



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **EXECUTIVE** will be held at the Civic Offices, Shute End, Wokingham on **THURSDAY 25 MAY 2017 AT 7.30 PM**

A handwritten signature in black ink, appearing to read 'Andy Couldrick', written in a cursive style.

Andy Couldrick
Chief Executive
Published on 17 May 2017

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

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WOKINGHAM BOROUGH COUNCIL

Our Vision

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

Our Priorities

Improve educational attainment and focus on every child achieving their potential

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

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

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE EXECUTIVE

To be confirmed

ITEM NO.	WARD	SUBJECT	PAGE NO.
1.		APOLOGIES To receive any apologies for absence	
2.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Executive Meeting held on 30 March 2017 and the Extraordinary Executive Meeting held on 25 April 2017.	7 - 22
3.		DECLARATION OF INTEREST To receive any declarations of interest	
4.		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	
4.1	Emmbrook; Ewendons; Wescott	Peter Must has asked the Executive Member for Highways and Transport the following question: Question In his answer to my question at the meeting of the Executive on 24 November 2016 about the Council's plans to provide, with Network Rail, a single footbridge across both railway lines at the Tanhouse crossing, the Executive Member for Planning and Regeneration said: "The Tanhouse Lane crossing is one of four potential footbridge improvements identified on the Council's Community Infrastructure List, the 123 list, but is not currently in the Council's capital programme. At the meeting of the Planning Committee on 1 February 2017 a spokesman from Network Rail said it was his company's intention to replace the current footbridge over the Waterloo line in 2019. Given that such a bridge would not span both lines, could the	

Executive Member say what plans are now in progress to ensure that money is found, whether from CIL or other sources, to share the cost with Network Rail of providing a disability-compliant bridge spanning both lines?

5. 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

6.	None Specific	COUNCIL OWNED COMPANIES' BUSINESS	23 - 30
7.	None Specific	21ST CENTURY COUNCIL - UPDATE	31 - 38
8.	None Specific	REVENUE MONITORING 2016/17 - OUTTURN	39 - 48
9.	None Specific	CAPITAL OUTTURN REPORT 2016/17	49 - 60
10.	None Specific	PROPOSED SHARED EMERGENCY PLANNING SERVICE	61 - 80
11.	None Specific	CENTRAL AND EASTERN BERKSHIRE JOINT MINERALS AND WASTE LOCAL PLAN – ISSUES AND OPTIONS CONSULTATION	81 - 86
12.	Bulmershe and Whitegates; Emmbrook; Winnersh	THE ACQUISITION OF LAND OR PROPERTY TO SUPPORT INFRASTRUCTURE DELIVERY	87 - 98

EXCLUSION OF THE PRESS AND PUBLIC

The Executive may exclude the public in order to discuss the Part 2 sheets of Agenda Item 12 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 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.

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**MINUTES OF A MEETING OF
THE EXECUTIVE
HELD ON 30 MARCH 2017 FROM 7.30 PM TO 8.25 PM**

Committee Members Present

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

Other Councillors Present

Chris Bowring
Prue Bray
Richard Dolinski
Clive Jones
Rachelle Shepherd-DuBey

125. MINUTE SILENCE

Prior to the commencement of the meeting, the Leader of the Council paid tribute to Councillor Roger Croft, Leader of West Berkshire Council and his wife who had passed away following an accident, and led the meeting in a minute of silence.

126. APOLOGIES

Apologies for absence were submitted from Councillors Mark Ashwell and Charlotte Haitham Taylor.

Councillor Chris Bowring attended the meeting on behalf of Councillor Ashwell. Councillor Richard Dolinski attended the meeting on behalf of Councillor Haitham Taylor. In accordance with legislation Councillors Bowring and Dolinski could take part in any discussions but were not entitled to vote.

127. MINUTES OF PREVIOUS MEETINGS

The Minutes of the meeting of the Executive held on 23 February 2017 and the Extraordinary Executive held on 15 March 2017 were confirmed as correct records and signed by the Chairman.

128. DECLARATION OF INTEREST

Councillor Pauline Jorgensen declared a personal interest in Agenda Item 130, 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 130, 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.

Councillor Anthony Pollock declared a personal and prejudicial interest in Agenda Item 131, Update on Expansion of the Council Owned Company Optalis by virtue of the fact that he was an unpaid Non-Executive Director of Optalis. Councillor Pollock left the meeting during discussions and did not vote on the matter.

129. PUBLIC QUESTION TIME

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

129.1 Guy Grandison asked the Executive Member for Highways and Transport the following question:

Question

One of the major issues that has been raised with me again recently has been inconsiderate and sometimes illegal parking around our local schools such as Loddon and Hawkedon with yellow lines being ignored, could you explain how Civil Parking enforcement will help put a stop to inconsiderate parking around our local Schools?.

Answer

Civil Parking Enforcement or CPE will firstly ensure that vehicles parked in contravention of yellow lines or across dropped curbs/private drives or any restrictions like that, will be issued penalties. The penalties serve as a reminder to drivers of the rules that are in place and they are of the benefit to all and encourage a change in behaviour, and not to keep breaking the rules and parking badly. Secondly, enforcement officers that are inspecting in the areas around schools and other areas are also a very public face of the Council and they can help to further encourage a behaviour change through discussions with the public about the safety impact and the regulations of following the parking rules.

Supplementary Question

I notice yesterday that the consultation went live; regarding the specific schools, the local schools in the area, would you consider proposals to extend specific regulations for waiting times etc. just to fill in some obvious gaps which have become obvious to people?

Supplementary Answer

Firstly CPE is in the process of being sent off and applied for at the moment and we hope that it will be sorted in the last quarter of the year. That will be with all the regulations that currently apply, so all the yellow lines and restrictions will be there. It is not really practical to put new ones in before the existing ones go live, but once CPE is there, that will already provide improved coverage. If there are any areas with schools and the like where they would want variations either along the yellow lines or different restrictions, they can discuss it with us and they could end up with a brand new Traffic Regulation Order that will meet their needs.

129.2 Michael Jones asked the Executive Member for Health and Wellbeing the following question:

Question

Regarding the re-development of Gorse Ride South given that council documentation shows major concern for residents for the lack of certainty of this project, why is there no firm commitment for the ability to continue the project after phase one and the monies required for completion should surely be allocated before commencement?

Answer

The Executive Report commits the Council to delivering and funding Phase 1 and to undertaking feasibility work to develop the proposals for the later phases. The feasibility work will identify the scale of the redevelopment and therefore its likely cost. Until this work is completed, the Council cannot allocate funding for later phases. The report is clear that a firm proposal will come back to the Executive by March 2018.

Supplementary Question

In particular the owner occupiers are in a bit of a cleft stick because they have got no opportunity to sell or move within the area certainly. Why are you not looking at the whole project as one rather than in separate phases?

Supplementary Answer

Because of the way the funding works for a redevelopment of this size, we have to look at it in phases. We cannot come up with that much money to do the whole thing in one go but we are committed actually to the redevelopment of Gorse Ride. We have to work through a framework so that we can allocate the money as things come up, but we are committed to doing that.

Councillor Baker suggested that Mr Jones and Councillor McGhee-Sumner meet outside of the meeting to discuss the matter further.

129.3 Peter Must asked the Executive Member for Resident Services the following question:

Question

Since the proposed relocation of Wokingham Library, probably the major public community facility in the town, is posited on an improved service for residents, is it not vital to consult local people to discover their views on the proposal, a measure that could be achieved by for example amending the Recommendation to read: 1) that a public consultation be held about the proposal to relocate Wokingham Library to a new building on the Carnival Phase II site: 2) that any proposal to relocate the Library be then submitted to the Executive by the Executive Member for Resident Services, with a summary of the responses to the consultation, together with a full impact assessment and detailed business case?

Answer

Firstly, I would like to preface this answer by saying that I would not support this proposal if I did not think it provided a real opportunity to further enhance our library offer and I hope that by the end of the process that we are going to go through, that residents will be as excited as I am about the opportunities that the relocation could provide.

The Council conducted its extensive consultation in 2016 about the proposed Library Offer for the Borough; I have got a copy of it here if you would like to see it, including the guiding principles of the service and the way it would be delivered. These views were the cornerstone of the new Library Offer that was adopted by the Council in 2016.

The proposed relocation of Wokingham Library to the Carnival Phase 2 site will not result in a reduction of service or fundamental change to the core services that are available to residents. From the consultation held last year, it was clear that residents wanted the library to retain books as a primary stock type, to offer facilities that support learning and achievement, and to continue to meet residents' expectations for utilising and embracing new technology.

The consultation also showed that there was overwhelming support for our libraries to be able to adapt to the changing needs of our residents and to offer access to other Council services and to broaden the range of activities and events that people can enjoy. Furthermore, there was strong support for collocating library services alongside other services, including sports facilities.

Over a thousand people responded to the consultation on the library offer and only 25% of them did not agree with colocation. Our residents have already provided the Council with a strong statement about their preferences and aspirations. The proposed new site for Wokingham Library will offer more usable space and greater flexibility being located on one floor, which means you only have one entrance and you have vastly improved parking facilities, being adjacent to a destination leisure facility. We think that will also attract people of all ages. Being able to offer all of these improvements on a site that is less than 300m away and clearly visible from the entrance of the current library is an extremely positive opportunity for the Council.

However, we still want to hear people's views as the proposals take shape. The actual library itself will not start build until 2021, so there is plenty of opportunity for people to give us their views now and through the period up to 2021. I would be really, really interested to hear particularly what the users of the library think about this, also particularly about what residents of Wokingham think. Hopefully we will be able to start communicating through the process following the agreement of this in principle to actually help explain to people what facilities will be there and the what the benefits are, and also listen to their feedback as to what they would like.

Supplementary Question

Might I confess to some confusion as to whether that is consultation or just telling people what you are proposing to do? You say you hope everyone will be enthusiastic about it, well why do you not ask them and find out before you start rather than at the end of it?

Supplementary Answer

The reason we are going for consultation now is because it is required as part of the planning process. That does not mean that we actually have to do the change, so what we are doing is putting the approval in principle to make the change in now as part of the kick off of the planning process which is part of the consolidation work around Wokingham town centre.

However, I am very interested to hear what people think. We will be actually asking. It is not a formal consultation because a formal consultation is not required if the services are actually being improved rather than reduced, but nevertheless to all intents and purposes it will be a consultation to listen to what people want and to try change the plans according to what people think.

Councillor Baker added that he as Leader would not add support to any proposal that reduced the quality of the current library services.

129.4 Keith Malvern asked the Executive Member for Resident Services the following question:

Question

Agenda Item134 - Proposed Relocation of Wokingham Library

The first time I was aware of this proposal was when the Executive agenda was published last Wednesday although the Town Council and local members were made aware of this on the 22nd of February - more than a month ago.

Have you had any response from the Town Council or local members to give support to the view expressed at the start of the report that this proposal will offer better access and parking to existing users of the library, and will allow them to combine visits with other activities.

Answer

The Town Council and local Members were advised on 22 February as you say. Obviously quite a lot of people do ask Members for support for them, but in addition we have got a response from Lynn Forbes who is one of the independent Members from Wokingham Town Council who said that she was very happy to support the proposal

Supplementary Question

Obviously you have accepted the principle of consultation. It is unfortunate that you have not extended any further than that, giving people a wider opportunity. You referred already to the outcome of the library offer, which is an extract of the thing we have been sent, together with a bill for £2,000. This was published around the same time.

What I do not understand is why no opportunity was taken at this stage to notify people that there is a proposal to relocate Wokingham Library from where it is? You make an assumption and you make this statement that this will offer improved access without talking to the users. I am not a great fan of multi-storey car parks, for example. I am prejudiced - I drive badly so I do not want to park my car there. I would much rather have a one level car park. So it is no good for me. My mobility scooter which will coming soon I think, does it offer me better access? These are just examples where I feel you have given no thought whatsoever.

Supplementary Answer

As I said I have had a good conversation with you earlier and I am very interested in your feedback. The actual car park for the swimming pool will be single floor so you need not worry about your parking abilities or your mobility scooter. As I say, there will be plenty of opportunity both through the planning process and also prior to that, for people to provide views and ideas about the design and actually try and get some input as to what the future facility will look like. If we get this right it could really be an asset for the whole Borough and also Wokingham itself.

Councillor Baker added that a facility which was on one floor must be better than a facility which was on multiple floors for those with mobility issues.

130. MEMBER QUESTION TIME

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

130.1 Prue Bray asked the Executive Member for Resident Services the following question:

Question

Why the lack of consultation with residents on the proposed relocation of Wokingham Library?

Answer

I think I have answered that. We did a lot of consultation as part of the library offer and it was quite clear from that, that people were keen on collocation of facilities which allows us and will allow us to reduce the cost of running facilities and as we have done previously, just recently, increase the opening hours and increase the provision of libraries. We are one of the few councils in the country that has actually managed to improve our library service rather than reducing it or shutting libraries. You know I am very passionate about libraries. I believe this is a great opportunity and I look forward to emails from anybody

and everybody, plus a proper opportunity to comment on the proposals as they become published in the next few weeks. Expect to have something on the Council's website in about a month's time which will give more detail.

Supplementary Question

The previous consultation did not refer to any specific library moving so perhaps you would like to comment on that. I think I would like to pick up the comment you made earlier this evening which is about this not being a formal consultation but informal consultation apart from the planning bit of it which is a formal planning consultation, which is an entirely different thing. How will library users know that there is a consultation and how to respond to it and will they actually be given an opportunity to influence the outcome?

Supplementary Answer

I can guarantee they will have the opportunity to influence the outcome. We will be putting posters up around the area and also within the libraries and we will be providing the opportunity for people to feed back. We will make sure it gets plenty of publicity as I am sure our friends in the Press will, and I am very much looking forward to people getting involved in the project and actually telling us a bit about what they want as well.

130.2 Imogen Shepherd-DuBey asked the Executive Member for Resident Services the following question which due to her inability to attend the meeting was asked by Rachelle Shepherd-DuBey:

Question

Agenda Item 134 - Relocation of Wokingham Library

Why was this proposal kept secret from many Wokingham Borough Members until now?

Answer

I would like to reassure Members and the public that there has been no "secrecy" around proposals to relocate Wokingham library. The proposal to consider moving the library is a further step towards improving local services, and in line with the feedback we have received in support of exploring ways to provide greater flexibility within our library services whilst still retaining the core elements that residents clearly value.

This proposal is another step in the realisation of the Library Offer and the Carnival Phase 2 development, as the Council now begins to look at more detail at the land uses that could make up this exciting development and the proposed layout and design of the facilities.

The principal of moving the library has become public at the expected time and it is now the correct time to ask residents and users what they think. Everyone will have the opportunity to have their say on the detailed proposals for the Carnival Phase 2 scheme during next month's public engagement.

The decision to be taken tonight is one of a matter of principal and, should Executive agree this evening, this principal will be subject to further design and feasibility work. The library will not be moving until 2021 if the design and feasibility work is successful and there is plenty of opportunity for Members and the public to contribute to the detailed design processes between now and then.

130.3 Clive Jones asked the Executive Member for Resident Services the following question:

Question

How much have you just spent on updating the existing Wokingham Library?

