would be risks in terms of an overspend on the DAAT held budget.</p> <p>The scope of the contract and specification could mean that an organisation would not be interested in submitting a tender.</p> <p>There is a risk in commissioning one provider to deliver or subcontract all services in respect of the impact of the organisation ceasing to trade.</p>	<p>potential saving of 5% on the current core contract price over the two years and optional 3x 1 year extensions.</p>
---	--	--

Option 2:

To commission a provider to manage all operational and demand led services (needle exchange and supervised consumption) for Wokingham Borough. This model is being operated across Thames Valley with success and a neighbouring Borough is also entering down this route.

Benefits	Risks	Cost-Benefits
<p>The DAAT budget would become more stable. We would reduce the risks of becoming over/under spent on the DAAT budget due to fluctuating demand led activity.</p> <p>Choosing this option could also drive up performance as any direct benefits achieved due to people reducing their substitute prescribing and moving off</p>	<p>There is a risk that the contract value could lead to a reduction in some services if there is an increase in more complex cases being referred in.</p> <p>The scope of the contract and specification could mean that an organisation would not be interested in submitting a tender.</p> <p>There is a risk in</p>	<p>With a longer contract we would be able to drive a more competitive price.</p> <p>There is a potential to make a saving on the demand led services if the need is higher than estimated.</p> <p>The risk of demand led services no longer would sit within the DAAT budget.</p>

<p>of supervised consumption would be to the benefit of the provider.</p> <p>The DAAT team within Wokingham Borough Council would become strategic. There would be a shift away from process management into contract management. The reduction in administration tasks could lead to more resources dedicated to effective contract management.</p> <p>With a longer contract we will be opening up the opportunity for a more competitive price as well as increasing the emotional investment of the provider.</p> <p>Regular performance monitoring would allow the commissioner to highlight any underperformance as well as being in a position to ensure that the contract value reflects the level of activity. Including a clause in the contract around regular financial reviews could mean that savings could be made if the treatment population reduced significantly.</p> <p>With the 2+1+1+1 contract Wokingham Borough Council are only fully committing budget for two years, with the option to terminate the contract at the end of that period and look at options to co-commission.</p>	<p>commissioning one provider to deliver or subcontract all services in respect of the impact of the organisation ceasing to trade.</p>	
---	---	--

Timetable:

Date	Procedures
29 th September	Sign off by Exec
30 th September/1 st October	Publish OJEU/Advert/Spec
15 th November	Tender Submission deadline
16 th November	Tender Opening
18 th November	Tender Evaluation Briefing
21 st -25 th November	Evaluation Dates
30 rd November	Consensus Evaluation Scoring Meeting
6 th December	Presentation Date
9 th December 2016	Contract award internal approval
9 th - 19 th December 2016	Standstill period
20 th December 2016	Contract Award

Cost Benefit Analysis:

On review of the Public Health England Spend and Outcomes Tool (SPOT) in figure 1 Wokingham Borough sits within the upper left hand quadrant that indicates Wokingham is in the lower spend – better outcome. Caution needs to be exercised when reviewing this data as the public health score is from 2014/15 and the treatment data is from 2013/14.

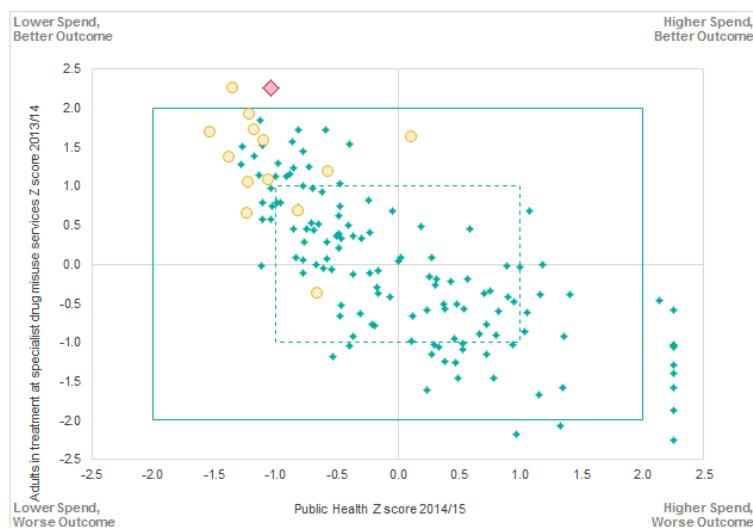


Figure 1 - Spent and outcomes Tool for specialist drug misuse services

By supporting adults and young people experiencing substance misuse issues to move toward recovery there will be financial benefits to the council, it will lead to safer home environments for everyone within the family of those affected by substance misuse problems.

