

# Public Document Pack

## NOTICE OF MEETING



# CABINET

will meet on

**THURSDAY, 26TH NOVEMBER, 2015**

**At 7.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL,**

TO: MEMBERS OF CABINET

COUNCILLORS DAVID BURBAGE, (INCLUDING HR & LEGAL) (CHAIRMAN)  
PHILLIP BICKNELL, (EDUCATION, INCLUDING WINDSOR) (DEPUTY CHAIR)  
SIMON DUDLEY, (FINANCE, INCLUDING PROPERTY / DEPUTY LEADER)  
DAVID COPPINGER, (ADULT SERVICES & HEALTH INCLUDING SUSTAINABILITY)  
CARWYN COX, (ENVIRONMENTAL SERVICES)  
GEOFF HILL, (CUSTOMER AND BUSINESS SERVICES, INCLUDING IT)  
DEREK WILSON, (PLANNING INCLUDING MAIDENHEAD)  
NATASHA AIREY, (YOUTH SERVICES & SAFEGUARDING)  
COLIN RAYNER, (HIGHWAYS & TRANSPORT)  
CHRISTINE BATESON, (CHIEF WHIP, INCLUDING NEIGHBOURHOOD PLANNING,  
ASCOT & SUNNINGS)

PRINCIPAL MEMBERS ALSO ATTENDING: COUNCILLORS CLAIRE STRETTON  
(CULTURE & COMMUNITIES), PHILIP LOVE (MAIDENHEAD REGENERATION),  
PAUL BRIMACOMBE (TRANSFORMATION & PERFORMANCE) AND  
GEORGE BATHURST (POLICY)

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 18 November 2015

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **Karen Shepherd** 01628 796529

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## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence	
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u>  To consider the Part I minutes of the meeting held on 29 October 2015.  To note the Part I minutes of the Cabinet Participatory Budget Sub Committee held on 21 October 2015 ( <i>page 23</i> )	9 - 26
4.	<u>APPOINTMENTS</u>	
5.	<u>FORWARD PLAN</u>  To consider the Forward Plan for the period December 2015 – March 2016.	27 - 38
6.	<u>PETITION - CHOBHAM ROAD, SUNNINGDALE - PETITION TO REDUCE WEIGHT LIMIT</u>  To consider the following petition:  <i>'We, the undersigned, wish the RBWM to consider reducing the recently implemented 18 tonne weight limit on the Chobham Road railway bridge to a maximum of 7.5 tonnes. We are concerned that the large lorries pose a safety risk due to the narrow road over the bridge. Large vehicles are forced to cross the central double-white line on a bend where visibility is limited and oncoming traffic may not see them in time'</i>	39 - 48
7.	<u>HIGHWAYS AND TRANSPORT</u>  Heathfield Avenue, Sunningdale: Review of Highway Conditions	To Follow
8.	<u>PLANNING</u>  CIL - Approval of Rates and Submission for Examination	49 - 76
9.	<u>PLANNING / EDUCATION</u>  Review and Revision of the S106 Education Contributions	77 - 104

10.	<u>CHAIRMAN/TRANSFORMATION &amp; PERFORMANCE</u> Integrated Performance Monitoring Report Q2 2015/16	105 - 182
11.	<u>ENVIRONMENTAL SERVICES</u> Night Time Economy Enforcement Pilot – Interim Review and Report	183 - 194
12.	<u>CULTURE &amp; COMMUNITIES</u> Furthering the Principles of Love Dedworth across the Royal Borough of Windsor and Maidenhead	195 - 226
13.	<u>CHAIRMAN/POLICY</u> Council Strategic Plan 2016-2020	To Follow
14.	<u>HIGHWAYS &amp; TRANSPORT</u> Flood Risk Management: Monitoring Report	227 - 238
15.	<u>EDUCATION</u> Annual Consultation on School Admission Arrangements	239 - 248
16.	<u>FINANCE/CUSTOMER &amp; BUSINESS SERVICES</u> Debt Recovery Policy	249 - 272
17.	<u>YOUTH SERVICES &amp; SAFEGUARDING</u> Procurement of Specialist Social Care Legal Services	273 - 278
18.	<u>FINANCE</u> Financial Update	To Follow
19.	<u>MONITORING REPORTS</u> Timetable for Neighbourhood Plans	279 - 280
20.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u>  To consider passing the following resolution:-  "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 21-25 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	

## PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
21.	<p><u>MINUTES</u> To confirm the Part II minutes of the meeting of Cabinet held on 29 October 2015</p> <p><b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p>	281 - 284
22.	<p><u>CHAIRMAN/TRANSFORMATION AND PERFORMANCE</u> Integrated Performance Monitoring Report Q2 2015/16 (Appendix only)</p> <p><b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p>	285 - 286
23.	<p><u>YOUTH SERVICES &amp; SAFEGUARDING</u> Procurement of Specialist Social Care Legal Services (Appendix only)</p> <p><b><i>(Not for publication by virtue of Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p>	287 - 288
24.	<p><u>YOUTH SERVICES &amp; SAFEGUARDING</u> Future Delivery of Health Services</p> <p><b><i>(Not for publication by virtue of Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p>	289 - 308
25.	<p><u>ADULT SERVICES &amp; HEALTH</u> Improving Services for People with Learning Disabilities – Reprovision of Care and Support from Mokattam Residential Care Home</p> <p><b><i>(Not for publication by virtue of Paragraph 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p>	To Follow



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## MEMBERS' GUIDANCE NOTE

### DECLARING INTERESTS IN MEETINGS

#### **DISCLOSABLE PECUNIARY INTERESTS (DPIs)**

DPIs include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any license to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where
  - a) that body has a piece of business or land in the area of the relevant authority, and
  - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

#### **PREJUDICIAL INTERESTS**

This is an interest which a reasonable fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs your ability to judge the public interest. That is, your decision making is influenced by your interest that you are not able to impartially consider only relevant issues.

#### **DECLARING INTERESTS**

If you have not disclosed your interest in the register, you **must make** the declaration of interest at the beginning of the meeting, or as soon as you are aware that you have a DPI or Prejudicial Interest. If you have already disclosed the interest in your Register of Interests you are still required to disclose this in the meeting if it relates to the matter being discussed. A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' has been taken to mean a discussion by the members of the committee or other body determining the issue. You should notify Democratic Services before the meeting of your intention to speak. In order to avoid any accusations of taking part in the discussion or vote, you must move to the public area, having made your representations.

If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

If the interest declared has not been entered on to your Register of Interests, you must notify the Monitoring Officer in writing within the next 28 days following the meeting.

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# Agenda Item 3

## CABINET

29 OCTOBER 2015

PRESENT: Councillors David Burbage (Chairman), Phillip Bicknell (Deputy Chairman & Education), Simon Dudley (Finance), David Coppinger (Adult Services), Carwyn Cox (Environmental Services), Geoff Hill (Customer and Business Services), Derek Wilson (Planning) Natasha Airey (Youth Services and Safeguarding), Colin Rayner (Highways and Transport) and Christine Bateson (Chief Whip, Neighbourhood Planning, Ascot & Sunnings).

Principal Members also in attendance: Claire Stretton (Culture and Communities), Phillip Love (Maidenhead Regeneration), Paul Brimacombe (Transformation and Performance) and George Bathurst (Policy).

Also in attendance: Councillor Hilton

Officers: Alison Alexander, Andrew Brooker, Elaine Browne, Louisa Deane, Simon Fletcher, Christabel Shawcross, Karen Shepherd, Matthew Tucker and Anna Trott.

## PART I

### APOLOGIES FOR ABSENCE

None

### DECLARATIONS OF INTEREST

Councillor Hill declared a Disclosable Pecuniary Interest in the Part II items 'West Street Development Framework' and 'Maidenhead Regeneration - York Road Opportunity Area /Partner Procurement' as he owned properties in the area. He left the room for the duration of the discussion and voting of the items.

Councillor Mrs Bateson declared an interest in the item 'Satellite Grammar School Provision in RBWM' as a governor at Charters School.

Councillor D. Wilson declared an interest in the item 'Satellite Grammar School Provision in RBWM' as a governor at Desborough College.

Councillor Dudley declared an interest in the item 'Satellite Grammar School Provision in RBWM' as a founder and Chair of Governors at Holyport College. His wife was also a founder and a governor at Holyport College and a governor at Furze Platt Senior.

Councillor Bicknell declared an interest in the item 'Satellite Grammar School Provision in RBWM' as his son was Director of Sport at Holyport College.