Answer

We have just put in four self-service kiosks and new RFID scanners for the staff, a new counter, and some associated installation and decorated works. In total these improvements are budgeted to cost £47,000.

In making this investment, it should be understood that it is expected that the self-service kiosks and the RFID scanners will still be in use in 2021 and will therefore be redeployed within the new library site in the Carnival Phase 2 development. The new library counter is a modular design and can also be reused in another location.

As is stated the adoption of the Library Offer saved us around about £130,000 per year and allowed us to increase our opening times by 17.5 hours a week. I think that is very important because I believe very strongly that libraries are used by large numbers of the population and I think that they are a very valuable asset, particularly for school children and also the elderly. So I am very proud of the fact that we have managed to increase the use of libraries and invest in new technology and move them forward and I am looking forward to this proposal and helping that further.

Supplementary Question

Do you think that it would have been better to wait until 2021 to spend the £47,000 and do you consider that this money has been well spent now that you are relocating the library, or do you think that it is a waste of the Council's scarce resources?

Supplementary Answer

I think it is the right time to do it. The only resources that we spent on Wokingham Library that will be 'wasted', is a bit of paint and that will probably be requiring repainting in 2021, so I think that what we have done is quite correct and I am quite happy to stand behind it and I am really looking forward to moving this project forward.

130.4 Rachelle Shepherd-Dubey asked the Executive Member for Resident Services the following question:

Question

Will the Elevate Hub be included in the proposal for the new Library site?

Answer

The honest answer Rachelle is I do not know yet. The Elevate Hub is funded by time-limited Government and EU subsidy funds. Work is ongoing to look at longer term options for this service in that context and the future funding availability and the 21st Century Council programme.

The specific details of which services will be available or located with the proposed library within the Carnival Phase 2 development is still to be determined. It is four years between this 'in principle' decision and the actual relocation. I think the Elevate Hub provides very important services for NEETs and to increase the employment in the area, but at the moment we just do not know. It depends on the funding.

Supplementary Question

Will the money made from selling the Carnival Pool car park and the library site itself be used for youth services or to prop up the Carnival Pool development?

Supplementary Answer

I cannot answer the question on the Carnival Pool development other than I think that it is funded and therefore does not require sale of other facilities. If anyone disagrees with it, could they possibly correct me? The long term options for the site really have not been looked at yet. There is no guarantee that we will sell it all. I do not know what we are going to do with the current site. Once we decide what we are going to do with the current site and I have a view about what we are going to do about the current site we will of course consult on that separately.

It was clarified that Councillor Shepherd-DuBey's supplementary question had referred to the car park on the current library site as opposed to the Carnival Pool car park. Councillor Pollock commented that the car park would continue to generate income via car parking charges until or unless it was redeveloped.

131. 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 Council Owned Companies for the month ending 31 January 2017 and the operational update for the period to 28 February 2017.

The Leader advised that Suffolk Lodge had been removed from the Care Governance Framework due to the extensive improvements that had been achieved. He congratulated those who had been involved in this achievement.

With regards to Wokingham Housing Limited, the Fosters Extra Care Home project was on time and to budget and Phoenix Avenue was well under way.

RESOLVED That:

- 1) the budget monitoring position for the month ending 31 January 2017 be noted;
- 2) the operational update for the period to 28 February 2017 be noted;
- 3) the recommendation of WBC Holdings Board that the company and reporting structure for the Optalis group will be the same for both Councils with Optalis Holdings reporting directly to the Council Executives be noted;
- 4) the operational funding facility for Wokingham Housing Limited of £500k, charged at an interest rate of base plus 5.5% be approved.

132. UPDATE ON EXPANSION OF THE COUNCIL OWNED COMPANY OPTALIS

(Councillor Anthony Pollock declared a personal and prejudicial interest in this item and left the room for the discussion of this item)

The Executive considered a report setting out the progress of the merger with the Royal Borough of Windsor and Maidenhead (RBWM) that accommodates Adult Social Care Services within Optalis Ltd.

The Leader clarified that Councillor Pollock had left the room during the discussion of the report due to the fact that he was currently Chairman of the Optalis Board and therefore potentially had a prejudicial interest. He went on to advise that Councillors Pollock and Weeks who were currently non-Executive Directors of Optalis, would be resigning from this position in order to sit on the Shareholder Reference Group.

Councillor McGhee-Sumner advised the meeting that given the progress being made and the significance of the step he wished to add a third recommendation which was asking the Executive to support the establishment of the new Optalis going live on 3 April. The revised recommendation was tabled and agreed by the Executive.

RESOLVED That:

- 1) the update report and the progress made be noted;
- 2) the appointment of Councillors Anthony Pollock, Simon Weeks and David Lee to the Shareholder Reference Group, that will exercise governance over the Optalis Board, be noted;
- 3) the formal establishment of the new company, Optalis Ltd, owned jointly by Wokingham Borough Council and the Royal Borough of Windsor and Maidenhead, which will go live and start to trade on 3 April 2017 be supported.

133. DISCRETIONARY LAND ACQUISITIONS POLICY

The Executive considered a report setting out a proposed Discretionary Land Acquisitions Policy which would ensure that there was a clear, fair and consistent approach to considering requests to purchase property that was significantly impacted by future road schemes.

The Executive Member for Highways and Transport went through the proposals.

RESOLVED: That the Discretionary Land Acquisition Policy for Highways Works be approved.

134. POLICY FOR REVISIONS/ADDITIONS TO THE LIST OF BUILDINGS OF TRADITIONAL LOCAL CHARACTER

The Executive considered a report setting out a proposed Policy for Revisions/Additions to the List of Buildings of Traditional Local Character which included a procedure that would allow the Council to review the existing list and designate new buildings of Traditional Local Character.

The Deputy Executive Member for Planning and Regeneration explained that the Planning Committee would consider any objection to a designation decision.

Councillor Bowring drew Members' attention to the revised Appendices 2 and 3 as tabled, which had been updated for clerical reasons, and asked the Executive for their agreement to the changes. Recommendation 1 was amended accordingly.

RESOLVED That:

- 1) the procedure detailed in the revised Appendix 2 and 3 as tabled be adopted for determining a Building of Traditional Local Character;
- 2) the Interim Director of Environment, together with the Executive Member for Planning and Regeneration, be delegated to designate and de-designate Buildings of Traditional Local Character in line with the adopted procedure;
- 3) the Interim Director of Environment, together with the Executive Member for Planning and Regeneration, be delegated to make changes to the procedure for determining a Building of Traditional Local Character in line with national and local policy and guidance.

135. RELOCATION OF WOKINGHAM LIBRARY

The Executive considered a report relating to the Relocation of Wokingham Library to the Carnival Pool site which would provide the Library Service with greater flexibility and adaptability in its service delivery.

The Executive Member for Resident Services outlined the rationale for the proposed relocation and advised that she wished to add a third recommendation which was asking the Executive to agree to the proposal being publicised as soon as practical to enable feedback on these proposals and subsequently the design. Councillor Jorgensen felt that feedback from users and other residents on what they would like to see was a vital part of the process.

Members agreed that the proposed co-location was an exciting proposal. Councillor Pollock commented that it would allow people to take advantage of the leisure offer and that the possibility of some business related work space could be considered.

Councillor Dolinski commented that he hoped that schools would be encouraged to participate in the consultation and that the opportunities which the proposal could bring would be highlighted. Councillor Jorgensen commented that continued good access to libraries was important particularly for young children and school children. Library staff had worked hard to improve footfall and initiatives such as 'Read with Dad,' 'Rhyme Time' and the 'Summer Reading Challenge' had helped contribute to this success. She went on to comment that the current library had a lot of wasted space as a result of the stairs and being on two levels and that access could be improved.

Councillor Baker emphasised that no other local authority in Berkshire had built a new library, increased footfall and put in new technology.

RESOLVED That:

- 1) it be agreed in principle to relocate Wokingham Library to a new building on the Carnival Phase II site;
- 2) approval to relocate is subject to a full impact assessment and detailed business case being agreed by the Executive Member for Resident Services.
- 3) the proposal be publicised as soon as practical to enable feedback on these proposals and subsequently the design.

136. COMPULSORY PURCHASE ORDER (CPO) IN-PRINCIPLE DECISION

The Executive considered a report relating to the steps to be taken to secure the acquisition of all necessary land interests to deliver the regeneration of the Carnival site.

The Deputy Executive Member for Planning and Regeneration went through the report and highlighted that the Compulsory Purchase Order in principle, indicated the Council's intentions. Negotiations with the relevant landowner had been ongoing for three years with no resolution reached.

Councillor Pollock commented that this was a tried and tested approach.

RESOLVED That:

- 1) It be agreed to authorise in-principle the making of a compulsory purchase order ("CPO") to acquire the necessary interests in the land shown indicatively by the hatched area on the annexed plan required to deliver the proposed regeneration of the Site pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) and, in the case of any new rights, pursuant to section 13 of the Local Government (Miscellaneous Provisions) Act 1976, because it considers that:
 - (a) the acquisition will facilitate the carrying out of the development, redevelopment or improvement of land; and
 - (b) the development, redevelopment or improvement of the land is likely to contribute to the achievement of any one or more of the promotion or improvement of the economic, social and environmental well-being of Wokingham.
- 2) the Chief Executive, in conjunction with the Leader and Executive Member for Planning and Regeneration, be authorised to take all necessary steps to commence the process for the making, confirmation and implementation of the CPO, including securing the appointment of suitable external advisors and preparing all necessary CPO documentation;
- 3) a further report will be put before the Executive to approve the final extent of the land to be acquired following the finalisation of the necessary preparatory work.

137. PUBLIC SECTOR EQUALITY DUTY

The Executive considered a report relating to the Public Sector Equality Duty which set out the Council's equality objectives and provided details of progress made on equalities issues in relation to service delivery and work carried out with partners across the Borough.

RESOLVED That:

- 1) progress in relation to the Council's duties under the Equality Act 2010 be noted;
- 2) the proposed Equality Objectives, as set out in Section 9 of the report, be approved;
- 3) the findings of the Equality Monitoring Workforce report be noted;

- 4) an update report on achievement against the Equality Objectives and the Council statutory Equality duties to be received on an annual basis.

138. STRATEGIC REVIEW OF VOLUNTARY SECTOR SERVICES

The Executive considered a report setting out proposals for undertaking a strategic review of the voluntary and community sector.

Members were advised by the Leader of Council that the review would have certain objectives including determining whether the voluntary organisations were providing the benefits that the Council would want for its residents, what those benefits should be and the capacity of organisations for delivery.

The concept of an annual grant was being moved away from. Grants would typically be for three years which would allow better planning of services provided.

Councillor Ross emphasised the need for a partnership between the Council and the voluntary sector. He stated that areas within the Council, such as the country parks which already used volunteer groups to help care for the country parks, needed to be linked in.

Councillor Baker commented that the budget for the voluntary and community sector would be maintained for at least the next year.

RESOLVED That:

- 1) a strategic review of Voluntary and Community Sector services be approved funded by Wokingham Council which will be founded on the following principles:
 - The development of measurable outcomes for each voluntary sector provider to achieve which will focus on the difference made to the service user
 - The formation of a clear relationship between the council's contracting and/or grant funding of voluntary sector services and the achievement of measurable outcomes
 - The increased use of longer term contracts rather than annual grants for voluntary sector services in order to provide longer term stability for funded organisations;
- 2) authority be delegated to the relevant Director and Lead Member to approve outcomes from individual voluntary sector reviews.

139. GORSE RIDE SOUTH

The Executive considered a report setting out proposals for the Gorse Rice South estate in Finchampstead Wokingham.

The Executive Member for Health and Wellbeing advised the meeting that this was something which residents had been talking to Members about for some time.

Councillor Pollock supported the proposal and commented that he expected that the Council would try to find ways of financing future phases. Councillor McGhee-Sumner explained that due to the size and nature of the project it would need to be undertaken over a number of phases.

Councillor Baker read a statement from Councillor Simon Weeks, a ward Member for Finchampstead South, supporting the proposal.

Councillor McGhee-Sumner wanted to ensure that people were aware that the Council's intention was to develop the whole of the Gorse Ride South estate and therefore proposed an additional recommendation (8) which was agreed.

RESOLVED: That the feasibility work on the Gorse Ride South estate be supported (the outcome of which will be presented to a future Executive) and the following be approved:

- 1) the rehousing of tenants and the subsequent demolition and redevelopment of Cockayne Court, 97-107 (odd numbers) Arnett Avenue and 154 Barkham Ride, Finchampstead as Phase 1 of the wider regeneration project;
- 2) the selection of Wokingham Housing Limited (WHL), or another Council owned Local Housing Company, as the development partner for Phase 1;
- 3) that the Council transfers the Phase 1 site to Wokingham Housing Limited (WHL), or another Council owned Local Housing Company, on terms to be agreed by the Director of Corporate Services in consultation with the Leader of the Council;
- 4) that the Phase 1 site is appropriated for planning purposes under Section 227 of the Town and Country Planning Act 1990 and Section 122 of the Local Government Act 1972;
- 5) the proposed funding model, including the allocation of Section 106 receipts for the provision of affordable housing towards Phase 1, in accordance with Part 2 Report;
- 6) the indicative development brief for Phase 1;
- 7) that the transfer of land and funding for Phase 1 will be subject to WHL securing a planning consent for the scheme;
- 8) the Council's long-term intent to regenerate the Gorse Ride South Estate (subject to funding).

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**MINUTES OF A MEETING OF
THE EXECUTIVE
HELD ON 25 APRIL 2017 FROM 6.30 PM TO 6.34 PM**

Committee Members Present

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

Other Councillors Present

Parry Batth
Dianne King

140. APOLOGIES

Apologies for absence were submitted from Councillors Pauline Jorgensen and Angus Ross.

141. DECLARATION OF INTEREST

There were no declarations of interest received.

142. PUBLIC QUESTION TIME

There were no public questions.

143. MEMBER QUESTION TIME

There were no Member questions.

144. NATIONAL PLANNING APPLICATION FEES

The Executive considered a report outlining details of an offer from the Department for Local Government and Communities (DCLG) to increase the planning application fees by 20% to help fund the planning service. This would help to ensure the resilience of the service and its ability to deliver high quality, plan led development and good customer service.

Councillor Ashwell put forward the proposal and suggested that this should start from July 2017.

Councillor Pollock asked if planning application fees were on target and if this proposal represented an increase in the current Planning Budget or not. Councillor Ashwell responded that central government set planning application fees and it covered approximately two thirds of the cost of running the service. He reported that there had been an increase of about 8% in planning applications recently. Councillor Pollock requested further information from Officers.

RESOLVED That the Department for Communities and Local Government be informed that Wokingham Borough Council accepts the offer to raise planning application fees by 20% from July 2017 on the basis that this will be invested into the planning services.

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TITLE	Council Owned Companies Business
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	None specific
DIRECTOR	Graham Ebers, Director of Corporate Services
LEAD MEMBER	To be confirmed

OUTCOME / BENEFITS TO THE COMMUNITY

Transparency in respect of Council Owned Companies

RECOMMENDATION

The Executive is asked to note:

- 1) the budget monitoring position for the month ending 31 March 2017;
- 2) the operational update for the period to 30 April 2017;

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 March 2017.