Without this service children living in these environments are likely to need statutory intervention and support, safeguarding and possible removal from the home. In addition to this it may lead to an increase in violence in the home and community as well as increased crime rates.

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)	(potential for estimated £20,000)	Yes	Revenue
Following Financial Year (Year 3)	(potential for estimated £20,000)	Yes	Revenue

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

This would impact the Public Health budget and would commit Public Health to funding this until 2018/19.
--

List of Background Papers

None

Contact Holli Dalgliesh	Service Strategic Families and Wellbeing
Telephone No 0118 908 8195	Email holli.dalgliesh@wokingham.gov.uk
Date 16 September 2016	Version No. 1

Agenda Item 58.

TITLE	Disbanding the Commuted Sums Advisory Panel
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTOR	Stuart Rowbotham, Director for Health and Wellbeing
LEAD MEMBER	Julian McGhee-Sumner, Executive Member for Health and Wellbeing

OUTCOME / BENEFITS TO THE COMMUNITY

This decision will streamline the process for approving the release of commuted sums to fund much-needed affordable housing.

RECOMMENDATION

That the Executive approves the disbandment of the Commuted Sums Advisory Panel with immediate effect.

SUMMARY OF REPORT

The establishment of the Commuted Sums Advisory Panel was approved by the Executive in March 2015 with the purpose of overseeing the allocation of Section 106 commuted sums for affordable housing. The Panel has met once.

Under the Constitution, any decision involving “the application of Section 106 developers’ contributions over £100,000” must be taken by the Executive, resulting in duplication. Therefore, in order to streamline the process, it is proposed that the Panel is disbanded with any relevant matters being reported and taken to Executive for approval.

Background

The establishment of the Commuted Sums Advisory Panel was approved by the Executive in March 2015. Its stated purpose is:

- i. To make recommendations to the Executive for the allocation of affordable housing commuted sums
- ii. To monitor and report on the allocation of commuted sums to the Capital Finance Team and Wokingham Housing Limited Holding Company

Since its establishment, the Panel has only met once in May 2016.

Analysis of Issues

Under the Constitution, any decision involving “the application of Section 106 developers’ contributions over £100,000” must be taken by the Executive, ensuring there is transparency and accountability in the process.

The Commuted Sums Advisory Panel has been in operation for over a year, but has only met on one occasion. As the three schemes considered by the Panel exceeded the threshold in the Constitution, its recommendation then proceeded to the Executive for approval. It would be extremely unlikely for a housing scheme to come in below the threshold of £100,000. Therefore, the Panel process is duplicating the work of the Executive and delaying decisions on the release of commuted sums for the delivery of much-needed affordable housing.

In the interests of streamlining the process, it is proposed that the Panel is disbanded with any relevant matters being reported and taken to Executive for approval (as required in the Constitution). Any particular matters which would benefit from more detailed Member involvement can still be carried out in liaison with the Portfolio Holder and as previously via informal working groups in advance of the Executive decision.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision
None.

Cross-Council Implications
None

List of Background Papers
None

Contact Louise Strongitharm	Service Environment
Telephone No 0118 974 6779	Email louise.strongitharm@wokingham.gov.uk
Date 16 September 2016	Version No. 0.1

This page is intentionally left blank

Agenda Item 59.