## MINUTES

### **RESOLVED UNANIMOUSLY: That:**

- i) The Part I minutes of the Cabinet meeting held on 24 September 2015 be approved.**
- ii) The Part I minutes of the Cabinet Local Authority Governors Appointments Sub Committee held on 24 September 2015 be noted.**

## APPOINTMENTS

The Chairman announced the formation of the Cabinet Regeneration Sub Committee with effect from the conclusion of the meeting. The following membership was noted:

Councillor Dudley (Chairman)  
Councillor Colin Rayner  
Councillor Derek Wilson  
Councillor Love  
Councillor Ms. Stretton

The Terms of Reference would be appended to the minutes and formally noted at Full Council in December 2015.

## FORWARD PLAN – NOVEMBER 2015 – FEBRUARY 2016

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes that had been made to the plan since the last meeting. In addition it was noted that:

- The monitoring item 'Timetable for Neighbourhood Plans' would be presented to Cabinet in November 2015.
- The item 'Council Strategic Plan 2016-2020' would be presented to Cabinet in November 2015.
- The item 'Windsor Office Accommodation Update,' originally scheduled for November 2015, would be deferred to December 2015.
- The item 'Outcome of DAAT Service Review' would be presented to Cabinet in March 2016.

## CABINET MEMBERS' REPORTS

### Highways and Transport

#### Heathfield Avenue, Sunningdale: Review of Highway Conditions

Cabinet considered whether or not to exercise its powers under section 205 of the Highways Act to enable road widening at Heathfield Road, Sunningdale.

Cabinet was addressed by Chris Ryder-Richardson on behalf of Heathfield residents and John Baird from Osborne Clark. Mr Ryder-Richardson stated that residents were pleased to see the recommendation was in line with the legal advice they had received. The request for a section 205 was first refused in August 2014 because it was deemed not an appropriate mechanism. The new report, supported by extensive

legal advice from Queen's Counsel, also recommended the request be rejected. It considered that the verge fell within the ownership of Heatherlands and public rights of access did not exist over the verges. It recommended that Members did not resolve that the verges was considered part of the highway and on that basis it was not possible for the council to exercise its powers in the way requested. This was because the areas on which works were proposed did not constitute part of the private street. However, even if the verge were part of the highway, it was not possible to exercise the powers solely to achieve widening under the framework of section 205. Furthermore, Section 205 could only be imposed if the fabric of the road was not up to highways standards. The council had a report from October 2014 concluding that the highway was generally in a good state of repair. In other words the council had no power to use Section 205 to force the widening irrespective of the ownership of the verges or whether they were part of the highway. The application to remove the condition was made under Section 73, which was for minor conditions. This was for an essential safety condition and was therefore inappropriate. The council report stated that at all stages of the planning application highways comments had recommended that road widening was an essential condition of the development, a position that was reinforced by the inspector. The condition was imposed by the Planning Inspectorate, not the council. The appeals process allowed the applicant to oppose conditions in separate appeals but in this case Millgate had chosen not to do so.

Mr Ryder-Richardson highlighted that Heathfield Avenue was only 4 metres wide and had no pavements or proper lighting. If the flats were built the number of properties would rise from 16 to 24. According to the 'manual for streets,' a road servicing 24 properties should be 5.5 metres wide with 2 metre pavements on either side. In imposing the condition the Inspector gave Millgate the opportunity to explore the possibility of complying with it in order to build the development. Without the essential condition he would have been obliged to refuse the appeal in its entirety. In conclusion, Article 1 of the first protocol of the European Convention on Human Rights was the right to the peaceful enjoyment of property, in this case residents' verges. The council report confirmed that the residents owned the verges, the verges were not part of the highway and the council had no powers to use section 205 to impose widening. The widening condition was imposed by the Inspectorate, not the council. Millgate should have appealed to the Secretary of State, not the council. The Inspector and the council were very clear that the safety condition was essential and the council could not be in the position to over-rule the Inspector. The condition was material therefore a section 73 was inappropriate and nothing had changed.

Mr Baird, acting on behalf of Millgate Homes, commented that Cabinet had received a huge amount of information on the matter but it could be distilled into a few simple points. Millgate had purchased the properties at Heathfield Avenue in full reliance on the highways information provided by the council which showed the full width boundary-to-boundary forming part of the highway. The Inspector imposed the condition requiring improvement works to Heathfield Avenue. The importance of the condition in the council's determination to use section 205 powers was not properly addressed in the report. His client had taken Queen's Counsel advise which had concluded there were serious flaws in the conclusions reached as follows:

- As to evidence of intention to dedicate the verge's highway, the council's conclusions in paragraph 2.46 were wrong. The further information provided to the council on 27 October 2015 clearly showed that in 2010 there were no

posts or rocks on the verge and the verge was used as part of the highway. This new information must be taken into account by Cabinet.

- Three statutory declarations had been submitted which state the verges had been used and enjoyed by the public for over 20 years
- Statutory declarations were a far more reliable form of evidence. At paragraph 2.11 the council placed significant weight, despite no evidence at all, to the possibility of individual residents giving oral consent to access to lay utilities on the verge. This was not a realistic position for the council to take and the presence of utilities on the verge was a significant point in favour of the verge forming part of the highway. The current condition of Heathfield Avenue was not relevant to the exercise of the section 205 powers. The imposition of the condition on the planning appeal rendered the condition of the street unsatisfactory for the purposes of section 205. Millgate acquired the properties on the basis of the information provided by the council.

Based on the above, Mr Baird concluded that there were only two options available to the Cabinet: either defer the matter to allow proper consideration of the new information or; in light of the information, confirm that the verge was part of the highway on the balance of probability and agree to exercise the council's discretion under section 205.

Councillor Hilton commented that it was more than 18 months since the Inspector imposed the condition therefore there had been a long period of time for all parties to make representations. He explained that the paper related to the widening of a private street in order to meet a planning condition imposed by the inspector at an appeal. The Inspector said in his decision letter that:

'The Council accepted that a pragmatic approach should be taken to provision of a safe route'.

In the light of this he considered that there was a reasonable prospect of the condition being fulfilled, with or without the exercise of powers under Part XI of the Highways Act. The developer looked to the Council to exercise its powers under the Act however, the legal issues turned out to be complex and it had taken more than 18 months for Shared Legal Solutions to make a recommendation.

There were two issues for Cabinet to consider:

- Whether the verges formed part of the highway
- Whether the Council had the powers to carry out the works requested.

Having read most of the documents produced by residents and the applicant, with claim and counter claim, he congratulated officers on the clarity of the paper. On page 34 it stated that the applicant could refer a decision on the status of the verges to the High Court, which was the final arbiter in such issues. However, the case laid out by Shared Legal Solutions was compelling and in his view would stand the test in court. In conclusion the report was clear and he urged Cabinet to support the recommendation which they may consider changing to:

'That Cabinet, in this case, has no powers under section 205 of the Highways act to enable the road widening.'

There were two planning applications that were deferred pending the outcome of this decision, which had asked for these conditions to be removed. He trusted that planning would now abide by the highway department's view that these conditions should not be removed and the applications should be formally refused.

The Lead Member explained that technically the council could have taken the decision but he felt that it was important to bring it before Cabinet and give both parties the opportunity to address the decision making body. He had already met with both sides to hear their arguments. He highlighted that it was a legal question rather than a planning question. Cabinet could make a decision at the meeting but late representations had been received and the legal advice was that if a decision was taken without full consideration of the new information it would not be considered 100% sound. The information may not change the recommendation but it needed to be considered.

In relation to Councillor Hilton's comments about two planning applications that had been deferred pending the Cabinet decision, the legal officer confirmed that the deferral had been agreed by all parties.

Councillor Hilton referred to the recommendations on page 54 of the report. He stated that even if it were decided that the verges were part of the highway, the council would still not be able to allow the road widening. The Lead Member requested that this issue be addressed by officers and clarity provided by the next meeting.

The Lead Member for Environmental Services commented that it was unfortunate that documents had been received dated 29 October 2015; this was not fair for residents or Cabinet Members. Therefore a deadline should be set for any further representations. Members agreed a deadline of 14 calendar days would be appropriate. Residents confirmed that Mr Ryder-Richardson could act as the main point of contact for residents. All information would be supplied by Shared Legal Solutions.

The Principal Member for Transformation and Performance suggested a further area for clarification was whether or not Millgate would be entitled to rely on evidence provided by the council.

The Lead Member for Policy commented that the case was possibly over-development in the first place. Grass verges were very important. It was poor that the developer had only provided information earlier that day.

**RESOLVED UNANIMOUSLY: That:**

- i) The decision be deferred to the next meeting scheduled for 26 November 2015.**
- ii) Any further evidence to be supplied to the council by 12 November 2015.**

## Education

### Satellite Grammar School Provision in RBWM

Cabinet considered approval for officers to work with Sir William Borlase's Grammar School to undertake due diligence on options for expanding through a satellite site in Maidenhead, and carry out relevant consultation with residents.