Financial Report

A budget monitoring report is provided for each of the companies for March 2017; the position for each of the companies is explained in paragraphs 1.1, 2.1 and 3.1 below.

Operational Update

An operational update is provided from each of the companies as at 30 April 2017 in paragraphs 1.2, 2.2 and 3.2.

Changes to Directors

Directors' resignations, appointments and other changes to the Companies' Boards as at 30 April 2017 are reported in paragraphs 1.3, 2.3 and 3.3.

BACKGROUND

1. WBC (Holdings) Group Consolidated (i.e. comprising WBC (Holdings) Ltd, Wokingham Housing Group (including Loddon Homes Ltd), and Optalis Group (until 31 March 2017.))

1.1 Financial Report

The full year outturn for the Group is a deficit before tax and interest of £285k. The deficit after tax, interest and exceptional items is £816k which is £58k adverse to 2015/16; this is the result of a year on year increase in interest charges of £384k and exceptional costs relating to the Optalis merger of £60k, offset by an improvement to the trading deficit of £386k year on year.

On 31 March WBC (Holdings) transferred 100% of its shareholding in Optalis Group to the Council who subsequently sold 45% to the Royal Borough of Windsor and Maidenhead (RBWM).

WBC (Holdings) Ltd (Holdco): A full year deficit of £305k after interest, tax and exceptional items is reported for 2016/17.

1.2 Operational Report

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

1.3 Changes to Directors

There have been no changes to the Directorship of WBC (Holdings) Ltd since the last report to Executive.

2. Optalis Group (i.e. comprising Optalis Ltd, Optalis Wokingham Ltd and Optalis Holdings Ltd.)

2.1 Financial Report

March results

The Company is reporting a £14k profit for March 2017 which makes the company break even for the year.

Overview of Actual and Forecast Outturn:

<u>Total Optalis</u>	Actual Mar-17 Month (£000)	Mar-17 YTD Full Year (£000)
Turnover	1,024	12,419
Costs	(1,010)	(12,419)
YTD Profit/(Loss)	14	0

Risk/Mitigation:

Agency spend remains high and weekly management reviews continue, focusing on those elements which affect the use of agency including recruitment, retention and sickness absence.

Recruitment continues to be challenging and remains Optalis' greatest corporate risk as previously reported. Regular recruitment events are taking place with the addition of targeted use of social media and there is no let-up on the effort.

2.2 Operational Report

General:

CQC compliance – there are no outstanding CQC compliance matters.

The START service had an inspection w/b 13 March; the report is exceptionally positive and the service is rated 'Good'. The report was published on 5 April: <https://www.cqc.org.uk/location/1-2501122849> . The management team is particularly pleased to see references to good organisational governance, person centred care and safety.

Inspections are pending for Care at Home Berkshire, Care at Home Oxfordshire and for Mokattam.

The START service has been facing a higher than usual level of staff turnover which is reducing the capacity to meet the contractual obligation. This area of performance is subject to considerable management attention.

Sickness absence continued to be high; absence remains within industry norms but the trend is upwards and is therefore receiving a high level of management focus. Optalis has supported customers during information events by Wokingham Borough Council in relation to the proposed closure of Cockayne Court. This partnership work will continue until the service is eventually wound down and customers are supported to move safely to one of the new schemes.

A Business Process Review is currently being set up for the Brokerage & Professional Support Service (B&PS). The review will look at improving the efficiency of processes and examine whether there are obstacles to better service delivery.

A review of safeguarding practice in the B&PS has taken place following escalation of concerns by the commissioner. An action plan has been put forward and actions are being delivered. The service is operating safely.

Progress on Major Corporate Projects:

The merger between RBWM and WBC went live on schedule on 3 April 2017 following an extensive transition project.

Business Development:

Wokingham Borough Council: Optalis has been engaged by WBC commissioners as the provider of choice for a new extra care scheme in Woodley (The Birches), scheduled to open October 2017.

Supported Employment: The service is exploring opportunities with the National Grid in Wokingham. The organisation works with Addington School providing internships to disabled students; there is a possibility that Optalis could provide specialist employment group work and 1-1 to add value to the programme.

Nottingham Rehab Services (NRS): The contract for OT assessments of double handed care calls is progressing to plan. The contract is for 65 assessments of which

47 referrals have been received and progressed.

2.3 Changes to Directors

Angela Morris (Director of Operations RBWM) and David Cook (Chair) were appointed to the Board of Optalis Ltd.

Anthony Pollock (Chair) and Simon Weeks (Non-Executive Directors) resigned from the Board of Optalis Ltd.

3. Wokingham Housing Group (i.e. comprising Wokingham Housing Ltd (WHL) and Loddon Homes Ltd (LHL))

3.1 Financial Report

Income & Expense: Income for March 2017 is £7.96k (with year to date income of £268.1k). Income in the month is from Rental income in Loddon Homes and is behind budget due to income recognition profile not being in line with budget; however, this impact is negated over the full year. The Group remains ahead of budget in year to date terms by £163.7k.

Operating expenditure is underspent from budget by £15.5k in March, although it remains overspent by £144.8k year to date. These variances relate directly to the unbudgeted income in prior months and earlier recharges of clearance costs and additional consulting income. There have also been some savings in month including year-end release of unused accruals for professional fees, payroll costs and marketing expenses. This is offset by the write-off for Embrook in the month of £6.3k. All other costs have broadly been on budget. Interest costs continue to be higher than budgeted due to a higher drawdown in early 2016.

The Net Loss of £34.0k in the month is £14.6k better than expected while the year to date net loss of £517.6k is £18.9k lower than budgeted loss.

Balance Sheet: Capital expenditure in March was £1,407k including construction contractor payments for Phoenix of £1,020k (includes late receipt of February valuation), Fosters of £195k and Grovelands of £105k.

Net Assets for the Wokingham Housing Group were (£56k) at the end of March, due to the company lifecycle and debt funding of projects. The investment of £1,900,000 of £1 ordinary share capital invested in Wokingham Housing Limited remains unchanged.

Overview of Year to Date Income & Expenditure compared to Budget:

Wokingham Housing Limited (Consolidated)

P12: March / Year To Date

Profit and Loss Account for the period to 31st March 2017	Actual	Budget	Variance
	£	£	£
Income	268,096	104,377	163,718
Operating Expenditure	(785,739)	(640,933)	(144,860)
Operating Loss	<u>(517,643)</u>	<u>(536,555)</u>	<u>18,912</u>

Overview of March Income and Expenditure compared to Budget:

Total Sub Group	Mar	Mar	Budget	Prior Mth	
MARCH	Actual	Budget	Variance	Actual	Variance
	(£000)	(£000)	(£000)	(£000)	(£000)
Income	7.96	8.9	(0.94)	8.66	(0.71)
Costs	<u>(39.85)</u>	<u>(55.39)</u>	<u>(15.54)</u>	<u>(44.12)</u>	<u>4.27</u>
Operating Loss	(31.89)	(46.49)	14.60	(35.45)	3.56
Non Trading costs	-	-	-	-	-
Depreciation	<u>(2.13)</u>	<u>(2.13)</u>	<u>(0.00)</u>	<u>(2.13)</u>	-
Loss before Tax	(34.02)	(48.62)	14.60	(37.58)	3.56
Taxation	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Loss	<u><u>(34.02)</u></u>	<u><u>(48.62)</u></u>	<u><u>14.60</u></u>	<u><u>(37.58)</u></u>	<u><u>3.56</u></u>

3.2 Operational Report

WHL Completed Schemes:

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

WHL Schemes In Progress/Under Development:

Phoenix Avenue (68 units): The first 22 houses at Phoenix Avenue have been handed over constituting phases 1 and 2. Work to let the first 22 homes is well advanced and it is expected all should be let by the date of the Executive meeting.

WHL have been supporting the work to get all the arrangements and relevant paperwork in place for the first tenants to move in through WBC Housing Services, who act as the agent for housing management. The homes will go in to Berry Brook Homes (a dormant company previously named Wokingham Enterprises Limited and owned by the Council has been renamed and its shareholding transferred to Holdco).

Good progress is being made on delivering the remaining units and this continues to be on track to be completed by end of August.

The Extension of Time (EOT) claim has now been agreed. WHL, through its Employers Agent, will give Hill an EOT until the end of August – 12.4 weeks – and in return neither side will make any claim for additional Prelim or Liquidated and Ascertained Damages costs, which have been assessed as broadly cost neutral to both sides. Hill will provide a reduction in the final account of £20k in recognition of the impact of the delays on Berry Brook Homes lost rental income.

Fosters Extra Care scheme (34 units): Progress at Fosters independent living scheme with care continues to be on time and to budget.

The work to progress management and care arrangements is gathering momentum again having been parked due to a lack of clarity around the care arrangements between WBC as the Commissioner of services and Optalis as the care provider. An interim Adult Social Care Commissioner has taken over responsibility for pulling together all the necessary service planning arrangements and has brought a healthy degree of urgency to progressing arrangements.

Grovelands (6 units): We continue to wait for a date for when the electrical cable diversion works will commence to enable us to progress the two stalled units on plots 1 and 2. The existing cabling has been surveyed by SSE and wayleave agreements signed. We continue to chase SSE. The other four units are on time and to budget, although the delayed units will make the scheme over budget overall, which is at WHLs risk, not Berry Brook Homes.

52 Reading Road (9 units): Although early days the project is on time and to budget with the piling works completed and ground beams installed. The site hoardings have been branded with the relevant logos and provide a good advertisement for the Council and the work of its housing companies.

Pipeline Sites:

Contractors for Anson Walk (4 units) are due to start on site imminently and contracts have now been let for Elizabeth Road (2 units) and Barrett Crescent (2 units) to enable them to progress to being on-site shortly.

Tenders for Middlesfield (2 units), Norton Road (9 units) and Tape lane (11 units for WBCs Housing Services) are going out shortly.

The joint venture scheme at Finch Road (2 units) achieved planning permission on 10th May and can now move towards being on-site.

Seven other projects (c.120 units) continue to be progressed through planning or appraisal stage pre any planning submission.

3.3 Changes to Directors

Loddon Homes: The Board added two new independent Non-Executive Directors (NEDs) to the Board in April following approval from Holdco; Rob Webber and David Hunter. Robin Fielder resigned as a director of Loddon Homes.

Berry Brook Homes (previously Wokingham Enterprises Limited): Holdco appointed two independent NEDs to the Board of Berry Brook Homes, Robin Roberts and Derek Cash, along with Bill Flood as an Executive Director. The Chair of the Board, who will be a Council member, had not been appointed at the time of writing this report. Previous Board members of Wokingham Enterprises Limited, Keith McKenzie and Andrew Moulton, have resigned as directors of the Board.

Holdco appointed Rachel Harrison – Business Finance Manager for the Housing Companies – as the Company Secretary for WHL, Loddon Homes Ltd and Berry Brook Homes Ltd. John McNiece as the previous Finance Director of WHL resigned as Company Secretary from WHL and Loddon Homes. The Company Secretary is not a Board Member, although is registered at Companies House.

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 15 May 2017	Version No. 2

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TITLE	The 21st Century Council – Update
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	None Specific
LEAD OFFICER	Andy Couldrick, Chief Executive
LEAD MEMBER	To be confirmed

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 note the progress in implementing the 21st Century Council programme.

SUMMARY OF REPORT

The purpose of this report is to inform the Executive of progress over the last quarter in the implementation of the 21st Century Council programme. The Executive receives quarterly reports during the implementation period reporting on progress of implementation and revenue return on investment.

The key highlights are set out in the report - all elements to deliver the savings and other benefits from phase 1 are underway with an expected go live in May 2017.

Background

Implementation commenced following Executive approval in September 2016. The implementation is phased over the following 18 months, to ensure transition to the new model of working is safe and effective.

Phase 1 runs from October 2016 to Spring 2017 and includes:

- 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 Spring 2017, will largely complete the programme by moving, Children's Services, Health and Wellbeing and Environment, into the new operating model.

Member Engagement with the Programme

Progress continues to be reported to the dedicated 21st Century Council Member-Officer Working Group (which monitors and supports implementation), to the Sustainable Finance Group (which monitors progress on savings realisation) and to the Member IT Reference sub group. The Audit Committee on 5th December reviewed the governance and risk management arrangements for the programme and will be receiving further updates.

The period covered by this report has seen the implementation of Phase 1 which largely involves the redesign of internal support services. However looking forward to the coming period the programme will be moving into phase 2 which involves the Council's customer and resident facing service. As part of this further Member involvement is currently being planned to ensure that service and process redesign ensures enhancements in both customer and Member ease of access to services, information and issue resolution.

Highlight Report

Further good progress has this made this period.

All workstreams within the programme are delivering against the implementation plan and Phase 1 is due to go live on 31st May.

The HR workstream has entailed the redesign of the Council's management structure at Tier 3 and the redesign of the following areas / teams:

- All specialists within Corporate Services – Finance, HR, Legal, Property, Communications
- All specialists within Governance – Audit, Investigations, Democratic and Electoral Services
- The creation of the Case Owner function – this is the new group of generalist officers who hold and resolve internal customer cases
- The drawing together of the Council's strategy and commissioning functions from

Environment, Children's, Health and Wellbeing and procurement specialists.

This has involved a significant amount of work to progress the staffing changes and complete the HR processes. Some 244 FTE of staff were in Scope (including 15 vacancies). The new structure contains 211 FTE which is a 33 FTE reduction on existing levels (circa 14%). The Council's new leadership structure is attached as Appendix 1.

Excellent progress has been achieved in process and service redesign for the new Corporate Services directorate.

- 79% of existing processes have been redesigned
- 24% have had significant process steps eliminated
- 9% have been completely automated
- 65% have introduced significant self service
- 50% have transferred completely to generalist Case Ownership away from specialists.

Process redesign is at the heart of the programme and is enabled by the implementation of the planned IT changes that are also well on track.

A great deal of staff engagement has been undertaken during the period and plans for change and transition planning are well advanced. This should ensure that as the new teams go live they are in a good position to be effective straight away. These plans include:

- Skills audits
- Objective setting
- Accommodation plans
- Governance
- Mobilisation and launch
- Learning and development plan (focused on what's required for go-live, but beginning to develop longer term L&D requirements)

Capital and revenue expenditure for phase 1 is within forecast. Financial benefit (from staff savings delivered through the design of more efficient processes and integrated IT systems) is predicted to be £2.1m full year effect for phase 1. This is on track to deliver what was envisaged in the business case and savings – see below.

The six key programme risks identified in the business case continue to be managed :- loss of key people and organisational knowledge; less capacity available post implementation; reduced performance in key service areas; non realisation of savings; increased programme costs and slippage in IT implantation. There are no current issues or concerns to report.

The next period will see start of Phase 2. This entails the Council's customer and resident facing services ie those that were in the former Environment, Children's and Health and Wellbeing directorates as well as a number of services formerly in Finance and Resources such as Registrars and Customer Services. This phase encompasses three times as much activity and people as phase 1. Some reduction in service delivery levels may need to be agreed.