TITLE	Wokingham Housing Limited (WHL) Development Opportunities – General Fund Sites
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTORS	Stuart Rowbotham, Director of Health and Wellbeing and Graham Ebers, Director of Finance and Resources
LEAD MEMBER	Julian McGhee-Sumner, Executive Member for Health and Wellbeing and Mark Ashwell, Executive Member for Planning and Regeneration

OUTCOME / BENEFITS TO THE COMMUNITY

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

RECOMMENDATION

That the Executive approve:

- 1) selection of Wokingham Housing Limited, the Council owned Local Housing Company, (or a subsidiary of WHL), as the development partner for housing schemes at the following sites:
 - Land adjacent to 6 Norton Road, Wokingham;
 - Land adjacent to 62 Finch Road, Earley; and
 - Land between 74-78 London Road, Wokingham.
- 2) that the Council transfers the Norton Road, Finch Road and London Road sites to Wokingham Housing Limited (WHL), or a subsidiary of WHL, on terms to be agreed by the Director of Finance and Resources in consultation with the Leader of the Council;
- 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 £2,495,028 Section 106 receipts for the provision of affordable housing on these sites and funding on commercial terms for the private 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 Finch Road and London Road developments will be subject to WHL securing a planning consent for the schemes.

SUMMARY OF REPORT

In June 2011, the Council established a wholly-owned Local Housing Company,

Wokingham Housing Limited (WHL), to provide a range of high quality affordable and market housing for the people of Wokingham Borough. This report proposes that WHL (or a subsidiary of WHL) be selected as the development partner for three housing schemes at Norton Road, Finch Road and London Road.

The three sites will deliver twelve new affordable homes in the Borough, comprising a mix of rented properties and shared ownership homes, plus one private sale house. It is proposed that the sites providing affordable housing are funded through the use of Section 106 commuted sums and the private sale unit funded on commercial terms.

Background

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

Analysis of Issues

Selection of WHL

Selecting WHL as the development partner will give the Council full control over the development of affordable housing on sites at Norton Road, Finch Road and London Road, 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 four Registered Provider Partners – whilst this may reduce the level of funding required by the Council, it would result in the loss of the asset to the Council. Whilst the Council would have some control on the redevelopment, this would not be on the level of influence the Council has with WHL.
2. Site Disposals – This would generate 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 Norton Road comprises a disused printing works and associated land.

The Finch Road site comprises of a piece of surplus Council amenity land, currently only accommodating a sub-station, and land owned by Burwood Homes (consisting of two semi-detached properties). It is proposed that a scheme will be developed as a joint venture between WHL and Burwood Homes. The two properties will be demolished to allow more properties to be built. To make this development work, Burwood Homes will give part of their land to the Council or WHL in exchange for the release of a restrictive covenant and a small piece of Council land.

The London Road site is formed from a piece of surplus public open space with linked footpath. The footpath forms part of the adopted highway and links London Road to Lawrence Close. It may be possible to move the path to the perimeter of the site to maximise the development opportunity, but this would be subject to separate Highways approval. There is a further section of land to the North of the site that is fenced off (and would appear to be HRA land) and an adjacent strip of land which is also in the Council ownership (forming part of the adopted Highway), both of which could be incorporated into the site area (subject to the necessary approvals).

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

The proposal is that the Council transfers the sites to Wokingham Housing Limited (WHL), or a subsidiary of WHL, on terms to be agreed by the Director of Finance and Resources in consultation with the Leader of the Council. For the London Road site, the proposal is that the private housing plot transfers to Wokingham Housing Limited (WHL), or a subsidiary of WHL, on commercial terms. 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 (a subsidiary of WHL) 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 subsidiary of WHL 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 WHL.

Proposed Funding Model

It is intended that s106 affordable housing commuted sums will be used to fund the affordable housing on these sites. Loan funding for the private sale unit will be on commercial terms. Short-term loan funding may be required initially until sufficient commuted sums are accrued. Full details of the business model and funding are included in the Part 2 Schedule.

Development Brief

With the exception of one private sale house at London Road, the new developments will all provide affordable housing schemes of the following tenures:

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

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

The development at Norton Road will consist of 6 x two-bedroom apartments and 3 x two-bedroom houses, with access road, parking and gardens and benefits from full planning permission (reference: 150066). It is envisaged that the six apartments be sold for shared ownership and the remaining three houses be let at affordable rents capped at Local Housing Allowance (in this case, 63% of market rent).