Members noted that Councillor D Evans, as the Chairman of the Children's Services O&S Panel had agreed to the urgent item as per paragraph 16 of Part 8 E of the constitution.

The Lead Member explained that the council had invested £80,000 for secondary school expansion and a high level feasibility check for a possible satellite grammar school. At the last Cabinet meeting it had been noted that there had been no decision from the Secretary of State for Education about the proposals to open a satellite site in Kent, and Cabinet decided to await that decision before taking any further decisions. He highlighted that the proposal would have no impact on the £20m already allocated for expansion of the borough's six secondary schools.

The council had approached all the surrounding grammar schools asking for expressions of interest; only Sir William Borlase's in Marlow responded. However if others came forward the council would listen to their proposals. The report asked for approval of up to £200,000 from the Development Fund to cover:

- Developing a curriculum for a larger school spread over two sites
- Determining a staffing structure to operate two sites
- Full financial modelling for a large school over two sites.
- Stakeholder engagement/consultation/register of interest for take up of places
- Site acquisition works and options, which was a big unknown and was market-sensitive
- Initial feasibility works for new buildings (assuming a site was identified)

The Lead Member commented that some of the works would likely be led by the council rather than the school, for example site acquisition and consultation. A number of the items would come with a relatively modest cost except for the feasibility works as and when a site was identified. Until the council had a dialogue with the school for the school-specific items the council would not know exact costings and had therefore used an estimate. The feasibility works would be the largest proportion of the £200,000.

The proposals had created lots of comment. The Lead Member had received an email from a 10 year old girl who had just passed her 11+ and wanted to know if she could go to a grammar school in Maidenhead. Unfortunately he had had to reply that this would not be possible for a number of years. The main concerns raised by the Children's Services Overview and Scrutiny Panel had centred on the fact that the report authorised expenditure of up to £200,000 whilst the Kent decision was still open to legal challenge. The Panel was assured by officers that in fact there would be limited expenditure before the Cabinet update in April 2016.

The Principal Member for Transformation and Performance referred to the letter submitted by Headteachers of borough secondary schools; he was pleased that

the council agreed with a number of their points. The concern about expenditure had been covered. The Lead Member had also clearly stated that the council would listen to any other schools who were interested. The Lead Member for Finance commented that grammar schools were known to be engines of social mobility. As a consequence of grammar schools, he had been the first person in his family to go to grammar school and it had been the same for his wife in her family. The key was to ensure any satellite grammar continued to offer the ladder of opportunity, particularly to those on a low income.

The Lead Member confirmed that he would ask officers to respond in writing to issues raised by Councillor Mrs Jones, representatives of Secondary Governors and the Secondary Headteachers, within the next week. He highlighted that the council wished to give residents choice and a satellite grammar would increase the options and ensure children who wanted to attend a grammar school did not have to travel so far.

Councillor Bathurst commented that the report was obviously urgent in order to improve educational outcomes for borough children. He felt the issue of a potential judicial review of the Kent decision was a red herring.

The Principal Member for Transformation and Performance highlighted that paragraph 2.25 gave a clear explanation of risks and a balanced initial assessment by a specialist consultant.

The Lead Member for Highways and Transport commented that the neighbourhood plan in Horton and Wraysbury had asked residents if they would like a grammar school in the borough; 80% of residents had said yes.

The Chairman highlighted that he was not part of the delegation as one of the discounted sites was relatively close to his home address.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i) Approves up to £200K, from the Development Fund, to be available, and delegates authority to the Lead Member for Education and the Managing Director/Strategic Director of Children's Services to:**
- **Support due diligence work by Sir William Borlase's Grammar School in respect to a school expansion via a satellite site within the Royal Borough of Windsor and Maidenhead.**
  - **Agree a programme of public consultation for 2016, in partnership with Sir William Borlase's Grammar School.**
  - **Undertake further work in relation to costings and the detail of acquisition of a satellite site.**

**Legal challenges to the Secretary of State's decision regarding satellite grammar school provision in Kent permitting.**

- ii) Requests a progress report to Cabinet in April 2016.**

Finance  
Discretionary Rate Relief Policy

Cabinet considered approval of a revised Discretionary Rate Relief Policy.

The Lead Member requested an additional recommendation in light of comments from the Corporate Services Overview and Scrutiny Panel, which was accepted.

**RESOLVED UNANIMOUSLY: That Cabinet**

- i) Approve the proposed Discretionary Rate Relief Policy (Appendix 1).**
- ii) In respect of discretionary Rural Rate Relief, delegated authority be given the Lead Member for Finance and the Head of Finance to identify other areas that could be designated as rural settlements that meet the qualifying criteria.**

Youth Services & Safeguarding  
Ofsted Improvement Plan

Cabinet considered an update on progress against the Ofsted Improvement Plan implemented in Children's Services following the Ofsted inspection, March 2015.

The Lead Member reminded cabinet that Ofsted undertook a four-week inspection of Children's Services in March 2015. Ofsted judged the Council's overall effectiveness as 'Requires Improvement,' but had recognised the significant progress that had been made over the previous two years and supported the anticipated trajectory of improvement.

Ofsted had made 16 recommendations for improvement and the report provided an update on progress against each of the recommendations.

Positive progress had been made on all the actions contained in the Improvement Plan and Cabinet was asked to endorse that progress. Whilst completing the actions in the Plan was important, it was more important that there was sustained evidence of improvements. Of the 16 recommendations:

- Seven were rated green which meant that they were either completed or on track.
- Five were rated amber 1 which meant they were underway but the timescales had slipped from the original timescales set out in the plan.
- Four were rated amber 2 which meant they had either been completed or were on track for delivery in the timescales set but further evidence was required before they were rated green.

Paragraph 2.8 of the report and appendix 1 provided Cabinet with details of the activity undertaken against each of the 16 recommendations. Much of the work had been around strengthening practice, by updating procedures and rolling out mandatory training. Evidence of impact continued to be tested through monthly case auditing and there was evidence of improvement, for example, in relation to Children in Need cases, adoption and corporate parenting. Areas where the council was looking for more evidence of sustained improvement included consistency of frontline



decision making, permanence plans for children in care and engagement, particularly of younger children in care in Kickback, the Children in Care Council.

The Lead Member highlighted that a key strength of the Improvement Plan had been the active engagement of key partners in its development and implementation. This showed that protection of the Borough's most vulnerable children and young people could not be done by the Council in isolation. She had led a multi-agency workshop at the end of September 2015 which had involved partner agencies, Children's Services' officers and two regional inspectors from Ofsted. The Ofsted inspectors confirmed the good progress against the Plan but specifically noted the multi-agency energy and drive that was evident in moving the plan forward.

Children's Services wanted to move quickly from Requiring Improvement to Outstanding, not just Good. However, due to the nature of the inspection framework, it was unlikely that a further inspection would happen for at least another three years. Therefore, in order to secure an external assessment of progress, the council had commissioned the Local Government Association to carry out a safeguarding peer review in March 2016. The benchmark and methodology for the peer review was nationally recognised and it would provide an objective, external assessment of progress.

A further report on progress against the Improvement Plan and the outcome of the safeguarding peer review in would be presented to Cabinet May 2016.

The Lead Member confirmed that a fully-functioning Multi-Agency Safeguarding Hub (MASH) would be in place at the Town Hall in January 2016. It was a nationally recognised agreement that if the police were to sit in the Town Hall there would need to be some amendments to the building, for example a specific type of glass. A report to Cabinet in December would detail the costs. The Chairman welcomed the involvement of partners of the police and health. The Lead Member confirmed that a MASH was currently functioning with dialogue between partners however co-location was key. Thames Valley Police had committed to dismantle their referral centre based in Reading and disperse staff across the six authorities in Berkshire. The commitment was for a period of three years.

The Principal Member for Transformation and Performance commented that the report demonstrated an important piece of project management to bring up standards, and congratulated officers. The Chief Whip congratulated the Lead Member and reminded Cabinet that all councillors were Corporate Parents for Children in Care.

The Lead Member confirmed that officers would provide fulsome written responses to comments from the Children's Services Overview and Scrutiny Panel.

**RESOLVED UNANIMOUSLY: That Cabinet:**

**i) Notes and endorses the progress made against the actions identified in the Children's Services Improvement Plan 2015-2016.**

- ii) **Notes that a safeguarding peer review will be undertaken of Children's Services through the Local Government Association in March 2016.**
- iii) **Requests the Managing Director to provide Cabinet with a progress report against the Improvement Plan in May 2016, alongside the outcome of the Local Government Association safeguarding peer review.**

#### Adult Services & Health

#### Drug and Alcohol Service Review - Consultation Timetable

Cabinet considered approval of the timetable and methodology for the proposed review of RBWM drug and alcohol services.