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)	£2,180 (£2,250)	Yes	As per Executive report
Next Financial Year (Year 2)	£1,500 (£2,250)	Yes	As per Executive report
Following Financial Year (Year 3)			

Other financial information relevant to the Recommendation/Decision

Financial benefits for phase 1 were set out in the business plan to be £2.250m of which £2.094 are currently on track for delivery through staffing savings. Forecast 16/17 year expenditure is within budget (£710k revenue, £2.752m capital). However capital spend has proved hard to predict accurately at the start of the project and an underspend of 1.1m has occurred in 16/17. This is required to progress phase 2 (transition, contingency, increased implementation resource) and has been requested as a carry forward.

The total programme will deliver a cost reduction of 4.5million pa. After the required investment this predicts a break even position in 2019/20 and an ongoing reduction each year after.

Cross-Council Implications

This change programme impacts on the whole Council.

List of Background Papers

21st Century Council Business Case – see Executive papers 29 September 2016

Contact Heather Thwaites	Service C21st Programme
Telephone No	Email heather.thwaites@wokingham.gov.uk
Date 8 May 2017	Version No. 1

The Council's New Leadership Structure

As part of phase 1 the Council's leadership structure has been restructured and reduced. The new structure (Chief Executive, Directors and Assistant Directors) is shown in the attached diagram.

The operation of leadership of the Council is currently a blend between those service areas subject of Phase 1 which will be operating in their new shape from June, and those (the majority) service areas that are yet to be reshaped and are within phase 2

Phase 1 – In Place from date

Director of Corporate Services – Graham Ebers

AD Place Commissioning – *Sarah Hollamby*

AD People Commissioning – *Paul Feven (interim)*

Lead commissioners will draw together corporate strategy and priorities to ensure services and programmes are working towards a common set of outcomes. This will include Planning, Highways, Economic Development, Housing, Affordable Housing, Leisure Services and activities that support the Council's priorities for vulnerable adults and children, schools and school place planning, mental health and our Public Health responsibilities. They will design and commission how these outcomes will get delivered including identifying resources, partnerships and managing large scale procurements.

AD Business Services – *Matt Pope*

Responsible for the delivery of all internal support services for the organisation. Including all business services specialist teams: Finance; Legal; HR; Operational Property and Communications, together with internal customer case ownership delivering co-ordinated efficient business support to the organisation.

AD Governance – *Andrew Moulton*

Responsible for co-ordinating and supporting the democratic process including the running of elections together with the shared internal audit and investigations functions and the Council's Monitoring Officer.

Reporting to the Chief Executive:

AD Strategic Property and Commercial Assets - Bernie Pich

Responsible for Wokingham Town Centre Regeneration and the Council's Strategic Property Assets.

Phase 2 – Directors and AD's in place but teams will not be in place until the end of phase 2 – April 2018

Assistant Directors responsibilities will ultimately comprise:

AD Customer and Localities – *Josie Wragg*

Customer Services for the Council's customers and clients – Web-based, telephone and face-to-face 'once and done' resolution of customer enquiries; case management of customer enquiries and

applications and locality delivery based around our libraries and other community hubs in our communities.

AD Delivery and Infrastructure – Mark Cupit

Specialists involved in the Implementation and delivery of the Strategic Development Locations; highway design, delivery and implementation of schemes including planned structural maintenance, street works, and the design and implementation of new infrastructure provision including community facilities, schools, and green infrastructure

AD Place – Clare Lawrence

Specialists involved in Development Management (including heritage, trees and landscape); regulatory services including the shared Building Control and environmental shared service functions and highway and transport network management including asset management, traffic management, road safety, community and public transport management specialists

AD People Services (Children and Young People)- Lisa Humphreys

Specialists responsible for Children and Young People's Social work and early help; delivery of statutory social work and social care services; services for children and young adults with disability including Special Educational Needs, Educational psychology, transition, and occupational therapy; and services for children in care and care leavers including the recruitment and support of foster carers, kinship carers and aligned pathway to adoption services.

AD Education – Jane Winterbone (interim)

Specialists responsible for the virtual school for vulnerable pupils, the delivery of educational responsibilities for children in care and care leavers, educational welfare, children excluded, educated at home: the school improvement function early years to 18 / 25 for children with additional needs; admissions, learning pathways through to employment , apprentice / learning agendas, adult education.

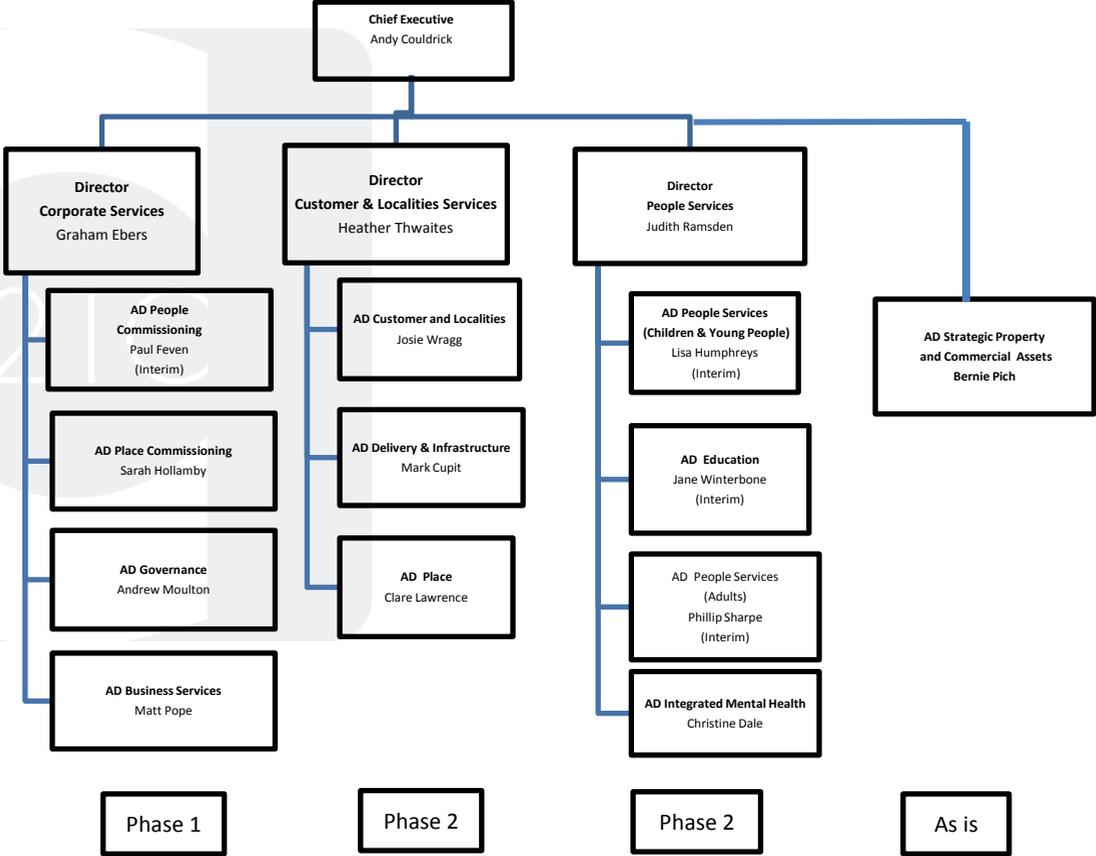
AD People Services (Adults) – Phillip Sharpe (interim)

Specialists ensuring the operational delivery of the Council's statutory adult social care duties (learning disability, physical disability, and older people's services); Care Act assessments provision of personal budgets; care brokerage; support planning and care reviews; assessment and services to carers; adult safeguarding; and prevention services and operational quality assurance for adults and children's services, adult safeguarding service,

AD Integrated Mental Health – Christine Dale

Specialists providing integrated mental health services offering assessment and treatments for people with a severe and enduring mental health needs; ensuring operational delivery of the Council's statutory adult social care duties for older people with mental health needs.

Chief Executive, Directors & Assistant Directors



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Agenda Item 8.

TITLE	Revenue Monitoring 2016/17 – Outturn
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	None specific
DIRECTOR	Graham Ebers, Director of Corporate Services
LEAD MEMBER	To be confirmed

OUTCOME / BENEFITS TO THE COMMUNITY

Effective management of the Council's finances to ensure Value for Money for Council tax payers, tenants and schools.

RECOMMENDATION

The Executive is asked to:

- 1) note the outturn position of the revenue budget and the level of balances in respect of the General Fund, Housing Revenue Account, Schools Block and the Authority's investment portfolio;
- 2) agree the General Fund carry forward requests of £878k as set out in Appendix B to the report.

SUMMARY OF REPORT

To consider the Revenue Monitoring, General fund, Housing Revenue Account, Schools Block and Treasury Management Reports. The Executive agreed to consider Revenue Monitoring Reports on a quarterly basis.

The General fund is reporting a net underspend of £55k, Housing Revenue Account a net in-year surplus of £141k against planned spend of £800k and Schools Block a net in-year deficit of £822k.

Background

General Fund

The table below shows the expected forecast outturn for 2016/17 by Service. An explanation of the major budget variances are shown in Appendix A.

Service	End of Year Position	
	Current Approved Budget	Net over / (under) spend
	£,000	£,000
Chief Executive	5,011	203
Children's Services	33,474	386
Environment	40,974	(290)
Finance & Resources	11,189	(1,283)
Health & Wellbeing	45,100	929
Net Expenditure Total	135,748	(55)

The end of year position represents a General Fund net underspend of £55k, a net favourable movement of £145k (after including the approval of £722k Supplementary Estimate at January Executive) agreed from the last position reported to Executive January 2017.

Material movements from the position reported to the January 2017 Executive include:

Chief Executive service net adverse movement of £243k from January is due to Council wide procurement savings now being reflected in the services rather than against the Council wide procurement target within Chief Executive service.

Children's Services movement of £0 from January included a reduction in home to school transport pressures (£37k) offset by an additional residential placement £37k.

Environmental Services net favourable movement of £210k from January is due to income from Car Parks (£110k), Permits (£90k) and Application Fees (£41k) higher than expected offset partly by additional pressures in consultancy costs and staffing £31k.

Finance & Resources – net favourable movement of £166k from January is due to reduction in debt charges and additional interest on balances offset partly by additional staffing costs and reduction in local land charges income.

Health & Wellbeing – net favourable movement of £12k from January is due to

increased pressures in Adult Social Care costs £415k and Homelessness £8k offset by Housing Benefit overpayment recovery and additional rental income (£226k), Staffing vacancies and efficiencies (£195k) and Optalis Contract Costs (£14k).

General Fund balances as at 31 March 2017 are reported to be £10.035m before requested carry forwards of £878k. Members are asked to approve the carry forwards in Appendix B. Reported General Fund balance following approval would be a net £9.157m.

The Statement of General Fund balance is shown in Appendix C.

Other Funds

The Housing Revenue Account reports a net in-year surplus of £141k. This reflects a favourable movement of £103k from the favourable position reported to Executive January 2017 of £38k. Movement is due to favourable variances in relation to rent collection; staffing & IT savings offset partly by additional reactive maintenance and void costs. The Housing Revenue Account (HRA) balance as at the 31st March 2017 is £5.156m. Shown in Appendix D.

The Schools Block reports a net in-year deficit of £822k. This is an adverse movement of £536k from the position reported to Executive January 2017 of £286k. Movement is due to a favourable variance on high needs allocations due to a special school converting to an academy during the year. This was offset by an adverse variance on fees for pupils at independent special schools and funding for pupil growth. The Dedicated Schools Grant (DSG) reserve balance as at 31st March 2017 is £1.355m. Shown in Appendix E.

The authority's investment portfolio shows current investments of £51.25m being invested by the Council. Shown in Appendix F.

Analysis of Issues

Effective monitoring of budgets is an essential element of providing cost effective services and enables any corrective action to be undertaken, if required. Many of the budgets are activity driven and can be volatile in nature.

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)	General Fund £136m	Yes	Revenue
Next Financial Year (Year 2)	To be determined	Yes	Revenue
Following Financial	To be determined	Yes	Revenue

Year (Year 3)			
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Other financial information relevant to the Recommendation/Decision
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The Council will continue to review cost reduction measures to contain expenditure with the overall budget.

Cross-Council Implications

None

List of Background Papers

None

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Date 16 May 2017	Version No. 1

REVENUE MONITORING REPORT OUTTURN 2016/17

GENERAL FUND SUMMARY

	Year End Position			Details of Year End Variance
	Budget £,000	Actual £,000	Variance £,000	
Chief Executive	5,011	5,214	203	(£50k) Salary Efficiencies, (£130k) Insurance premium savings; £243k Council wide procurement target not captured as savings reflected in services, £140k Customer Services and Digitisation - savings will be achieved through 21st Century Project. Actual outturn includes £129k request to carry forward.
Children's Services	33,474	33,860	386	Increase in placements for Residential and unit cost increases for Fostering Placements £434k, Home to school transport pressures £150k, Recruitment Strategy still to be fully implemented resulting in interims £53k; Income from joint arrangements (£70k), funding of Continued Health Care Shared Service (£154k) and savings from efficiencies across the service (£27k).
Environment	40,974	40,684	(290)	Overachievement of income - car parks (£230k), permits (£90k), searches, street naming & numbering (£70k) partially offset by highways, carriageways & footways planned maintenance net £150k . Actual outturn includes £630k request to carry forward.
Finance & Resources	11,189	9,906	(1,283)	Revenue released through share capital (£685k), Business rates overachieved (£290k), Interest on balances (£166k), Debt Charges (£420k), Shared Legal Services additional income (£50k); Aspire Building dilapidation costs £103k; Concessionary Travel - increase in number of users and rates per bus fare £112k, reduction in Local Land Charges income £95k and additional staffing costs £18k. Actual outturn includes £50k request to carry forward.
Health & Wellbeing	45,100	46,029	929	Impact of the continued increase in homelessness within the borough £208k, continued impact of the care act changes resulting in increased pressures in adult social care £623k (domiciliary care £653k, nursing care (£254k), Residential care £294k and other care services (£70k)), additional Optalis Contract costs £450k offset by staffing vacancies and efficiencies (£195k), recoverable Housing Benefit overpayments and additional rental income (£226k). Actual outturn includes £69k request to carry forward.
Total	135,748	135,693	(55)	

Note - Actual figure includes carry forward request amounts.