The development at Finch Road will result in a total of six 3-bedroom properties arranged in three sets of semi-detached houses. Two of the homes will be provided for WHL and the remaining 4 houses sold by Burwood Homes. A planning application is likely to be submitted soon. It is envisaged that the two 3-bedroom houses delivered by WHL will be sold for shared ownership.

At London Road, WHL proposes to develop two properties, one facing and with access onto London Road and the second facing and with access onto Lawrence Close. It is

envisaged that the property fronting London Road will be a 4 bedroom detached house and will be sold on the open market. The proposal for the property facing Lawrence Close is a 3-bedroom bungalow, potentially designed to be wheelchair accessible. It is proposed that the bungalow be let at affordable rents at 70% of market rents (and capped at LHA).

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

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. Short-term loan funding may be required initially until sufficient commuted sums are accrued. Loan funding for the private sale unit will be on commercial terms.

Cross-Council Implications

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

Reasons for considering the report in Part 2

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

List of Background Papers

None

Contacts Louise Strongitharm and Chris Gillett	Services Environment and Strategic Assets
Telephone Nos. 0118 974 6779 and 0118 974 6688	Emails louise.strongitharm@wokingham.gov.uk and chris.gillett@wokingham.gov.uk
Date 16 September 2016	Version No. 0.6

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Agenda Item 60.

TITLE	Wokingham Housing Limited (WHL) Development Opportunities – Housing Revenue Account (HRA) Sites
FOR CONSIDERATION BY	The Executive on 29 September 2016
WARD	None specific
DIRECTOR	Stuart Rowbotham, Director for Health and Wellbeing
LEAD MEMBER	Julian McGhee-Sumner, Executive Member for Health and Wellbeing

OUTCOME / BENEFITS TO THE COMMUNITY

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

RECOMMENDATION

That the Executive approve:

- 1) selection of Wokingham Housing Limited, the Council owned Local Housing Company, (or a subsidiary of WHL), as the development partner for affordable housing schemes at the following sites:
 - Land adjacent to 52 Elizabeth Road, Wokingham;
 - Land adjacent to 86 Emmbrook Road, Wokingham;
 - Land adjacent to 9 Middlefields, Twyford;
 - Land between 68 and 69 Orchard Estate, Twyford; and
 - Land between 24 and 25 Gorrick Square, Wokingham.
- 2) that the Council transfers the above sites to Wokingham Housing Limited (WHL), or a subsidiary of WHL, on terms to be agreed by the Director of Finance and Resources in consultation with the Leader of the Council;
- 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 £3,054,123 Section 106 receipts for the provision of affordable housing towards these sites 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 Emmbrook Road, Middlefields, Orchard Estate and Gorrick Square developments will be subject to WHL securing a planning consent for the schemes.
- 7) That the transfer of land and funding for the Elizabeth Road development to WHL will be subject to attracting grant funding from the Homes and Communities Agency (HCA).

SUMMARY OF REPORT

In June 2011, the Council established a wholly-owned Local Housing Company, Wokingham Housing Limited (WHL), to provide a range of high quality affordable and market housing for the people of Wokingham Borough. This report proposes that WHL (or a subsidiary of WHL) be selected as the development partner for five affordable housing schemes on Housing Revenue Account (HRA) sites at Elizabeth Road, Emmbrook Road, Middlefields, Orchard Estate and Gorrick Square.

The five sites will deliver twelve new affordable homes in the Borough, comprising a mix of rented properties and shared ownership homes (including a large bungalow for a disabled family). It is proposed that funding is provided through the use of Section 106 commuted sums for affordable housing.

Background

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

Analysis of Issues

Selection of WHL

Selecting WHL as the development partner will give the Council full control over the development of affordable housing on sites at Elizabeth Road, Emmbrook Road, Middlefields, Orchard Estate and Gorrick Square, 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 four Registered Provider Partners – whilst this may reduce the level of funding required by the Council, it would result in the loss of the asset to the Council. Whilst the Council would have some control on the redevelopment, this would not be on the level of influence the Council has with WHL.
2. Council Housing Building – the Council is able to build within the Housing Revenue Account. However, currently general needs housing built as such would still be subject to rent controls, Right to Buy provisions, etc. which do not apply to WHL.
3. Site Disposal – This would generate a capital receipt to the Housing Revenue Account (HRA) but may be a missed opportunity to deliver affordable homes in the Borough.