The Lead Member commented that the council had been advised earlier in the year that there would be a 6.2% reduction in the Public Health grant, therefore the council had looked at the services it offered. In September 2015 Cabinet had received a report which had been cost-led rather than outcome-led. Stakeholders and the Overview and Scrutiny Panel had been very critical therefore the paper had been withdrawn. The report before Members put outcomes first whilst also considering savings. A fundamental review of the service would be undertaken including benchmarking, identification of best practice in the UK and abroad and full risk mitigation for viable options. A Task and Finish Group would be formed, led by the Deputy Lead Member for Public Health. Membership would also include:

- Councillor Hilton (representing the Crime & Disorder Overview and Scrutiny Panel)
- Councillor Jones (representing the Adult Services Overview and Scrutiny Panel)
- Councillor Saunders (representing the Mental Health Partnership Board)
- The Lead Member for Youth Services and Safeguarding
- Representatives from the police and Clinical Commissioning Groups

The Lead Member for Youth Services and Safeguarding endorsed the proposals which aimed to protect the most vulnerable residents. Multi-agency discussions were very important.

Councillor Hilton addressed Cabinet on behalf of the Crime and Disorder Overview and Scrutiny Panel. The Panel recognised the value in fundamental reviews of all council services, including the DAAT. However, aspects of the work of the DAAT had an effect on health, the police, many other council services as well as voluntary organisations. The Panel considered the formation of a Task and Finish Group to carry out the review, develop options for the services provided by the DAAT and consult on these options leading to recommendations for Cabinet to be a sound methodology. The Panel had considered the inclusiveness of the approach to be of great value and fully endorsed the paper. He looked forward to contributing to the review process.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i) Approve the timetable and methodology for the proposed review of RBWM drug and alcohol services funded by Public Health funding.**
- ii) Note that Cabinet will receive a report on the outcome and recommendations from the review to inform future procurement in March 2016**

Policy

Council Trusts

Cabinet considered a report on the management and administration of Trusts in which RBWM had a direct involvement. The Principal Member informed Cabinet that, in response to the comments by Councillor Bullock in relation to Cox Green Community Centre, the Head of Early Help and Safeguarding had commented:

‘The council’s contribution to Cox Green is being discussed as part of a review of the Memorandum of understanding. A meeting with representatives of the Community Association is being held on 18 November’

The Lead Member for Highways and Transport commented that the Prince Phillip Trust collected and distributed funds fairly and evenly. It provided an example for other trusts to follow.

The Principal Member for Culture and Communities commented that the Kidwells Park Trust had £8000 of receipts but had only awarded £1000 of funding. She had therefore asked officers to ensure the availability of such grants was promoted to residents.

As a member of the management committee, the Principal Member for Transformation and Performance welcomed the meeting on 18 November 2015 in relation to Cox Green.

**RESOLVED UNANIMOUSLY: That the report be noted.**

Finance

Treasury Management – Annual Report

Cabinet considered the annual Treasury Management report.

The Lead Member reported that cash balances at the end of the year totalled £42m. The council partially funded its own cash requirements through these funds. The council had saved £970,000 since 2008/09 by utilising this strategy. Interest on the portfolio of cash amounted to £564,000 (1%). The report outlined term deposits held by maturity. The council had a cautious approach; on the whole counter-parties were UK clearing banks and money markets. Appendix C detailed the levels of indebtedness totalling £60m. There had been no incremental borrowing since 2007.

The Principal Member for Transformation and Performance commented that treasury management was an unglamorous task but he commended officers for their diligence in cash flow management and seeking returns.

**RESOLVED UNANIMOUSLY: That the contents of the Treasury Management report are noted.**

### Financial Update

Cabinet considered the latest financial update. The Lead Member reported a projected overspend of £849,000 however, following transfers from NNDR and MRP, this would result in an underspend of £187,000. Reserves remained strong with the development fund totalling £2.213m. General reserves totalled £6.954m which was over the recommended level of £5.43m.

The main area of challenge continued to be Adult social Care which had reported an overspend of £901,000 primarily driven by demographic growth. An additional £500,000 had been allocated from the Development Fund (subject to Council approval in December 2015). The council was determined to support the most vulnerable residents. The local economy was strong and other directorates were performing well therefore the council could meet the challenge. The first recommendation was therefore not to the detriment of frontline services to vulnerable residents. The Chairman endorsed the first recommendation and looked forward to seeing proposals from directors. In relation to the second recommendation he commented the pay on foot solution at Meadow Lane car park would be popular with residents and visitors alike.

The Principal Member for Culture and Communities commented that as Ward Member for Boyn Hill she welcomed the expansion of All Saints Junior School.

The Lead Member for Adult Services and Health commented that the council was not unique in terms of an overspend in Adult Social Care; unfortunately this was the pattern across the country. No services had been cut. The Lead Member echoed the comments about protecting the most vulnerable.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i) Notes that Strategic Directors in consultation with Lead Members will implement proposals that address the predicted overspend.**
- ii) Approves the use of £248k of S106 receipts to fund the expansion of All Saints junior school (see paragraph 4.7).**
- iii) Approves a £61k S106 funded capital budget to be added to £261k existing budget for Meadow Lane car park (see paragraph 4.8).**

### LOCAL GOVERNMENT ACT 1972 – EXCLUSION OF THE PUBLIC

**RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion took place on items 8-9 on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act.**

## **Royal Borough of Windsor and Maidenhead**

**Cabinet 29<sup>th</sup> October 2015**

### **Cabinet Regeneration Sub-Committee**

#### **Terms of Reference**

In so far as they are Executive Functions, the Leader delegates the following responsibilities to the Cabinet Regeneration Sub-Committee:

- 1 General responsibility for the oversight of matters relating to the approved Area Action Plan for the regeneration of Maidenhead Town Centre.
- 2 Formulation of the Council's property strategy within Maidenhead Town Centre, including dealings with existing land owners, the process for seeking and obtaining a development partner or partners and any Compulsory Purchase Order.
- 3 To agree recommendations to Cabinet and/or Council (as appropriate) for authorisation of land disposals and acquisitions required in connection with the regeneration of Maidenhead Town Centre.
- 4 Subject to the limitations contained in the general framework for delegations established by the Council and existing delegations to officers, approval of the terms of Development Agreements, other agreements with developers and those related to any CPO process, and other property agreements.
- 5 Determination of all matters which may be necessary to secure implementation of the approved Area Action Plan other than development or building control functions.

NB: The delegations set out above may be varied at any time at the discretion of the Leader.

Membership : Cllrs Dudley (Chairman), Rayner, D Wilson; Also attending Cllrs Love, Stretton.

This committee shall be formed with effect from the conclusion of the Cabinet meeting 29/10/15.

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## CABINET PARTICIPATORY BUDGET SUB COMMITTEE

21 OCTOBER 2015

PRESENT: Councillors David Burbage (Chairman), Christine Bateson (Chief Whip, including Neighbourhood Plans, Ascot and Sunnings) and Geoff Hill (Customer and Business Services, including IT).

Also Attending: Councillor Claire Stretton (Culture and Communities) and George Bathurst (Policy).

Officers: Andrew Brooker, Andrew Scott, David Cook, Louisa Dean and Kate Lyons.

### PART I

#### APOLOGIES FOR ABSENCE

Apologies were received from Councillor George Bathurst (Councillor Bathurst later joined the meeting).

#### DECLARATIONS OF INTEREST

There were no declarations of interest received.

#### MINUTES

**RESOLVED UNANIMOUSLY: That the minutes of the meeting of the Sub Committee held on 19 August 2015 be approved.**

#### CABINET MEMBER'S REPORTS

##### Culture & Communities

##### Neighbourhood Participatory Budget Scheme – October 2015 Voting Round

Members considered the results of the Neighbourhood Participatory Budget (PB) scheme for projects voted for by the public during August, September and early October 2015. It was noted that there was £17,590 remaining for allocation and not £13,900 as stated in the report. There had been 5 new projects submitted and 10 carried forward from the last round.

The project with highest votes was The Marist Schools for netball equipment, with a total of 692 votes. Second highest was Windsor Horse Rangers - equestrian mirrors, with a total of 390 votes, it was noted that 208 of these votes were from out of borough supporters. The third highest supported was The Maidenhead Community Lantern Parade with 346 votes.

It was noted that 4 new projects had so far been submitted to the next round and that 1616 people voted in this round with a total of 2317 votes received. Two

projects received less than 2% of the vote and would be removed from the next round:

- Furze Platt Scout Group.
- Outdoor Table Tennis Tables - Cox Green School.