REVENUE MONITORING REPORT OUTTURN 2016/17

GENERAL FUND SUMMARY - CARRY FORWARDS

Service	Budget Description	Reason for Carry Forward	Amount £
Chief Executive	21st Century Council Project	18 month programme October 2016 - April 2018. Majority of spend attached to implementation will fall in 17/18. This will see the profile of spend align with the delivery of the programme.	119,120
Chief Executive	Shared Service - Audit & Investigation	Completion of audit plans, which are behind schedule for both partner authorities due to impact of 21st Century Council project on productive days available.	10,000
Chief Executive Total			129,120
Environment	Local Plan Review	To ensure that evidence base is as up-to-date as possible prior to submitting plan to Planning Inspectorate, and to align with other authorities evidence and plan progress.	440,000
Environment	Dinton Pastures Country Park	Invest to save, process of investigating options is ongoing.	100,000
Environment	Waste & Minerals	To ensure that the budget is profiled in line with the timetable for the Minerals and Waste Plan.	90,000
Environment Total			630,000
Finance & Resources	HR Training	Support the implementation of the 21st Century Change Programme.	50,000
Finance & Resources Total			50,000
Health & Wellbeing	Optalis Contract	Delayed start of a 2 year consultancy contract with Optalis which started in July 2016, instead of the contracted date of April 2016.	69,000
Health & Wellbeing Total			69,000
16/17 Carry Forward Requests Total			878,120

REVENUE MONITORING REPORT OUTTURN 2016/17

STATEMENT OF GENERAL FUND BALANCE

	£,000	£,000
General Fund Balance (as at 31/3/2016)		(10,370)
<u>Supplementary Estimates</u>		
January 2016 - Health and Wellbeing	722	722
<u>Carry Forwards from 2015/16</u>		
Chief Executive	50	
Children's Services	0	
Environment	496	
Finance & Resources	0	
Health & Wellbeing	0	
	546	
<u>Service Variance (excluding 16/17 carry forwards)</u>		
Chief Executive	74	
Children's Services	386	
Environment	(920)	
Finance & Resources	(1,333)	
Health & Wellbeing	860	(933)
General Fund Balance 31/3/2017 - Before Carry Forwards		(10,035)

16/17 Carry Forward Request Total

878

General Fund Balance 31/3/2017 - After Carry Forwards

(9,157)

REVENUE MONITORING REPORT OUTTURN 2016/17

HOUSING REVENUE ACCOUNT (HRA)

Department	Year End Position			Details of Year End Variance
	Budget	Actual	Variance	
	£,000	£,000	£,000	
Capital Finance	7,499	7,492	(7)	No material variance.
Fees & Charges / Capital Finance Charges	(30)	(34)	(4)	No material variance.
General Management	1,511	1,511	0	No material variance.
Housing Repairs	2,542	2,700	158	Reactive maintenance overspend £126k, void property jobs completed in year overspend £167k, waste management contract overspend £14k; offset by the reduction in spend on heating repairs & maintenance due to continued capital investment (£91k), new ground maintenance contract in year efficiency (£38k) and capitalisation of staff salaries involved in capital projects (£20k).
Other Special Expenses	174	123	(50)	Staffing vacancies in the Community Development Team (£32k) and lower than anticipated expenditure on community projects (£18k).
Rents	(15,164)	(15,255)	(91)	Transfer of rental income for Wokingham Housing Limited not in original budget £121k; additional administration income from sale of council properties (£17k), offset by a reduction of the provision for bad debts (£195k).
Sheltered Accommodation	258	110	(148)	Staffing vacancies (£26k), welfare payments receipts for sheltered accommodation tenants (£37k), additional recoverable service charges received in year (£30k), delay in special projects due to staff vacancies (£27k) and lower than anticipated utility bills due to a mild winter (£27k).
Net Expenditure / (Income)	(3,211)	(3,352)	(141)	
Internal and Capital Charges	4,011	4,011	0	
Total	800	659	(141)	

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HRA Reserves	
HRA Reserves brought forward 1st April 2016	(5,815)
16/17 Actual Expenditure / (Income)	659
HRA balance as at 31st March 2017	(5,156)

REVENUE MONITORING REPORT OUTTURN 2016/17

SCHOOLS BLOCK MONITORING REPORT

	Year End Position			Details of Year End Variance
	Budget	Actual	Variance	
	£000	£000	£000	
Schools Block				
Total Individual Schools Budgets & Early Years Allocations	111,817	111,257	(560)	High Needs Block allocations lower than budgeted largely due to special school converting to academy during the year
Total Central Expenditure	13,696	14,592	896	Overspend largely consists of Fees for pupils at independent special schools and funding for pupil growth in new academies.
Total Schools Budget Expenditure	125,513	125,849	336	
Total Schools Block Funding Income	(125,200)	(125,027)	173	Overall income slightly lower than budgeted
Total in-year (surplus)/ deficit	313	822	509	
Brought Forward (surplus) / deficit balance	(1,151)	(2,177)	(1,026)	**£2.177 million Reserves brought forward includes an in year adjustment of £1.081m for additional in-year DSG income which was received after the 2016/17 Schools Budget had been set (as discussed/agreed at May 2016 Schools Forum)
Total Year End (Surplus) / Deficit	(838)	(1,355)	(517)	

Schools Block Reserves	
Opening Balance at 1 April 2016	(2,177) ** see adjustment above
Total in-year deficit	822
Closing Balance - Schools Block balance as at 31 March 2017	(1,355)

REVENUE MONITORING REPORT OUTTURN 2016/17

CURRENT INVESTMENT PORTFOLIO

Institutions	Amount	Rate	Date Deal made	Maturity Date	Trade Date	Broker
Blaenau Gwent County Borough Council	3,000,000	0.58%	24/05/2016	16/05/2017	16/06/2016	Tradition
Conwy County Borough Council	3,000,000	0.38%	03/11/2016	02/11/2017	30/11/2016	Tradition
Corby Borough Council	3,000,000	0.60%	16/06/2016	15/06/2017	04/07/2016	Tradition
Eastleigh BC	5,000,000	0.54%	09/06/2016	18/04/2017	15/07/2016	Tradition
Lancashire CC	5,000,000	0.58%	09/06/2016	04/05/2017	09/06/2016	Tradition
Leeds BS	2,000,000	0.43%	24/01/2017	24/07/2017	26/01/2017	Tradition
Leeds CC	5,000,000	0.35%	28/09/2016	01/09/2017	01/11/2016	Tradition
London Borough of Enfield	4,000,000	0.40%	01/12/2016	28/11/2017	01/12/2016	Tradition
North Ayrshire Council	3,000,000	0.60%	04/04/2016	03/04/2017	11/04/2016	Tradition
Salford CC	3,000,000	0.35%	04/08/2016	26/06/2017	25/08/2016	Tradition
Suffolk County Council	3,000,000	0.35%	06/10/2016	14/09/2017	06/10/2016	Tradition
Institutions Total	39,000,000					

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Daily Money Market Funds	Amount	Rate
Invesco	5,000,000	Variable
Deutsche Global (Henderson)	4,500,000	Variable
Goldman sachs	2,750,000	Variable
Money Market Funds Total	12,250,000	

Total Current Investments	51,250,000
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TITLE	Capital Outturn Report 2016/17
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	None Specific
DIRECTOR	Graham Ebers, Director of Corporate Services
LEAD MEMBER	To be confirmed

OUTCOME / BENEFITS TO THE COMMUNITY

Effective and safe use of our resources to deliver service improvements and service continuity through capital investments

RECOMMENDATION

The Executive is asked to:

- 1) note the Capital Outturn and committed carry forwards (for 2016/17) – Appendix A;
- 2) approve the carry forwards for schemes which are awaiting contractual commitment (totalling £1.129m) detailed in Appendix B);
- 3) Note that the overall value of the 2017/18 capital programme has increased due to the receipt of ring fenced capital grant, for Early Years for £387k.

SUMMARY OF REPORT

The report informs members of the outturn and performance of the capital programme for 2016/17. (See appendix A for breakdown of expenditure). This shows a total investment delivered services of £78m which a growth of 59% from the previous year. The projects were delivered overall in budget. The final outturn budget performance was a £3.8m underspend.

Budget

£'000	
MTFP Approved Budget 16/17	84,657
C/Fwd from 15/16	62,444
In year Funding Movements	3,556
Total budget	153,057

The in-year movements are summarised below:

£'000

In- year movements	
New scheme to upgrade Woodley Precinct	273
New schemes / Additional funding for social housing schemes (HRA funded included Right to buy receipts)	532
New schemes / Additional funding for new and improvements to highways schemes	407
New schemes / Additional funding for new schools, expansions and improvements	2,893
New schemes / Additional funding for sport, leisure and play area's schemes	806
New schemes / Additional funding for various small schemes under £450k	845
Total	5,756

Outturn

£'000	
Total Budget	153,056
Actual Expenditure	76,883
Proposed C/Fwds	72,340
(Underspend) / overspend	(3,833)

Background

The 2016/17 Expenditure of £76.883m was spent on the following areas.

**Actual
Expenditure
2016/17**

	£'000
Schools	27,920
Town Centre Regeneration	13,032
Wokingham Housing Limited	10,887
Social Housing	6,833
Highways and Maintenance	2,806
Road & Highways infrastructure improvement scheme	2,653
Strategic Development	2,374
Leisure facilities	2,187
IT Systems (including hardware/software)	1,652
Special Education Needs	1,265
Safety / Crash Barriers	1,258
Street Lighting Asset Replacement & column testing	929
Highway Bridges	642
Strategic Assets	615
Mandatory Disabled Facility Grants	381
Wokingham Libraries	226
Cycle infrastructure improvement scheme	205
Country parks & play areas	158
Improve educational attainment and focus on every child achieving their potential	150
Solar and Renewable Energy Systems	141
Flood Alleviation / Drainage	138
Waste Collection Strategy	84
Enhancing Provision for Children & Young People with Disabilities	81
Civil Parking Enforcement	78
Borough parking schemes	65
Youth provision	62
Provision for Super-Fast Broadband	24
ICT Equipment for children in care	19
Highways Footway Structural Maintenance & improvement	18
Grand Total	76,883

Analysis of Issues

The analysis of capital spend 2016/17 is shown in Appendix A. Where there have been contractual commitments to schemes these unspent funds are carried forward automatically totalling £71.21m see appendix A table 2.2). A summary of schemes not currently contractually committed which are seeking approval to carry forward into 2017/18, totalling £1.129m are detailed in appendix B.

We have been notified of the following ring fenced capital grant to be received by the Council in 2017/18:-

Early Years Capital Fund (EYCF) for £387k to third party providers for particular capital build projects to provide free childcare for working parents of 3 and 4-year-olds.

These ring fenced grants are to be added to the capital programme, and must be spent in accordance with the specific activities required by the grant, or would otherwise need to be returned to the government.

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)	£76.883m	Yes	Capital
Next Financial Year (Year 2)	£72.340m	Yes	Capital
Following Financial Year (Year 3)			

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

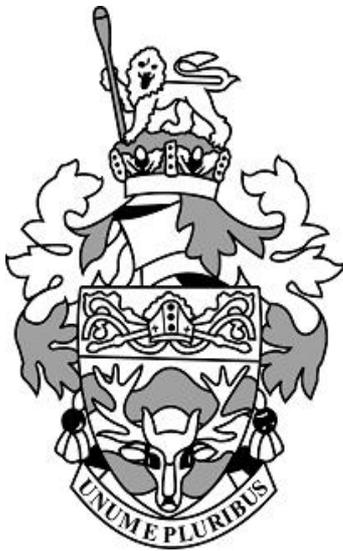
None

List of Background Papers

Appendix A – Main report
Appendix B – Carry Forwards

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Date 12 May 2017	Version No. 4

WOKINGHAM BOROUGH COUNCIL



WOKINGHAM BOROUGH COUNCIL

CAPITAL PROGRAMME

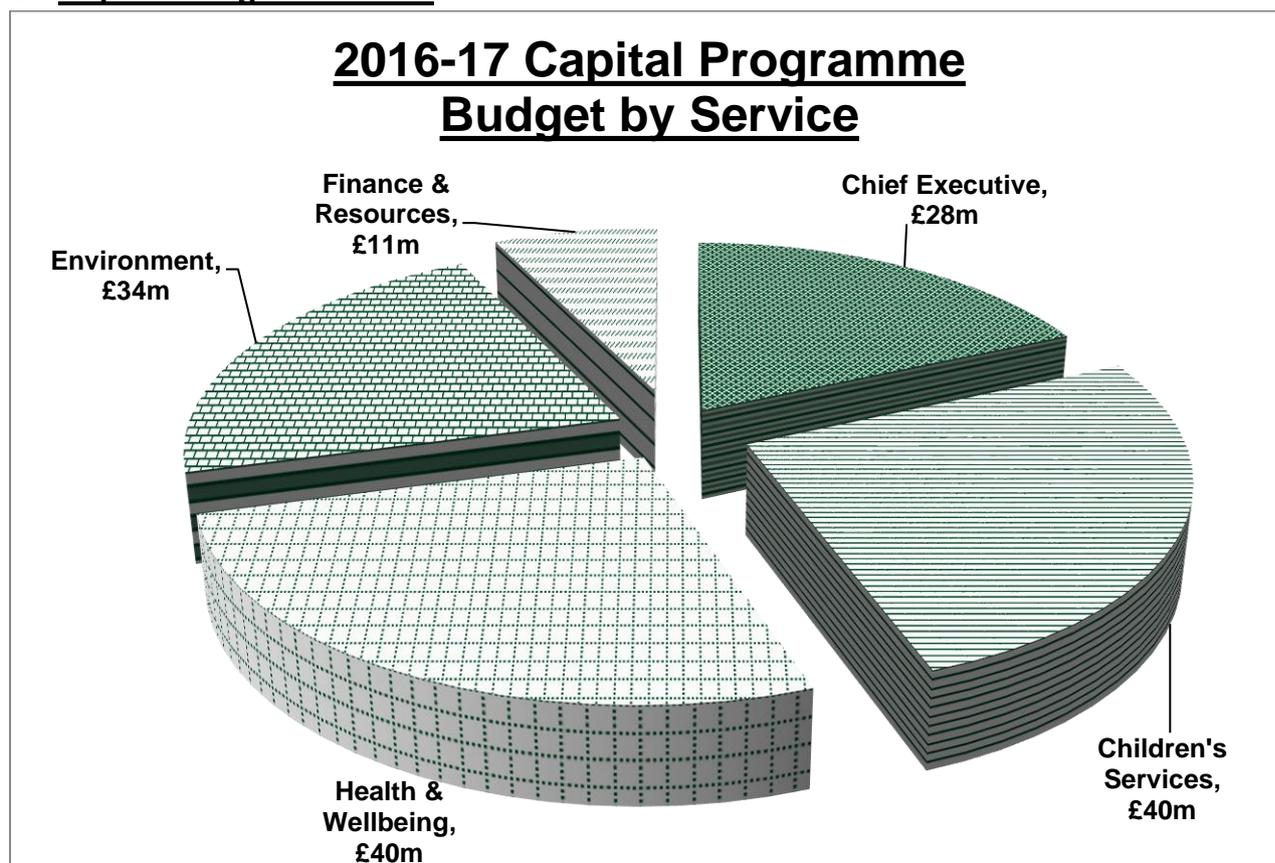
2016/2017 OUTTURN REPORT

**WOKINGHAM BOROUGH COUNCIL
Capital Programme 2016/17 Outturn**

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1.0 Capital Budget structure



The breakdown by service of the total programme budget for 2016/17 of £153m is shown in the table 1.1 below.

Table 1.1

	MTFP Approved Budget 16/17	C/Fwd. from 16/17	In year Funding Movements*	Total budget £
	£'000	£'000	£'000	£'000
Service				
Chief Executive	10,703	14,532	2,761	27,996
Children's Services	23,699	14,429	2,062	40,190
Health & Wellbeing	14,955	23,568	1,633	40,156
Environment	25,995	7,343	354	33,692
Finance & Resources	9,305	2,773	(1,054)	11,024
Total	84,657	*62,645	5,756	153,058

Note: * This funding movement is for new schemes, additional funding for current schemes and to release WBC/unring-fenced grants for use in future years.