Land Transfer

All of the sites are currently held for housing purposes under Part II of the 1985 Act (i.e. within the Housing Revenue Account).

The Elizabeth Road site comprises of garages, which have been identified as beyond economic repair and there was insufficient demand for garages at this location.

The Emmbrook Road site also comprises of under-used garages, which are in poor condition.

The Middlefields site has been used for informal resident parking. It is believed that the land was once a potential garage site with concrete slabs in a stepped up arrangement, but the garages were never built. Surveys have demonstrated that the loss of informal parking will not have a detrimental effect on the surrounding roads.

The Orchard Estate site is formed from under-used garages, along with some of the

large garden to 69 Orchard Estate (now fenced off from the property).

The Gorrick Square site is currently a piece of unused land between 24-25 Gorrick Square.

The proposal is to transfer the above HRA sites to Wokingham Housing Limited (WHL), or a subsidiary, on terms to be agreed by the Director of Finance and Resources in consultation with the Leader of the Council. The sites have all been valued (see Part 2 Schedule). It is necessary to appropriate the sites from the Housing Revenue Account for planning purposes under Section 227 of the Town and Country Planning Act 1990 and Section 122 of the Local Government Act 1972, in order to extinguish any rights which may exist over the same and enable the developments proposed by WHL.

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

Proposed Funding Model

It is intended that s106 affordable housing commuted sums will be used to fund these developments.

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

Development Brief

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

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

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

The development at Elizabeth Road will consist of a 2 x semi-detached three-bedroom houses and has full planning permission (reference: F/2015/0008). The scheme is quite marginal in terms of development viability, and therefore, it is proposed that the houses be provided for shared ownership. There will be an opportunity for WHL to bid for grant from the Homes and Communities Agency (HCA) Shared Ownership and Affordable Homes Programme 2016-2021 for these units. The transfer of land and funding for the Elizabeth Road development will be subject to achieving this grant. In the event that this is not forthcoming, it is assumed that the site will be disposed of on the open market

and the capital receipt re-invested in the HRA.

The development at Emmbrook Road is anticipated to consist of 2 x three-bedroom and 1 x two-bedroom terrace houses. A planning application will be submitted once the principle of transferring the site and funding to WHL has been agreed. It is envisaged that the houses be provided for shared ownership with HCA grant sought to support delivery of the scheme.

The development at Middlefields is anticipated to consist of 2 x two-bedroom semi-detached houses. A planning application will be submitted once the principle of transferring the site and funding to WHL has been agreed. It is envisaged that one house will be let at an Affordable Rent capped at Local Housing Allowance (in this case, circa 65% of market rent) and one house will be provided for shared ownership.

The development at Orchard Estate is anticipated to consist of 4 x three-bedroom semi-detached houses. A planning application will be submitted once the principle of transferring the site and funding to WHL has been agreed. It is envisaged that two houses be let at target social rents and two houses be provided for shared ownership

The proposal for the Gorrick Square site is to commission a single detached 3 or 4-bedroom bungalow to be built on the site. The property would be allocated to a family requiring a wheelchair accessible home. There are for example 14 families with disabled children currently waiting for suitable properties to become available. The intention is to identify a family specifically for this bungalow, so that it can be designed and adapted from the outset to meet their needs, whilst also being flexible to the needs of future occupiers. It is envisaged that the bungalow be let at target social rents.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

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. Short-term loan funding may be required initially until sufficient commuted sums are accrued.

Cross-Council Implications

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

Reasons for considering the report in Part 2

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

List of Background Papers

None

Contact Louise Strongitharm	Service Environment
Telephone No 0118 974 6779	Email louise.strongitharm@wokingham.gov.uk
Date 16 September 2016	Version No. 0.5

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

Document is Restricted

This page is intentionally left blank