Maidenhead at the Movies had also now passed its timeframe (Summer 2015) and would be removed.

Members noted the voting figures as detailed in Appendix A, and discussed appropriate awarding of funds, including match funding.

**RESOLVED UNANIMOUSLY: That:**

- i) The Marist Schools be awarded £1,500.**
- ii) The Maidenhead Community Lantern Parade be awarded £2,000.**
- iii) No Match Funding was allocated.**

Member Participatory Budgets

Members considered the latest update on Member Participatory Budgeting and noted that 17 members had now spent a total of £11,225. An email had been sent to all remaining Councillors in October explaining the Member Budgets scheme and how to donate funds.

(Cllr Bathurst joined the meeting)

**RESOLVED UNANIMOUSLY: That Members of the CPBSC note progress to date in implementing the Member budgets programme 2015/16.**

Schools Participatory Budgeting Programme

Members considered the report and were informed that the Schools Participatory Budgeting Programme had been endorsed by Members of this panel at the last meeting held 19 August 15.

The report provided details on how the scheme would operate:

- The Schools PB scheme would commence in April 2016.
- Each school would be ranked on a pro rata basis.
- There would be three rounds of voting per year to tie in with the school terms.
- £100k of capital funding (£33k per school term) be allocated to the scheme.
- Match funding would be considered at a later date after the scheme had been operating for a period of time.
- The scheme would operate in a similar manner to that of the existing Neighbourhood Participatory Budgeting scheme.
- There would be no distinction made between in and out of borough votes.
- The scheme to run as a pilot for one year and be brought back to the Sub-Committee for review.



The appendices to the report showed the weighting for each school and there was a Marketing plan for the scheme.

Members agreed that the deadline for the summer term should be brought forward to half term so that the results could be announced before the end of term.

**RESOLVED UNANIMOUSLY: That:**

- i) The additional Schools Participatory Budgeting Programme, as outlined in paragraph 2.2 and 2.4 of the report be endorsed.**
- ii) The marketing plan be endorsed.**
- iii) The summer terms voting deadline be brought forward.**

Review of the Greenredeem Scheme

Members were informed that the Greenredeem scheme had been running for over 15 months and as of the 1 July 15, the scheme had been running under a revised criteria.

Since the launch of the scheme 24 projects had taken part with over 3.6 million points being donated. The first round ended 30 September and the following 5 groups had been awarded funds:

- Alzheimer's Dementia Support.
- Foodshare Maidenhead.
- Norden Farm – The Maidenhead Community Lantern Parade
- Windsor and Eton Sea Cadets.
- Cox Green School.\*

The next round began on the 1<sup>st</sup> October and would end on 31<sup>st</sup> December. 20 groups were participating with another 3 waiting to be added.

The amendments to the scheme consist of:

- Instead of automatically awarding £1,000, members were asked to endorse that groups were awarded 'up to £1,000' this was because some schemes had asked for less than £1,000 in their application.
- A project be removed after 4 consecutive rounds of voting if they had not been successful. They would be invited to re-submit another application.
- To ensure that points were not 'lost' donated points would be carried forward to the next round. As some schemes may be removed after 4 consecutive rounds, Members were asked to consider whether to include a similar provision as the previous scheme, where funds were donated to the Mayors Benevolent Fund. It was noted that there was no budget provision for this and it may therefore be appropriate to review after 1 year.

Members considered the proposals and it was agreed that any points that may be 'lost' be put back into the residents accounts so they can be re-allocated, it was

noted that there would be a one off charge by Greenredeem of up to £600 to enable the coding to be changed to allow this to happen.

**RESOLVED UNANIMOUSLY: That:**

- i) The further amendments to the scheme detailed in paragraph 2.3 be endorsed with the amendment that the Donation of Points be changed so they can be allocated back to the residents accounts.**
- ii) A further review of the scheme be undertaken in 12 months.**

Participatory Budgeting Programme – Borough and Area Wide Schemes 2015/2016

Members considered the report that examined how the Borough and Area Wide Scheme could be promoted for 2016 to help encourage more residents to participate.

The report recommended that the Participatory Budgeting Programme would continue to be carried out when the Council Tax bills were issued. There would also be a pre-consultation exercise with stakeholders asked to put forward their priorities. BMG would be used to aid the online and paper survey once a final list had been agreed.

Members felt that there was a need of a refresh to help promote the scheme and as well as the online and paper consultation there should also be something in Around the Royal Borough. It was noted that there had been instances of the publication not being delivered and this was being investigated.

**RESOLVED UNANIMOUSLY: That the suggested process for the PB borough wide and geographic area for 2016 be approved. This would include the addition of specific, named projects and delegated responsibility to the Principle Member for Culture and Communities and to finalise the proposals for the 2016 PB consultation.**

DATE OF NEXT MEETING

The following meeting dates were noted:

- 16 December 2015
- 17 February 2016
- 20 April 2016

MEETING

The meeting, which began at 5.00pm, ended at 5.45pm.

CHAIRMAN.....

DATE.....

\* Cox Green School was incorrectly added to the report and it should have read 4<sup>th</sup> Maidenhead Guides 50<sup>th</sup> Anniversary Celebrations.

**FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:**

ITEM	TYPE	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Timetable for Neighbourhood Plans	Monitoring	-	26/11/15	New Item
Council Strategic Plan 2016-2020	Key	-	26/11/15	New Item
Heathfield Avenue, Sunningdale: Review of Highway Conditions	Non-Key	29/10/15	26/11/15	Deferred to consider further information received
Windsor Office Accommodation	Non-Key	26/11/15	17/12/15	To allow for further work
Stafferton Way Multi-Storey Car Park	Non-Key	26/11/15	17/12/15	To allow for further work
Highways Contracts Procurement	Key	26/11/15	17/12/15	To allow for further work
Creation of Windsor UK CIC	Key	-	17/12/15	New Item
Children's Services Capital Programme	Key	-	17/12/15	New Item
Smoking Cessation Tender Award	Key	-	17/12/15	New Item
Preliminary Budget Report	Key	17/12/15	-	Settlement will not be available
Additional Library	Key	-	25/2/16	New Item

## FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillors Burbage (Leader of the Council and Chairman of Cabinet, incl. HR and Legal), Bicknell (Deputy Chairman of Cabinet and Education, including Windsor), Dudley (Finance, including Property and Deputy Leader of the Council), Coppinger (Adult Services and Health, including Sustainability), Cox (Environmental Services) Hill (Customer and Business Services, IT) , D Wilson (Planning), Mrs N Airey (Youth Services and Safeguarding), C Rayner (Highways and Transport), Mrs Bateson (Chief Whip incl. Neighbourhood Planning, Ascot & Sunnings). Also in attendance (non-Executive): Councillors Ms Stretton (Principal Member for Culture & Communities), Love (Principal Member for Maidenhead Regeneration), Brimacombe (Principal Member for Transformation and Performance) and Bathurst (Principal Member for Policy).

The Council is comprised of all the elected Members

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796529. Email: democratic.services@rbwm.gov.uk

### FORWARD PLAN

ITEM 28	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Highways Contracts Procurement	Fully exempt - 1	To seek approval to approach the market to undertake a competitive tender exercise relating to the portfolio of Highways Contracts	Yes	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith		Highways, Transport & Environment tbc	Cabinet 17 Dec 2015	
Stafferton Way Multi-storey Car Park	-	Outline of options for increasing the parking capacity and recommendations	Yes	Lead Member for Finance (Councillor Simon Dudley), Principal	Ben Smith		Corporate Services Overview and Scrutiny Panel 8 Dec 2015	Cabinet 17 Dec 2015	

**N.B. All documents to be used by the decision maker to be listed in the report to Cabinet**

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		on the deliverable option that will enable car parking capacity to increase for the town centre ahead of the arrival of Crossrail		Member for Maidenhead Regeneration (Councillor Philip Love)					
Windsor Office Accommodation Update 29	-	To update Cabinet following completion of the jointly commissioned Thames Valley Police and RBWM joint feasibility study.	No	Lead Member for Finance (Councillor Simon Dudley), Lead Member for Education (Councillor Phillip Bicknell)	Chris Hilton		Corporate Services Overview and Scrutiny Panel 8 Dec 2015	Cabinet 17 Dec 2015	
Update on the delivery of the Multi-Agency Safeguarding Hub	-	To provide an update on the delivery of the Multi-Agency Safeguarding Hub, including engagement with statutory partners.	No	Lead Member for Youth Services and Safeguarding (Councillor Natasha Airey)	Ann Domeney		Children's Services tbc	Cabinet 17 Dec 2015	
Missing Children/Young People and Child Sexual Exploitation Strategy	-	To endorse the Windsor and Maidenhead Local Safeguarding Board's Missing Children/Young People and Child	No	Lead Member for Youth Services and Safeguarding (Councillor Natasha Airey)	Hilary Hall		Children's Services tbc	Cabinet 17 Dec 2015	