2.0 Financial summary

The performance of the actual compared with the budget by service is shown below:

Table 2.1

Service	Budget (Inc.15/16 C/Fwd.) £'000	Actual Expenditure 16/17 £'000	Proposed C/Fwd. to 17/18 £'000	(Under) / Overspend £'000
Chief Executive	27,996	13,971	14,025	0
Children's Services	40,190	29,213	10,729	(248)
Health & Wellbeing	40,156	18,900	17,843	(3,414)
Environment	33,692	13,672	19,878	(140)
Finance & Resources	11,024	1,127	9,865	(31)
	153,058	76,883	72,340	(3,833)

A breakdown of carry forwards by type across the service is as follows:

Table 2.2

Service Unit	Previously re- profiled to 17/18	Committed*	Uncommitted	Proposed C/Fwd. to 17/18
£'000	£'000	£'000	£'000	£'000
Service Unit				
Chief Executive	7,936	6,089	0	14,025
Children's Services	981	9,459	289	10,729
Health & Wellbeing	2,502	15,067	274	17,843
Environment	11,591	7,892	395	19,878
Finance & Resources	8,193	1,501	171	9,865
	31,203	40,008	1,129	72,340

Note: * This includes legally committed expenditure and ring-fenced funding allocated to specific schemes.

Table 2.3

In December 2016 the projected year end outturn was £164k underspend. This has increased to an under spend of £3.833m at the end of March 2017. See table below:

	December (under)/ overspend £'000	Year-end (under)/ overspend £'000	Variance £'000
Service			
Chief Executive	0	0	(0)
Children's Services*	(122)	(248)	126
Health & Wellbeing**	13	(3,414)	3,427
Environment	(66)	(140)	74
Finance & Resources	10	(31)	42
Total	(164)	(3,833)	3,669

* Increase in of £20k for school kitchens underspend, a £40k underspend in discretionary disabled facilities grants, £31k underspend on basic need programme and other various small underspend.

** Please see comments for table 2.4

A further breakdown of these under and overspends is shown in table 2.4, on the following page.

Table 2.4

Asset Type	(Under) / Overspend £'000
Country parks & play areas	(16)
Cycle infrastructure improvement scheme	22
Enhancing Provision for Children & Young People with Disabilities	(40)
Highway Bridges	(16)
Highways and Maintenance	113
Highways Footway Structural Maintenance & improvement	(106)
Investment in Special Education Needs Provision	(0)
IT Systems (including hardware/software)	(13)
Leisure facilities	(8)
Mandatory Disabled Facility Grants	(2)
Road & Highways infrastructure improvement scheme	88
Safety / Crash Barriers	(94)
Schools	(197)
Social Housing*	(1,915)
Solar and Renewable Energy Systems	(34)
Strategic Assets	(45)
Strategic Development	(54)
Street Lighting Asset Replacement & column testing	(47)
Supported Living Accommodation**	(1,403)
Waste Collection Strategy	(66)
Youth provision	(1)
Total	(3,833)

* The procurement of three principle capital contracts, windows, external decorations and electrical work were delayed due to reduced staff resource. This funding is ring-fenced for HRA services, and so and under-spend will return to the HRA capital reserve.

** Planned project in 2016/17 was initially delayed into 2017/18. Late in 2016/17 it was determined it couldn't go ahead due to lack of capacity and competing priorities (including projects at Tape Lane and Gorse Ride which will require HRA funding for decants and other associated tenant costs), this has resulted in the full budget of £1.4m being offered as a saving (with the funding returning the HRA capital reserve).

Proposed capital carry forwards from 2016/17 to 2017/18

Please find in the following table the proposed uncommitted capital carry forwards:

Service	Description	Proposed Cfwd £'000
Children's Services	Oaklands Jnr. Sch - Fire Prevention Works - General	10
Children's Services	Ambleside Centre - New Air Conditioning System - General	10
Children's Services	Emmbrook Jnr - Upgrade electrical supply - General	20
Children's Services	Bulmershe Comp - new curtain walling, in English block & stairwell area - General	120
Children's Services	Hatch Ride Primary - asbestos removal - General	30
Children's Services	Schools Access - Unallocated (Bfwd 2011-12) - General	18
Children's Services	School Kitchens	60
Children's Services	New Secondary School in South-West to Meet Demand Due to SDL and Other Developments	22
Environment	Traffic Signal Schemes 17/18 - Design	25
Environment	Provision and Installation of Air Quality Monitoring Equipment	10
Environment	Car Park Entry/Exit Barriers - Feasibility- general	250
Environment	Local Safety Schemes 15/16 - LSS - Eversley Road, Arborfield	40
Environment	Traffic Signal Schemes 16/17 - Shute End/Rectory Rd	70
Finance & Resources	Strategic Capital Reserve	81
Finance & Resources	Risk Based Verification Software	90
Health & Wellbeing	Live Well Rehab Gym - Equipment - General	23
Health & Wellbeing	Extra care/Enhanced sheltered housing	250
		1,129

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Agenda Item 10.

TITLE	Proposed Shared Emergency Planning Service
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	None specific
DIRECTOR	Graham Ebers, Director of Corporate Services
LEAD MEMBER	To be confirmed

OUTCOME / BENEFITS TO THE COMMUNITY

A resilient and cost effective emergency planning response.

RECOMMENDATION

The Executive is asked to agree that WBC continue with its existing shared service arrangements with Reading Borough Council (RBC), with a continuation agreement up to May 2020.

SUMMARY OF REPORT

This paper sets out the options of a proposed Shared Service for Emergency Planning across Berkshire (excluding RBC), and the continuation of the current shared services arrangements with RBC alone. The Berkshire Wide shared service proposal builds on a detailed business case that was prepared by BGG Associates in 2015. The RBC option is based on current arrangements.

In seeking agreement from respective Berkshire Authorities, RBC has made a decision not to join the Berkshire Wide arrangement. This means the shared service they have with WBC is able to continue in the same way. The option, to continue with RBC, should be considered against the Berkshire Wide proposal.

The shared service arrangement with RBC has a known cost and is known in terms of how it operates. It currently enables WBC to discharge its Emergency Planning functions in an effective manner. Although the broader Berkshire-wide shared service will provide a more significant collective resource, the costs are already £8k p.a. higher (which may increase when reworked with only 5 of the Berkshire Authorities) and the service WBC will receive is unknown (with each Authority seeking to ensure its particular Emergency Planning requirements are discharged).

Background

The Emergency Planning arrangements in Berkshire have remained largely unchanged since they were established in 1998. Each unitary authority has its own dedicated resource with informal joint working being established through a Memorandum of Understanding (MOU) which is reviewed annually. Over time the staffing resources devoted to the function have diminished. This has created resilience issues and undermined the MOU. This has led to renewed interest in a potential Shared Service.

WBC has in recent years entered into a shared service arrangement with RBC which provides access to two of their staff, to discharge our Emergency Planning responsibilities. In exploring the Berkshire wide appetite for a combined shared service, RBC have decided not to enter into a County Wide service. This means that two shared service options are open for to WBC for consideration: the Berkshire Wide (now 5-way) and the continuation with RBC.

The Proposals

(i) Berkshire Wide

The proposed Berkshire Wide Shared Service would be based on the Lead Authority model comprising of 5 fte with a team in Berkshire East and one in Berkshire West (Appendix A, 5.2 - 5.6). The manager would be based in the Lead Authority which is proposed to be West Berkshire. Under this proposal the Lead Authority would be responsible for the shared service, i.e. Emergency Planning, Business Continuity and Out of Hours Co-ordination. An agreement would take form of a collaboration agreement and governance would be through the Berkshire Chief Executives' Group.

The budget for the Shared Service would be around 7-10% less than the current Berkshire Wide cost. The contribution to be made by each authority would be based on a combination of population share and inherent risk. If approved by all six authorities, a tentative start date of 1 October 2017 has been proposed.

A collaboration agreement between the six unitary authorities will set out what will be provided by the Lead Authority to others. It is intended that the governance under the agreement would be through the Berkshire Chief Executives' Group. The Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Co-ordination (where appropriate), to all six unitary authorities. A Joint Team of 5 fte will be established. The Team Manager will be based in the Lead Authority. Two teams of 2 fte will be based in Berkshire West and Berkshire East. It is proposed that no fixed base is established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities. The budget for the service is set for the first year at £371k and apportioned to each unitary authority as an annual payment. The cost to WBC would be approximately £60k p.a.

In the process of seeking the 'sign up' of the 6 Berkshire Authorities, RBC has expressed a desire to continue with their current internal arrangements. The other 4 authorities have made a decision to join the shared arrangement. The Berkshire Wide arrangements will therefore need to be reworked on the basis of 5 Authorities, or 4 Authorities if WBC continues with the current shared arrangements with RBC. The impact of reducing the number of participants from 6 is not known at this stage.

(ii) RBC Shared Arrangement

The Emergency Planning functions covered by the Berkshire Wide proposal are currently discharged through a shared service agreement with RBC who have offered to extend this arrangement from May 2017 to May 2020. The current fee would not increase in year 1 and a Retail Price Index uplift would be applicable in years 2 and 3. The total Emergency Planning cost under this model, including an Out of Hours service, is approximately £52k p.a.

Analysis of Issues

Financial

The Berkshire Wide proposal is largely based on improved resilience and on creating a function which is felt to be better managed at a county level. Savings have therefore not been the driver. On its establishment, the new arrangements would cost the Council approximately £8k p.a. more than under the current arrangements with RBC. This is likely to increase when the arrangements are re-worked based on 5 Authorities.

Policy

There are no policy implications for the Council. It should be noted that the Berkshire Wide proposal is for West Berkshire Council to act as the Lead Authority.

Personnel

If the Berkshire Wide approved, up to three staff may be transferred under TUPE to West Berkshire Council. There would be no change under the existing commissioned arrangements with RBC.

Legal

The powers to share services arise from Sections 101 and 102 Local Government Act 1972 and Sections 9EA and 9EB Local Government Act 2000 (as amended) for executive functions. The legislation is supplemented by the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012/1019. These Regulations specify who is authorised to agree the shared services arrangements.

Inter authority collaboration agreement will need to be put in place and agreed between the authorities prior to the new Berkshire Wide Shared Service starting, to set out what will be provided by the lead authority to others. Under the RBC arrangement, a 3 year continuation of service would be procured from them in the same way as the current arrangements with them were secured.

Risk Management

The new Berkshire wide model will bring greater overall resilience, and should provide stronger leadership at county level. There will however no longer be a dedicated emergency planning resource to each authority. Resources will be deployed to where they are needed. The operations of the new Berkshire wide model will need to be established and governed, to ensure the expectations of the relevant Authorities are managed and delivered upon. Under the RBC arrangement, supplementary agreements

with other Authorities can enhance resilience if and when this was considered necessary.

Conclusion

The proposal for a Shared Service for Emergency Planning across Berkshire has been put forward on two occasions and rejected. Resilience issues have prompted a third attempt and it is this proposal which is put forward in this paper. Significant savings have never been a realistic prospect although this paper proposes an 8% reduction in the current costs. The main driver behind this proposal is improved effectiveness through being able to allocate resources more effectively to where they are needed, reducing duplication of effort and providing more effective leadership across the county. This proposal will need to be reworked based on RBC’s decision to continue with their internal arrangements. This is likely to be an increase to the initially proposed £60k when based on 5 Authorities, but this is not known at this stage.

The RBC offer is a known arrangement as it has been in place for several years. The cost is approximately £8k p.a. cheaper than the Berkshire Wide offer based on the 6 Authorities. Costs are likely to increase when figures are reworked based on 5 Authorities. The Berkshire Wide proposal potentially provides greater resilience and a more integrated Berkshire Wide approach and presence at strategic Emergency Planning forums. However it also generates increased cost and relative uncertainty in terms of how the arrangements will work out in practice, particularly in the context of competing demands from the other partners in the arrangement. There may also be hidden costs associated with the Berkshire Wide arrangements, for example combining the current diverse IT infrastructure and associated technology.

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)	£52k	Y	R
Next Financial Year (Year 2)	£52k	Y	R
Following Financial Year (Year 3)	£52k	Y	R

Other financial information relevant to the Recommendation/Decision

For comparison the figures for both shared service proposed arrangements ignore inflationary uplift.

Cross-Council Implications

The emergency response will continue to be discharged adopting a Council Wide approach when necessary.

List of Background Papers

A proposed Shared Emergency Planning Service for Berkshire – Supporting Information.
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Berkshire Wide proposal Equality Impact Assessment – stage 1.

Both the above have been produced by West Berkshire Council.
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Date: 15 May 2017	Version No. 1.1

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A Proposed Shared Emergency Planning Service for Berkshire – Supporting Information

1. Introduction

- 1.1 The purpose of this paper is to set out in summary what is being proposed with regard to a shared service for Emergency Planning in Berkshire. It varies in what was put forward in a business case prepared by BGG Associates and presented in December 2015, largely in terms of cost and associated staffing structure. This revised proposal was approved by the Berkshire Chief Executives at their December 2016 meeting and is now subject to Executive approval at each of the Unitary Authorities.
- 1.2 The original business case prepared by BGG Associates in 2015 was based largely on improved resilience as opposed to financial savings. Only four unitary authorities supported it and it was taken no further. The 2015 business case followed an earlier business case which was put together by the Berkshire Improvement and Efficiency Partnership in 2009. This was based on the assumed delivery of financial savings. The business case could identify no significant savings through the creation of a shared team and it was subsequently abandoned.
- 1.3 Interestingly, when the 2009 business case was prepared the total cost of the Emergency Planning function in Berkshire was estimated to stand at just under £600k. In the intervening period, budget reductions, largely in the form of staff reductions, have reduced the net budget to an estimated £404k in 2014/15. The shared service proposal set out in this paper is based on an assumed budget of £371k.
- 1.4 There remains significant interest from some partners, notably Royal Berkshire Fire and Rescue Service (RBFRS), in joining a shared service. This had been discounted from this paper which focuses only on sharing amongst the six unitary authorities. Wider engagement is however a real option going forward should it be seen as desirable.

2. Key Issues

- 2.1 The BGG report highlighted what it saw as a number of key issues which were undermining the effectiveness of the current service across Berkshire. They were;
 - a lack of resilience in each authority due to a reliance on one or two key individuals. Where vacancies or prolonged absences occurred, the individual authority was seen as vulnerable in the event of an incident, and the shared planning workload inevitably fell more heavily on the officers in post with other authorities;
 - no managerial resource empowered to drive through initiatives to deliver standardisation and improve efficiency. This resulted in duplicated work, wasted resource and the parties moving at the speed of the slowest;

- a disparity in the resourcing of Emergency Planning between some of the Councils, resulting in the cost of multi-agency work being funded inequitably;
- a lack of a career structure/personal development framework with opportunities for succession planning to aid retention;
- multiple points of contact for communication with partner agencies.