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		Sexual Exploitation Strategy							
Council Tax Base Report	-	To approve the Council Tax Base to be used for 2015-16 budget	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker		Corporate Services Overview and Scrutiny Panel 8 Dec 2015	Cabinet 17 Dec 2015	
30 Creation of Windsor UK CIC	Open -	Report seeks to update on plan to amalgamate Windsor Chamber of Commerce and Windsor & Eton Town Partnership, request loan for feasibility study to deliver Business Improvement District for the town centre	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton), Principal Member for Policy (Councillor George Bathurst)	Harjit Hunjan, Paul Roach	Internal process	Corporate Services Overview and Scrutiny Panel 8 Dec 2015	Cabinet 17 Dec 2015	
Children's Services Capital Programme 2016-17	Open -	Report requests approval of the 2016-17 capital programme in Children's Services	No	Lead Member for Education (Councillor Phillip Bicknell)	Andrew Brooker	Internal process	Children's Services Overview and Scrutiny Panel 24 Nov 2015	Cabinet 17 Dec 2015	
Smoking Cessation Tender Award	Part exempt - 3	Award of the tender to support smoking cessation in the borough	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Christabel Shawcross	Internal process	Adult Services and Health Overview and Scrutiny Panel tbc	Cabinet 17 Dec 2015	

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Shared Lives - Options	-	A review of the Shared Lives arrangements in RBWM and options for the future of the scheme	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Nick Davies		Adult Services & Health tbc	Cabinet 17 Dec 2015	
31 Grounds Maintenance Contract	Fully exempt - 4	Award of the Contract for the Grounds Maintenance for RBWM	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Kevin Mist		Culture & Communities tbc	Cabinet 17 Dec 2015	
Financial Update	-	Finance Update	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker		Corporate Services, Children's Services, Adults Services tbc	Cabinet 17 Dec 2015	
Maidenhead Waterways – Completion of York Stream channel works and weir	Part exempt - 3	Budget request to complete the York Stream arm of the waterway and the weir to enable the water to be raised	Yes	Lead Member for Finance (Councillor Simon Dudley), Lead Member for Planning (Councillor Derek Wilson), Principal Member for Maidenhead Regeneration (Councillor Philip Love)	Kirandeep Hunjan	Internal process	Corporate Services Overview and Scrutiny Panel 8 Dec	Cabinet Regeneration Sub Committee 16 Dec 2015	

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Member Participatory Budgets	-	To receive details of how Members propose to spend their PB allocation	Yes	Principal Member for Policy (Councillor George Bathurst)	Kate Lyons	n/a	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 16 Dec 2015	
Participatory Budget consultation 2016 – borough-wide and geographic areas – pre-consultation results	Open -	This report will provide the results of the pre-consultation which was carried out for the Participatory Budget consultation 2016 – borough-wide and geographic areas	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Louisa Dean	Pre-consultation carried out with councillors, parish councillors and heads of service	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 16 Dec 2015	
Neighbourhood Participatory Budget Scheme - Results of Public Vote	-	The results of the neighbourhood participatory budget scheme as voted for by the public	Yes	Principal Member for Policy (Councillor George Bathurst)	Kate Lyons	n/a	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 16 Dec 2015	
Shared Services Update	Part exempt - 4	To provide an update to Cabinet on the progress of the corporate shared services initiative	Yes	Chairman of Cabinet (Councillor David Burbage)	Alison Alexander	n/a	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Jan 2016	

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Financial Update	-	Finance Update	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	n/a	Corporate Services, Children's Services, Adults Services tbc	Cabinet 28 Jan 2016	
33 Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough	Yes	Lead Member for Education (Councillor Phillip Bicknell)	Karen Shepherd	n/a	n/a	Cabinet Local Authority Governors Appointment Sub Committee 28 Jan 2016	
Budget and Council Tax	-	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	n/a	All O&S Panels	Cabinet 11 Feb 2016	

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Award Of Council Grants	Fully exempt - 3	To consider the award of grants to voluntary organisations	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Karen Shepherd	Grants Panel Jan 2016	n/a	Cabinet 11 Feb 2016	
Integrated Performance Monitoring Report Q3 2015/16	-	Report detailing performance of the Council against the corporate scorecard for quarter 3 2015/16	Yes	Chairman of Cabinet (Councillor David Burbage), Lead Member for Finance (Councillor Simon Dudley), Principal Member for Transformation and Performance (Councillor Paul Brimacombe)	David Scott	n/a	Corporate Services Overview and Scrutiny Panel 4 Feb 2016	Cabinet 25 Feb 2016	
Additional Library	Open -	Request to undertake a feasibility study or studies to inform the proposal to open at least one new library during the current administration.	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Mark Taylor	Feasibility study will involve stakeholder consultation.	Culture and Communities Overview and Scrutiny Panel 25 Jan 2016	Cabinet 25 Feb 2016	

34

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Financial Update	-	Finance Update	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker		Corporate Services Overview and Scrutiny Panel 4 Feb 2016	Cabinet 25 Feb 2016	
Member Participatory Budgets	-	To receive details of how Members propose to spend their PB allocation	Yes	Principal Member for Policy (Councillor George Bathurst)	Kate Lyons		Corporate Services via email	Cabinet Participatory Budget Subcommittee 17 Feb 2016	
35 Neighbourhood Participatory Budget Scheme - Results of Public Vote	-	The results of the neighbourhood participatory budget scheme as voted for by the public	Yes	Principal Member for Policy (Councillor George Bathurst)	Kate Lyons		Corporate Services via email	Cabinet Participatory Budget Subcommittee 17 Feb 2016	
Council Manifesto Tracker	Open -	An outline of performance against the Council's manifesto Commitments	Yes	Chairman of Cabinet (Councillor David Burbage)	David Scott	n/a	Corporate Services Overview and Scrutiny Panel 4 Feb 2016	Cabinet 31 Mar 2016	
Standards and Quality of Education in Royal Borough schools – A Review of the Academic Year	Open -	The report outlines the achievements of schools in the Royal Borough and identifies areas where further development is req	No	Lead Member for Education (Councillor Phillip Bicknell)	Alison Alexander	n/a	Children's Services Overview and Scrutiny Panel 22 Mar 2016	Cabinet 31 Mar 2016	

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Review of Whistle Blowing Procedure	Open -	A review of the whistle blowing procedure to ensure it relates to Child Sexual exploitation and also a review in March 2016 of the effectiveness of the procedure within RBWM	No	Chairman of Cabinet (Councillor David Burbage)	Terry Baldwin	n/a	Corporate Services Overview and Scrutiny Panel 4 Feb 2016	Cabinet 31 Mar 2016	
DAAT Review Outcome and Recommendations	Open -	A report recommending the future DAAT model for RBWM following a Task and Finish Group and Consultation	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Nick Davies	tbc	Adult Services and Health Overview and Scrutiny Panel 24 Mar 2016	Cabinet 31 Mar 2016	
Ways into Work Contract - Annual Review Report 2015- 16	Open -	Update on the outcomes achieved from the supported employment contract	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Nick Davies	n/a	Adult Services and Health Overview and Scrutiny Panel 24 Mar 2016	Cabinet 31 Mar 2016	
Financial Update	Open -	Finance update	No	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	n/a	Corporate Services Overview and Scrutiny Panel 4 Feb 2016	Cabinet 31 Mar 2016	
Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor	Yes	Lead Member for Education (Councillor	Karen Shepherd	n/a	n/a	Cabinet Local Authority	

**N.B. All documents to be used by the decision maker to be listed in the report to Cabinet**

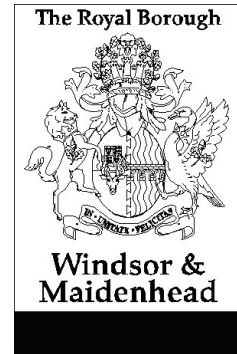
ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		Representatives to Governing Bodies of Schools in the Borough		Phillip Bicknell)				Governor's Appointment Subcommittee 31 Mar 2016	

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
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**DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND**

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	<p>Information which reveals that the authority proposes</p> <p>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</p> <p>(b) to make an order or direction under any enactment.</p>
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	<b>Chobham Road, Sunningdale - Petition to Reduce Weight Limit from 18T to 7.5T</b>
<b>Responsible Officer(s)</b>	Simon Fletcher - Strategic Director of Operations
<b>Contact officer, job title and phone number</b>	Ben Smith - Head of Highways & Transport (01628) 796147
<b>Member reporting</b>	Councillor Colin Rayner, Lead Member for Highways & Transport
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	Not Applicable
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Chobham, Road, Sunningdale, Weight limit, lorries, traffic regulation order

## Report Summary

1. A petition with 1003 signatories was submitted to Council on 22 September 2015 by Councillor Mrs Bateson seeking to reduce the weight limit on Chobham Road railway bridge, Sunningdale from 18 tonnes to 7.5 tonnes.