- 2.2 In conclusion, the BGG report stated, 'whilst the Emergency Planning officers have demonstrated a high level of professional commitment and a willingness to work together, the lack of overall management and the inequitable funding arrangements across the partners have resulted in wasted effort and, overall, an ineffective use of resources'.
- 2.3 Little has changed since these issues were highlighted by BGG over 12 months ago. In fact, in some respects, the situation has deteriorated further with more gaps now evident in the staffing structure.
- 2.4 The fundamental basis on which the service was originally structured in 1998 does now need to be questioned both in terms of its effectiveness and sustainability. The original model was based on each Unitary Authority (UA) having its own dedicated Emergency Planning resource with a range of activities being shared and these being managed through a Memorandum of Understanding. A key element of this approach was the retention of a local presence. Whilst this brings some reassurance to individual authorities, it must now be questioned whether such an approach is affordable.
- 2.5 It could also be questioned whether such a model is the most effective. It has led to a somewhat fragmented approach across the County, in a Service where a consistent and unified response is often particularly important. Leadership is vague and, in an area where engagement with partners and the Thames Valley Local Resilience Forum (TVLRF) is important, this has become an increasing problem and concern.

3. The Service – what needs to be delivered

- 3.1 The local authority Emergency Planning function is driven by the requirements of the Civil Contingencies Act within which there can be seen to be seven key requirements;

1. *Assess the risk of emergencies occurring and use this to inform contingency planning*

This is largely done at a Thames Valley level although each UA will carry out an overview of their own risks which would usually contribute to the Corporate Risk Register. There is a TVLRF Risk Group that produces an LRF Risk Register which is kept regularly updated. This Group has until recently been chaired by Reading BC.

2. *Put in place emergency plans and maintain those plans for the purpose of ensuring that if an emergency occurs, or is likely to occur, the person or body is*

able to perform its functions.

Plans are developed based on legislative requirements or identified risk. Some are based on specific requirements e.g. the need for an emergency mortuary – others are based on specific geographies most notably Berkshire and the Thames Valley. Each local authority has a Major Incident Plan which seeks to provide an authority specific overarching response in the event of a major incident. In Berkshire responsibility for the development of many Plans is designated to a specific UA within the Memorandum of Understanding.

Perhaps the most visible element of Emergency Planning is when there is actually an emergency. From a local authority perspective the function will usually be the first ‘port of call’ and is seen as performing an essential coordinating role. In addition to assisting with the response to the emergency, the local authority also takes the lead in recovery work in relation to any major incident. This role will fall to emergency planning to coordinate.

3. *Put in place business continuity management arrangements*

With the exception of West Berkshire, this role is undertaken by Emergency Planning. At the moment it sits outside of the scope of the proposed shared service. The responsibility lies both internally within the Council and more broadly within the wider business community.

4. *Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency*

Each UA will do this to some degree through their own website, but this is an activity that is also supported through the LRF which has its own groups that develop and support this area of work. A range of leaflets are also produced both locally and at LRF level.

5. *Share information with other local responders to enhance coordination*

Given the local geography there is an extensive and fairly complex governance structure focused around Berkshire based activities and more extensive LRF activities which have a Thames Valley focus. There are a wide range of LRF sub groups which are in the process of being consolidated. At the moment these Groups tend to be disproportionately resourced by Berkshire EPOs which is an issue which has been raised at the LRF and is currently being reviewed.

6. *Cooperate with other local responders to enhance coordination and efficiency*

As above.

7. *Provide advice and assistance to businesses and voluntary organisations about business continuity management*

This is largely done through UA websites and through the Berkshire Business Continuity Forum.

3.2 It is clear from the above that a significant amount of this work is already being undertaken jointly and through the MOU. There are further opportunities to 'join things up' and thereby improve effectiveness – the collective preparation of Major Incident Plans being just one example.

4. Critical Success Factors

4.1 BGG's report highlighted the following success factors. Each of these was delivered by BGG's original shared service proposal but the lower cost proposal outlined in this report does potentially increase the risk of delivering on some of them;

- 1) *Enhanced resilience* – a shared team will allow resources to be deployed much more effectively to where they are needed rather than rely on mutual aid arrangements. Under the revised arrangement reducing the Team from 6.5 FTE to 5 FTE will weaken this resilience although it could be argued that it is better than the current arrangement where there are 4.5 FTE located in just four authorities with two of those already operating a shared arrangement; (the 4.5 fte actually provides more than emergency planning);
- 2) *Enhanced effectiveness* – there is considerable scope to reduce or eliminate duplication most notably in plan development, training and exercising and in attendance at meetings. A shared service, even a smaller one, should still deliver these benefits through the appointment of a single manager. At present leadership is diffuse and all but non-existent at a strategic level;
- 3) *Strengthened mutual aid arrangements* – this will be much more easily coordinated in a shared arrangement;
- 4) *No increase in costs* – the original BGG proposal delivered a small saving going forward. This revised proposal would deliver a more significant saving overall, although the distribution of those savings varies significantly depending on the UAs current financial contribution to emergency planning;
- 5) *Local presence* – the original proposal allowed for a local presence in each Authority since it comprised 3 teams of 2 (or 1.5 FTE in one case) plus a manager. This will not be possible under the revised lower cost arrangement set out in this report. The proposal in this report is to create 2 teams of 2 FTE with one being based in Berkshire West and the other in Berkshire East. The Team Manager would be based within the Lead Authority. Each Authority will need to be comfortable with this. Under the new arrangement there will not be an Emergency Planning resource sat in each of the six Council offices five days a week.
- 6) *Enhanced working relationships with the Thames Valley Local Resilience Forum (TVLRF) and Berkshire Resilience Group (BRG)*. The appointment of a single manager should greatly enhance these relationships. Berkshire is not acting as one and in the arena of Emergency Planning where planning and operational work is increasingly undertaken across a Thames Valley geography this is increasingly important. There are

significant efficiencies that could be achieved at Local Resilience Forum (LRF) and Berkshire Resilience Group (BRG) meetings by rationalising the attendance of Emergency Planning officers. This would bring savings in time and money and the added benefit of Berkshire speaking and acting with one voice.

5. Initial Recommendations from BGG Report

5.1 The original BGG report made a number of recommendations which are reflected below. Most but not all would appear to be appropriate to the revised proposal that is set out in this paper;

- (a) *The six unitary authorities in Berkshire set up a shared Emergency Planning Service governed by a Joint Committee.*

At this time this is considered to be unnecessary and it is proposed that governance at a strategic level is undertaken through the Berkshire Chief Executives' meeting. A more formalised arrangement is probably going to be required to effect this.

- (b) *The Joint Committee appoints an officer group to act as an operational board for the shared service*

This is also not considered necessary at this time. Quarterly meetings with the Team Manager either collectively or individually would provide the necessary operational link between the Shared Service and each of the six unitary authorities.

- (c) *A host authority is agreed to employ the team and provide support services as appropriate*

The Berkshire Chief Executives have suggested that West Berkshire acts as the Lead Authority since it currently has that role for trading standards, environmental health and licensing for a number of Berkshire authorities. It is proposed that eligible staff joining the Shared Team would TUPE to West Berkshire Council.

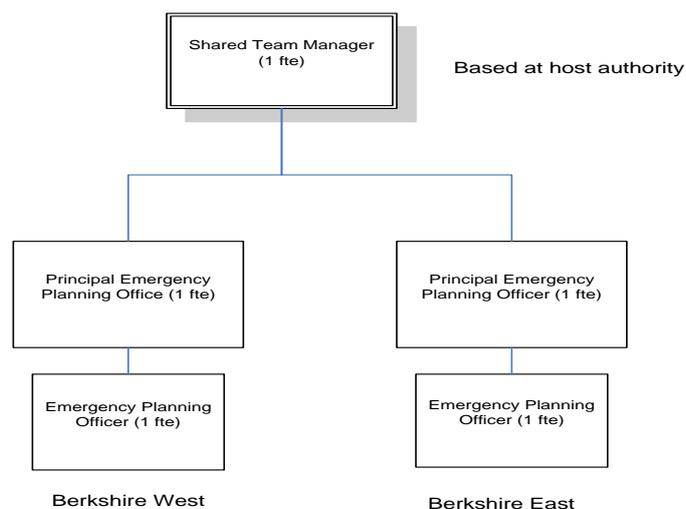
Staffing Structure

5.2 The implications of a lower cost model are that there will be fewer staff. The original model was for two officers to be assigned to two UAs (in one case 1.5 fte) plus a team manager. The new model proposes 2 officers for three authorities with a team manager working within the host authority.

5.3 The appointment of a team manager is seen as key. BGG comment 'appointing the right manager with the required skill set/experience to motivate the team and with sufficient influence and access to decision makers will be critical to the success of the enterprise. It will be important for the 'business need' to drive the selection approach to ensure that the new service gets the right person to lead the implementation. If this fails the subsequent change will be put at risk.'

- 5.4 The overall proposed staffing structure is set out in Fig 1. It is proposed that existing staff are transferred under TUPE. Table 2 includes some indicative staffing costs which have been used to build the indicative budget.
- 5.5 Emergency planning staff currently do more than Emergency Planning. All but one Authority has their Emergency Planning function supporting Business Continuity Planning. Following further discussion it has now been agreed that this role should be undertaken by the Shared Team.
- 5.6 Out of hours coordination is another area that is frequently undertaken by Emergency Planning. The position in each unitary authority is not entirely clear but in four authorities the Emergency Planning Officer either coordinates a rota of out of hours officers or is part of the rota (or both). Some Emergency Planning Officers are also responsible for managing the contract for the out of hours contact centre. Once again, following further discussion it has been suggested that these responsibilities are taken on by the Shared Team.

Fig 1 – Proposed staffing structure for the Shared Emergency Planning Service



Operating Base

- 5.7 The BGG report suggested that the Shared Service should have a central base with a strong local presence maintained in each Authority’s office. Some budget was allocated to achieve this. Given the desire to operate at lower cost it is now proposed that the Team Manager is based at the Lead Authority and the two teams located in their respective areas with either a main base chosen for the teams in one authority in Berkshire West and Berkshire East or the staff work more flexibly. This would be determined by the Team Manager once appointed. The accommodation costs would be absorbed by the respective Authority given the small size of the Team.

6. Financial Appraisal

- 6.1 The BGG report did suggest that setting up the Shared Service would create one off transitional costs which were estimated at £8,500. These costs require further investigation. If realised they will need to be shared between the six Authorities.
- 6.2 The ongoing Shared Service costs of the original shared service proposal were £405k in Year 1 falling to £395k in Year 3. These costs were very similar to the total cost of the current arrangements when assessed in 2014/15.
- 6.3 The financial appraisal has been completely revisited given the desire to operate on a lower cost model and the following information is set out in accompanying tables;

Table 1 - The anticipated costs associated with retaining the current Emergency Planning arrangements in 2017/18;

Table 2 -The costs associated with a new shared service model in 2017/18 based on the assumptions set out earlier in this report;

Table 3 - Proposals for how the costs of the proposed shared service might be apportioned across the six UAs.

- 6.4 Further discussion at the Berkshire Chief Executives' meeting has led to an agreement that the contribution of each UA to the Shared Service should be based on a combination of population base and inherent risk. Some unitary authorities present an inherently greater risk and therefore potentially greater workload in terms of emergency planning. The largest risk is seen to be in West Berkshire (a combination of land area, AWE and major rivers), followed by Reading and RBWM (major rivers). Proposed contributions reflect this. In every case the proposed contribution to the Shared Service is seen to be close to, or below, the cost of maintaining an 'in house' service.
- 6.5 Further discussion is required on the provision of support services. A small allocation has been put within the budget.
- 6.6 Overall the final analysis highlights the need for a budget of £371k per annum would be required for a new Emergency Planning Shared Service. This includes a contingency of £14k per annum for the Team Manager as they see fit.

7. Conclusions

- 7.1 There is a general view that the operating framework established in 1998 for Emergency Planning is no longer sustainable. Ongoing financial constraint is perhaps at the heart of this but the need for Berkshire to present a stronger single voice coupled with opportunities to avoid duplication of effort are clearly evident.
- 7.2 The desire to find savings in what is a staff dominated service means that the current proposal is somewhat thinner than that put forward by BGG Associates 12 months ago. It is now proposed to operate a team of 5 fte with 2 teams of 2 fte providing support in both Berkshire West and Berkshire East. The Team Manager would be based in the Lead Authority. Whilst there is a geographical alignment the emphasis will be on deploying resources to where they are needed and in moving towards formulating a Berkshire wide approach to working practices, rather than one focused on each unitary authority. Each unitary authority will need to come to

terms with the fact that it will not have a dedicated resource sat in its Authority. In addition to Emergency Planning it is also proposed that the Shared Service would undertake Business Continuity Planning and Out of Hours Coordination.

- 7.3 On current assumptions the expectation is that the new shared service will operate with an annual budget of £371k per annum. Contributions from each unitary authority have been based on a combination of population base and risk. Contributions should be close to, or below, current expenditure.
- 7.4 In terms of governance it has been suggested that West Berkshire should be the Lead Authority and that the Berkshire Chief Executives' Group will act as the governance mechanism. This will need to be finalised.
- 7.5 Staff transition may cause issues and some form of salary protection may be required. If this proposal gets unanimous support across the six unitary authorities, then a target date of 1st October 2017 has been set for implementation.

8. Proposed Recommendations

- 8.1 The six unitary authorities in Berkshire set up a shared Emergency Planning Service under the lead authority model. Under the lead authority model, one authority would be responsible for the shared service. It is proposed that West Berkshire will act as Lead Authority. There will be a collaboration agreement and the governance of this arrangement would be through the Berkshire Chief Executives' Group.
- 8.2 The Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Coordination (where appropriate), to all six unitary authorities.
- 8.3 A Joint Team of 5 fte is established. The Team Manager will be based in the Lead Authority. 2 teams of 2 fte will be based in Berkshire West and Berkshire East. It is proposed that no fixed base is established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities.
- 8.4 The budget for the service is set in the first year at £371k and apportioned to each unitary authority as an annual payment as follows;
- | | |
|--------------------|------|
| Bracknell Forest - | £45k |
| Reading - | £65k |
| RBWM - | £71k |
| Slough - | £48k |
| West Berkshire - | £82k |
| Wokingham - | £60k |
- 8.5 Permanent staff would TUPE to the Lead Authority on their existing terms and conditions and will be slotted into the staffing structure set out in this report where appropriate. Vacancies will be filled through internal/external recruitment where required. Subject to Executive approval in all six unitary authorities, the Service will commence on 1st October 2017.

Table 1 – Summary of current emergency planning costs across Berkshire 2016/17

	Bracknell	Reading	RBWM	Slough	West Berkshire	Wokingham
Staff Costs						
Base Salary	£40,330.00	£ 76,492.00			£ 62,050.00	
Allowances	£2,400.00				£ 500.00	£ 5,000.00
NI	£4,780.00	£ 10,200.00			£ 6,830.00	
Superannuation	£5,160.00	£ 9,200.00			£ 11,230.00	
Travel	£1,510.00	£ 100.00			£ 3,320.00	
Subsistence	£560.00					
Training	£250.00	£ 1,900.00			£ 2,180.00	
Sub Total	£54,990.00	£ 97,892.00	£ 69,753.00	£ -	£ 86,110.00	£ 5,000.00
Non Staffing Costs transferable						
IT	£0.00	£ 500.00				£ 100.00
Telephone	£100.00	£ 5,300.00	£ 350.00		£ 5,650.00	
Equipment & clothing	£110.00	£ 3,900.00	£ 4,000.00		£ 2,100.00	£ 500.00
Vehicles & transport	£0.00	£ 4,430.00			£ 1,000.00	
TVLRF contribution	£1,247.00	£ 1,247.00	£ 1,247.00	£ 1,247.00	£ 1,250.00	£ 1,247.00
Other - please list						
Brought in services/consultants	£780.00					
Refreshments	£0.00	£ 200.00			£ 250.00	
Marketing	£0.00				£ 380.00	
Printing & Stationery	£900.00	£ 1,000.00	£ 1,000.00		£ 240.00	£ 100.00
General	£170.00	£ 600.00			£ 380.00	
Payments to Airwave (radio contact services)						£ 5,000.00
Payments to Reading BC *						£ 40,000.00
Sub Total	£3,307.00	£ 17,177.00	£ 6,597.00	£ 1,247.00	£ 11,250.00	£ 46,947.00
Income - please list						
Plan preparation	£ -	£ 3,300.00	£ 5,000.00		£ 8,000.00	
Wokingham Shared Service *		£40,000 *				
Sub Total	£ -	£ 43,300.00	£ 5,000.00		£ 8,000.00	
TOTAL TRANSFERRABLE	£58,297.00	£ 71,769.00	£ 71,350.00	£60,000**	£ 89,360.00	£ 51,947.00

* - Reading currently provide a shared service to Wokingham BC.

** - this is an estimate. No detailed figures were available.

+ RWBM have stated that they have set aside a budget of £71,000 for Emergency Planning. This does not reflect current spend.

++ The budget for Slough BC has not been provided.

Table 2 – Provisional costs associated with the proposed shared service based on 2016/17

Staffing	£k
Team Manager (SCP 57)	59
Principal Emergency Planning Officer (SCP 48)	48
Principal Emergency Planning Officer (SCP 48)	43
Emergency Planning Officer (SCP 35)	31
Emergency Planning Officer (SCP 35)	31
Additional allowances	6
National Insurance	23
Superannuation	35
Travel costs	7
Training	18
Contingency	14
Sub-total	310
Non Staffing costs	
Comms	16
Equipment & clothing	28
Vehicles & transport	7
TVLRF	7
Other	6
Support Services	5
Sub-total	69
Income	-8
Sub-total	-8
TOTAL BUDGET	371

*- it is suggested that a contingency of £20k is added to the above figure.

Table 3 – Proposed apportionment of costs of the shared service

	Methodology			
	Current Cost 2016/17	Population Base	Risk	Total
Bracknell Forest BC	58	48	-3	45
Reading BC	72	60	+5	65
RBWM	71	66	+5	71
Slough BC	55*	51	-3	48
West Berkshire	89	67	+15	82
Wokingham BC	52	70	-10	60
TOTAL	£397			£371

* estimated figure.

Appendix B

Equality Impact Assessment - Stage One

NOTE: Strategic Support is not able to accept your report without the following section being completed and an Equality Impact Assessment (EIA) being attached where required. For advice please visit <http://intranet/EqIA> or contact the Principal Policy Officer (Equality & Diversity) on Ext. 2441 or Team Leader/Solicitor - Corporate Team on Ext. 2626.

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

Please complete the following questions to determine whether a Stage Two, Equality Impact Assessment is required.

Name of policy, strategy or function:	Shared Service Proposal – Emergency Planning
Version and release date of item (if applicable):	25 th January 2017 – version 2
Owner of item being assessed:	Nick Carter
Name of assessor:	Nick Carter
Date of assessment:	24 th January 2017

Is this a:		Is this:	
Policy	No	New or proposed	Yes
Strategy	No	Already exists and is being reviewed	Yes
Function	No	Is changing	Yes
Service	Yes		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	A shared service across Berkshire
Objectives:	
Outcomes:	A single service which is more resilient and efficient.
Benefits:	As above.

2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.	
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race,	

Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Further Comments relating to the item:		
No specific group will be affected.		

3. Result	
Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer:	
Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	/No
Please provide an explanation for your answer:	

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage 2 Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.

4. Identify next steps as appropriate:	
Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

Name: Nick Carter

Date: 24th January 2017

Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website

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TITLE	Central and Eastern Berkshire Joint Minerals and Waste Local Plan – Issues and Options Consultation
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	None Specific
DIRECTOR	Josie Wragg, Interim Director of Environment
LEAD MEMBER	To be confirmed

OUTCOME / BENEFITS TO THE COMMUNITY

The Central and Eastern Berkshire Joint Minerals and Waste Local Plan will provide a robust strategy to ensure there is an adequate mineral supply and to ensure sustainable management of waste. The Issues and Options stage is the first formal engagement opportunity to ensure that the community are able to influence the Joint Minerals and Waste Local Plan.

RECOMMENDATION

The Executive is asked to:

- 1) approve the Issues and Options report for consultation for a six week period running from 9th June – 21st July 2017 together with publishing supporting documents;
- 2) authorise the Interim Director of Environment, in consultation with the Executive Member for Environment and the Executive Member for Planning to agree minor changes to the Central and Eastern Berkshire Minerals and Waste Local Plan 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).

SUMMARY OF REPORT

The Council needs to ensure that it has an up-to-date and robust Minerals and Waste Local Plan to ensure that there is an adequate mineral supply and to ensure waste is sustainably managed up until 2036. This is the purpose of the Joint Minerals and Waste Local Plan and the Issues and Options stage is the first formal engagement stage in its preparation.

The Issues and Options document will consult on the vision and objectives, spatial strategy, as well as other topic areas including, transportation of minerals, minerals demand, aggregate consumption, recycled and secondary aggregate, mineral safeguarding, estimating waste management capacity, inert waste management, future waste arisings and future waste capacity.

The responses to this consultation will then be considered to help inform the next stage of the Joint Minerals and Waste Local Plan process, which will be known as the Preferred Options report.

Background

The Replacement Minerals Local Plan for Berkshire was adopted in 1995 but subject to alterations in 1997 and 2001 and the Waste Local Plan for Berkshire was adopted in 1998. These were prepared and adopted by the former Berkshire County Council and are now out of date. The policies in the existing minerals and waste plans for Berkshire were designed to guide development until 2006. Although the 'saved' policies are still used, their effectiveness is now very limited. It is also a legal requirement to have an up-to-date Minerals and Waste Plan in place that is in compliance with national policy.

Hampshire County Council has been commissioned by Wokingham Borough Council, Reading Borough Council, Bracknell Forest Council and Royal Borough of Windsor and Maidenhead Council to prepare a joint Minerals and Waste Plan on behalf of the four authorities. Hampshire County Council has the specialist staff resources, and has a proven track record of preparing and adopting a Minerals and Waste Plan for five different authorities.

The preparation of the Joint Minerals and Waste Plan will need to accord with current planning policy and guidance on minerals and waste. These are contained within the National Planning Policy Framework (NPPF) and the accompanying National Planning Practice Guidance along with the Waste Management Plan for England which was published in December 2013, and the National Planning Policy for Waste which was published in October 2014.

A Joint Member Board has been established to help provide political direction to the plan and champion the plan within each authority. Each of the four Berkshire Authorities has two Member representatives and two officers sitting on the Board. The Joint Minerals and Waste Local Plan will be taken through each of the Berkshire Authorities governance processes as the plan progresses.

The timetable for the preparation of the Central and Eastern Berkshire Minerals and Waste Local Plan was originally agreed by Executive in July 2016, when the Local Development Scheme (LDS) was produced. Since then, Hampshire County Council has prepared the initial evidence base in order to produce the Issues and Options consultation document. A Call for Sites consultation took place between 13th March – 5th May 2017 which invited members of the public and any other organisations to promote sites for minerals or waste development.

Analysis of Issues

The Issues and Options Joint Minerals and Waste Plan has been produced by Hampshire County Council with input from the respective authorities. The primary purpose of the Issues and Options stage of the Joint Minerals and Waste Local Plan is to let the community know what the current minerals and waste issues are and to gain feedback on how we should deal with those issues.

The Issues and Options document will include consultation about the vision and objectives, spatial strategy, as well as other topic areas including, transportation of minerals, minerals demand, aggregate consumption, recycled and secondary aggregate, mineral safeguarding, estimating waste management capacity, inert waste management, future waste arisings and future waste capacity.

The Preferred Options stage (the next stage) will refine the options to resolve the minerals and waste issues identified in the Issues and Options document. See the stages of the Joint Minerals and Waste Local Plan process in Figure 1 of the Local Development Scheme on our website here:

<http://www.wokingham.gov.uk/planning/planning-policy/local-plan-update/>

Consultation on the Issues and Options has to be for a minimum of six weeks. The consultation period for the Central and Eastern Berkshire Joint Minerals and Waste Plan will begin on 9th June 2017 for a six week period until 21st July 2017. Hampshire County Council will be drafting the consultation materials on behalf of the four Berkshire Authorities, and then each authority will be separately publicising the consultation. The consultation will be consistent with the Consultation Strategy that Hampshire County Council has created which takes into consideration all four of the Berkshire Authority’s Statements of Community Involvement. The Issues and Options consultation on the Joint Minerals and Waste Plan will include the following:

- E-mail / post to all those people on database
- Advertisements and public notices in local press
- Public meetings or workshops will be held as required

Risk Management

The main risks relate to whether the Minerals and Waste Local Plan is ultimately found to be ‘legally compliant’ and ‘sound’ by a Planning Inspector who will conduct an independent public examination. This examination will include consideration of how the community have been engaged in the process of helping to shape the content of the LPU.

Legal compliance

In producing the Joint Minerals and Waste Plan Issues and Options, the following has been considered in terms of whether the document was compatible with the legal requirements associated with plans of the authority. This included the Town and Country Planning (Local Development) (England) Regulations 2012; the Environmental Assessment of Plans and Programmes Regulations 2004; the Conservation of Habitats and Species Regulations 2010; the Human Rights Act; compliance with Directives of the European Commission and subsequent UK Regulations and ensuring that no segment of the Borough’s community was likely to be unfairly penalised.

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)	Circa £61k	Yes – we have £300k in the budget, which will cover the cost of the MWLP. N.B. some of this will be beyond the 3 year	Revenue
Next Financial Year (Year 2)	Circa £83k		
Following Financial Year (Year 3)	Circa £83k		

		period	
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Other financial information relevant to the Recommendation/Decision

The table above sets out the project costs associated with producing the Joint Minerals and Waste Local Plan.

This is a multi-year project and therefore the costs will be spread across a number of financial years, the exact timing of which will be subject to external influences such as the Planning Inspectorate's availability for the Public Examination. The profile of the budget may vary according to other factors but can be covered by existing agreed budget.

Cross-Council Implications

This is a joint plan which covers Wokingham Borough, Reading Borough, Bracknell Forest Borough and the Royal Borough of Windsor and Maidenhead, and therefore the plan has strategic implications. The plan principally focuses on minerals and waste matters but this will also need to consider impact on other topic areas, i.e. highways; biodiversity; cleaner and greener. As such, other services are involved in the production of the Minerals and Waste Local Plan and supporting information. Will also need to consider read across to the Local Plan Update (LPU) that is currently underway, i.e. in terms of whether any sites are promoted for mineral extraction but also for built development.

List of Background Papers

Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan – Issues and Options Consultation Paper (***due to the size of this document a copy is not included in the agenda. Copies can be found on the Council's website or on request from Democratic Services***).

Below is a list of the other background papers which accompany the Issues and Options Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan. Prior to the consultation, these papers will be made available to Officers and Members upon request. These papers will be made publicly available on the Council's website at the time of the Issues and Options Consultation.

Central and Eastern Berkshire Joint Minerals and Waste Plan – Site Assessment Methodology

Central and Eastern Berkshire Joint Minerals and Waste Plan – Equalities Impact Assessment

Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan – Methodologies Report

Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan – Minerals Background Study

Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan – Waste Background Study

Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan – Sustainability Appraisal (incorporating Strategic Environmental Assessment) Scoping Report

Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan – Habitats Regulation Assessment Methodology and Baseline Report

Central and Eastern Berkshire Authorities Joint Minerals and Waste Plan Consultation Strategy

Contact Vanessa Rowell	Service Environment
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Date 15 May 2017	Version No. 4

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Agenda Item 12.

TITLE	The Acquisition of Land or Property to Support Infrastructure Delivery
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	Emmbrook, Winnersh, Bulmershe and Whitegates
DIRECTOR	Josie Wragg, Interim Director of Environment
LEAD MEMBER	To be confirmed

OUTCOME / BENEFITS TO THE COMMUNITY

To consider the acquisition of land or property in order to facilitate delivery of Strategic Development Locations and Major Scheme Infrastructure.

RECOMMENDATION

The Executive is recommended to agree, as set out in Part 2 of the report, the voluntary acquisition of:

- 1) Land Parcel 1;
- 2) Land Parcel 2;
- 3) Land Parcel 3;
- 4) Land Parcel 4;
- 5) Land Parcel 5.

SUMMARY OF REPORT

The Executive has requested sight of all land and property acquisitions relating to SDL and major scheme infrastructure prior to final purchase completion. This report sets out those acquisitions that have been negotiated, and where an agreement in principal to purchase has been reached to date. Without these land parcels it will not be possible to implement their associated infrastructure schemes.

Background

For the purposes of this report any reference to land purchase includes either land or land and property purchase combined. Each parcel listed in the Part 2 sheet details of whether the purchase is just for land or both land & property.

The Executive considered a report in June 2016 seeking ‘Approval in Principle’ to use Compulsory Purchase Powers to acquire land or property within Strategic Development Locations. The report advised that all acquisitions would be sought through voluntary negotiation in the first instance, and the Executive agreed that all proposed land purchases are reported back to them with details of the location and cost for approval.

Additionally the Executive in March 2017 considered and approved a policy for Discretionary Land Acquisition for Highway Works which sets out the parameters for off line properties.

Analysis of Issues

Details of the proposed land purchases are scheduled in the Part 2 paper including the location of the parcel to be acquired including plans, the scheme to which it relates and the agreed negotiated purchase cost.

Once approval has been given to a voluntary acquisition the aim is to acquire that asset at the earliest opportunity even if the land may not be needed until later in the overall delivery programme to reduce and eliminate risk of delays.

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)	As set out in the Part 2 sheet	Yes	Capital
Next Financial Year (Year 2)	0	-	
Following Financial Year (Year 3)	0	-	

Other financial information relevant to the Recommendation/Decision

The Council’s medium term financial plan provides budget in 2017/18 for the acquisition of land set out in this report.

Cross-Council Implications

Delivery of Strategic Development Locations highway infrastructure facilitates housing and addresses congestion.

Reasons for considering the report in Part 2

The Part 2 sheet contains information relating to the financial and business affairs of the land owners.

List of Background Papers
None

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Date 15 May 2017	Version No. 2

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