The Mayor agreed that this petition should be submitted to Cabinet for consideration. Therefore, the purpose of this report is to consider the content of the petition and resolve a way forward.

2. This report recommends that:

- Consultation be undertaken in respect of a proposed order to reduce the weight limit of Chobham Road railway bridge, Sunningdale.
- The results of the consultation be reported to Cabinet for consideration on 25 February 2016.

3. This recommendation is being made in response to the concerns raised in the petition submitted to Council for consideration.

4. The financial implications of undertaking the consultation exercise (and subsequent scheme delivery – if approved) will be contained within existing approved budgets.

5. Additional points to note are that an 18T weight limit was introduced on this bridge on 1 June 2015. This report considers the request to reduce this limit to 7.5T.

**If recommendations are adopted, how will residents benefit?**

Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
<p>1. Undertaking a consultation exercise (including Parish Councils and Surrey County Council) in response to the petition provides an opportunity for transparent engagement with the local community.</p> <p>This benefits residents and other road users by achieving direct improvements in local highway conditions where appropriate.</p>	<p>December 2015 - January 2016</p>
<p>2. Subject to the outcome of the consultation, reducing the weight limit will positively respond to residents concerns; reduce road safety risks and offer environmental benefits in the local area</p>	<p>March 2016 (subject to outcome of consultation)</p>

**1. Details of Recommendations**

**RECOMMENDED: That:**

- (i) **Consultation be undertaken (including residents in the Royal Borough and Surrey; Parish Councils; Surrey County Council; Thames Valley and Surrey Police) in response to the request to reduce the weight limit of Chobham Road railway bridge, Sunningdale.**
- (ii) **The results of the consultation be reported to Cabinet for further consideration in February 2016.**

**2. Reason for Decision and Options Considered**

- 2.1 A petition with 1003 signatories was submitted to Council on 22 September 2015 by Councillor Mrs Bateson seeking to reduce the current weight limit on Chobham Road railway bridge, Sunningdale from 18T to 7.5T.
- 2.2 The Mayor agreed that this petition should be submitted to Cabinet for consideration.
- 2.3 The petition reads, ‘...*We, the undersigned, wish the RBWM to consider reducing the recently implemented 18 tonne weight limit on the Chobham Road railway bridge to a maximum of 7.5 tonnes. We are concerned that the large lorries pose a safety risk due to the narrow road over the bridge. Large vehicles are forced to cross the central double-white line on a bend where visibility is limited and oncoming traffic may not see them in time...*’
- 2.4 In order to introduce a legally enforceable weight limit the Royal Borough is required to undertake a period of statutory consultation. In addition, it is recommended that the formal consultation be extended to engage directly with key stakeholders, including Sunningdale Parish Council.



- 2.5 The results of the consultation will be reported to Cabinet on 25 February 2016. Adoption of this approach offers a robust, positive and transparent response to the petition.

Option	Comments
Introduce a traffic regulation order which reduces the weight limit to 7.5T with immediate effect	This is not an option as a legally enforceable weight limit cannot be introduced without following a statutory consultation process, which includes a period to invite objections
Introduce alternative measures to mitigate the safety risk	Alternative measures including the introduction of traffic signals and single-way working over the bridge or removing on-street parking may mitigate road safety risks.  However, the overall impact on all road users is considered disproportionate.
<b>Undertake a full consultation and report the outcomes to Cabinet for consideration</b>	<b>This is the recommended option which offers a robust, transparent and positive response to the petition</b>
Consider the petition and resolve to take no further action	This option is not recommended as it does not respond appropriately to the petition.  Larger 18T vehicles, potentially increasing in volume, presents an increased road safety risk and greater environmental concern than a 7.5T weight restriction

### 3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Undertake consultation and report outcomes to Cabinet	beyond February 2016	25 February 2016	28 January 2016	No objections are received to the consultation	25 February 2015
Introduction of a reduced weight limit by (Subject to consultation outcome)	Beyond 31 March 2016	31 March 2016	29 February 2016	31 January 2016	31 March 2016
Reduced number of lorries using Chobham Road (Subject to consultation outcome)	Lorry numbers increase	0 – 70%	71 – 85%	➤ 85%	31 March 2016

**4. Financial Details**

**4.1 Revenue Funding**

There are no revenue financial implications arising from the recommendations of this report.

**4.2 Capital Funding**

The estimated cost of the recommended consultation is £3k. Subject to the outcome of the consultation exercise - if a reduced weight limit was implemented the estimated costs would be £2k, which would be funded from the approved capital budget 'Traffic Management' (CD10) - £150k'.

This overall programme budget includes an allocation for responding to petitions.

<i>Description</i>	<i>Ref.</i>	<i>Budget</i>	<i>Estimated Costs</i>
Traffic Management	CD10	£150,000	£5,000

**5. Legal Implications**

5.1 The process to introduce a traffic regulation order reducing the weight limit to 7.5T will be undertaken in accordance with the Road Traffic Regulation Act 1984 and the Traffic Management Act 2004 and the regulations and statutory guidance issued thereunder.

5.2 Section 1 of the Road Traffic Regulation Act 1984 enables a traffic regulation order to be made where the authority considers that it is necessary for avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of such danger arising.

5.3 When exercising functions under the 1984 Act the authority is required, insofar as it is practicable to do so having regard to the matters specified in section 122(2) to have regard to the duty conferred upon it under section 122 which requires it to secure the expeditious, convenient and safe movement of vehicular and other traffic including pedestrians. The matters listed in sub-section (2) of section 122 are as follows:

- (a) the desirability of securing and maintaining reasonable access to premises;
- (b) the effect on the amenities of any locality affected and (without prejudice to the generality of this paragraph) the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to preserve or improve the amenities of the areas through which the roads run;
- [
- (bb) the strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy);
- ]
- (c) the importance of facilitating the passage of public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles; and

(d) any other matters appearing to the local authority to be relevant

5.4 In relation to section 122 (2)(d), the inclusion of the Chobham Road route in the Construction and Environmental Management Plan for the redevelopment of the DERA site at Longcross will be relevant since the proposed order will require construction lorries exceeding 7.5T to use the other route specified by Surrey County Council. However, if it is considered that the potential danger to pedestrian and other traffic presented by the current use of the Chobham Road Bridge outweighs the inconvenience caused to the affected construction and other HGV traffic, the proposed restrictions may be justified.

5.5 Section 16 of the Traffic Management Act 2004 confers a duty on local traffic authorities to manage their road networks with a view to achieving, so far as may be reasonably practicable, having regard to their other obligations, policies and objectives, the following objectives- (a) securing the expeditious movement of traffic on the authority's road network; and (b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority. This duty is a qualified duty and it is doubtful whether this duty is engaged given that it does not significantly add anything over and above the matters required to be considered by the authority under the duty conferred under section 122 of the 1984 Act other than the requirement to recognise the importance placed on making the best use of the existing road space for the benefit of all road users.

## **6. Value for Money**

6.1 Subject to the outcome of the consultation – the implementation of any scheme would be undertaken by the term maintenance contractor whose rates have been competitively attained and bench-marked to ensure value for money.

6.2 The recommendations of this report offer a robust, transparent and positive approach which minimise the risk of legal challenge offering value for money.

## **7. Sustainability Impact Appraisal**

A reduction in large vehicles in Chobham Road, Sunningdale may have positive sustainable and environmental benefits in the local area.

## **8. Risk Management**

The recommendations of this report offer a robust, transparent and positive response to the petition offering a balanced approach to risk.

## **9. Links to Strategic Objectives**

**Relevant Strategic Objectives are:**

### **Residents First**

- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

### **Delivering Together**

- Strengthen Partnerships

## 10. Equalities, Human Rights and Community Cohesion - None

## 11. Staffing/Workforce and Accommodation implications - None

## 12. Property and Assets

Introduction of a reduced weight limit may offer additional protection to the highway asset by reducing the risk of damage to the bridge, and approaches, by large vehicles.

## 13. Any other implications - None.

## 14. Consultation

14.1 This report will be considered by members of the Highways, Transport and Environment Overview and Scrutiny Panel on 25 November 2015 with the panel's comments reported to Cabinet for consideration.

14.2 This report recommends statutory and extended consultation with stakeholders (including Sunningdale Parish council) as a positive response to the petition.

## 15. Timetable for Implementation

Stages	Timescale
Consultation Period	December 2015 to January 2016
Cabinet Report	25 February 2016
Scheme Implementation (subject to Cabinet decision)	31 March 2016

## 16. Background Information

16.1 An 18T weight limit was introduced on the railway bridge in Chobham Road, Sunningdale with effect from 1 June 2015.

16.2 The bridge forms part of an 'S-bend' in the road and was implemented as a result of requests from residents and Parish Council to Ward Members to reduce the size and weight of lorries crossing the railway bridge and entering Sunningdale.

16.3. The basis of the 18T weight limit was to address legitimate concerns, including:

- the safety of vehicles on the railway bridge as it is too narrow for large vehicles and forms part of the 'S-bend' in the road
- the local access road and premises close to the bridge with limited visibility
- the additional road traffic pollution in the area affecting residents either side of the bridge
- reduced traffic flow due to limited visibility and road width when large vehicles are approaching
- danger of pedestrians shopping at local shops in the central part of the village
- danger of increased congestion at the junction of the A30 (London Road) and Chobham Road close to the pedestrian crossing

16.3 The request to reduce the weight limit appears to have been generated by a recent increase in lorry movements resulting in lorries were unable to cross the bridge without travelling across the centre white line into the path of oncoming

vehicles; damage only collisions between lorries and cars and congestion in Chobham Road in the vicinity of the shops.

- 16.4 Surrey County Council and Surrey Police objected to the 18T traffic regulation order as it was considered unnecessary and created negative benefits on communities in Surrey.

It should be noted that planning consent for the DERA site includes the use Chobham Road route in their construction and environmental management plan. The Royal Borough formally objected to the inclusion of the Chobham Road Route in that plan at that time and maintains this position.

- 16.5 Notwithstanding the objections of the Surrey County Council and the Surrey Police, the Council was of the view that in the vicinity of the Chobham Road bridge, the safety of pedestrians and the safe movement of vehicular traffic outweighed any inconvenience caused to the traffic affected by the proposed restriction and so an appropriate and legally compliant process was conducted in respect of the proposal to introduce the current weight limit.

Following the making of the Order, Surrey County Council advised the Council of its intention to judicially review the process and in the light of the Council's response the threat of legal action was subsequently withdrawn.

- 16.6 The Lead Member for Highways & Transport (Councillor Rayner) met with the Executive Member for Highways at Surrey County Council to understand Surrey County Council's concerns in respect of the current 18T and to investigate the possibility of securing a mutually acceptable solution. This was not achieved as Surrey County Council are of the opinion that Chobham Road is a suitable route for large vehicles and does not warrant restrictions. This is not a position shared by the Royal Borough.

It is anticipated that similar objections will be received from Surrey County Council to a proposed traffic regulation order seeking to reduce the weight limit to 7.5T.

- 16.7 A location plan highlighting the existing 18T weight limit is attached as Appendix A.

- 16.8 The proposed reduction in the current 18T weight limit to a 7.5T weight limit is considered necessary to reduce the road safety risk created by large vehicles using Chobham Road, Sunningdale. It appears from local feedback that the volume of large vehicles has increased recently as has the incidence of damage only accidents or near-misses.

- 16.9 Alternative measures to a reduction in the weight restriction from 18T to 7.5T to mitigate road safety risks could include:

- introduction of traffic signals and single-way working over the bridge
- removal of on-street parking in Chobham Road between the bridge and the A30 (London Road)

These alternative measures are considered inappropriate as they:

- create an unnecessary negative impact on all road users
- increase congestion and delays
- negatively impact on local shops and trade undermining the vibrancy of this area
- increase vehicle speeds and increase road safety risks

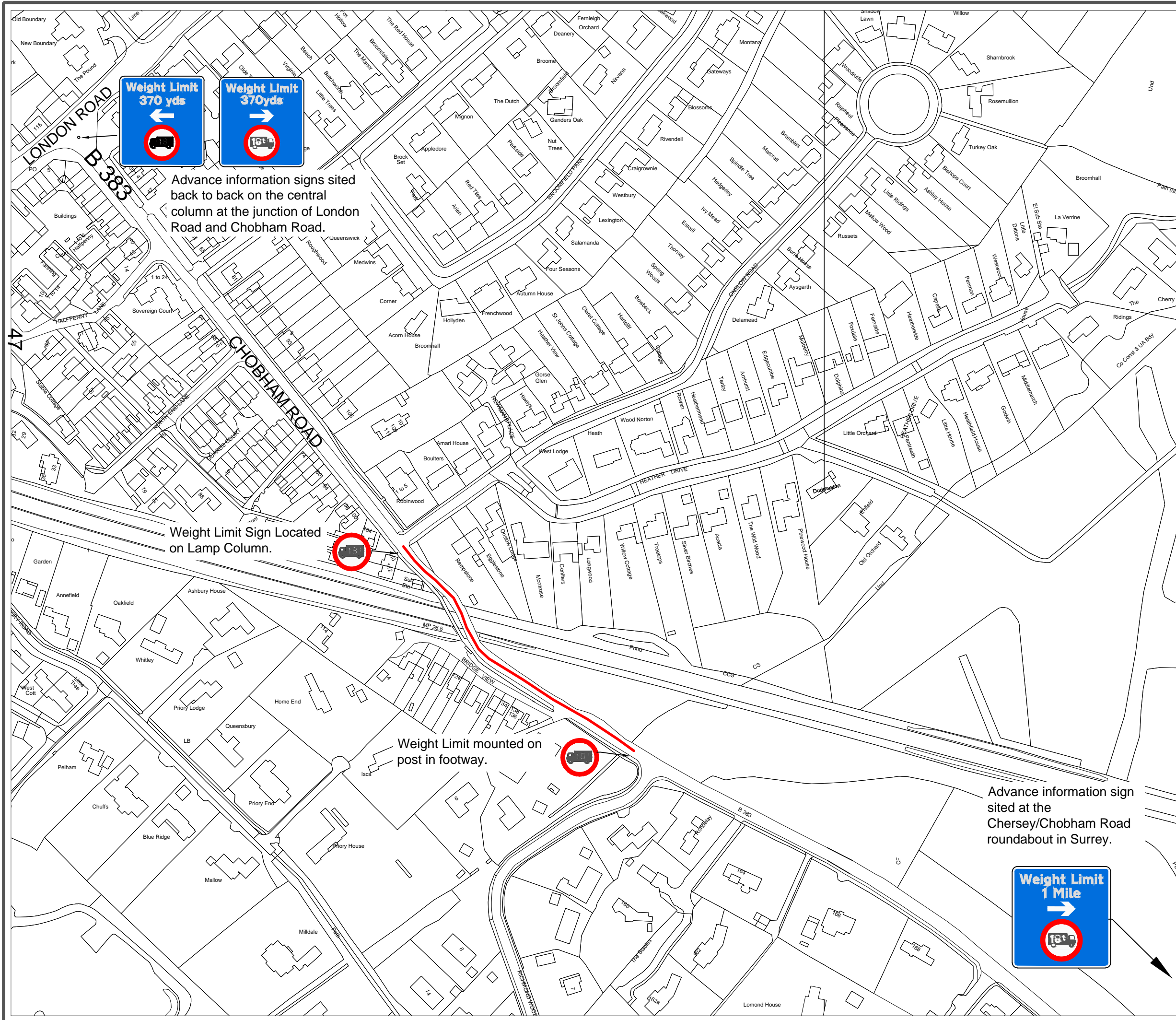
## 17. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Rayner	Lead Member for Highways & Transport	23.10.15	30.10.15	Additional detail included with respect to consultation
Cllr David Burbage	Leader of the Council	30.10.15	03.11.15 04.11.14	Approved  Additional outcome included
Michael Llewelyn	Cabinet Policy Office	23.10.15	26.10.15	Minor comments to narrative throughout the report
Catherine Woodward	Shared Legal Solutions / Monitoring Officer	23.10.15	26.10.15	Legal Implications updated / comments included throughout the report to reduce risk of future challenge
Mark Lampard	Finance Partner	23.10.15	30.10.15	Financial implications updated
Huw Jones	Traffic Engineer	23.10.15	23.10.15	Minor technical updates

## Report History

<b>Decision type:</b>	<b>Urgency item?</b>
	No

Full name of report author	Job title	Full contact no:
Ben Smith	Head of Highways & Transport	01628 796147



Advance information signs sited back to back on the central column at the junction of London Road and Chobham Road.

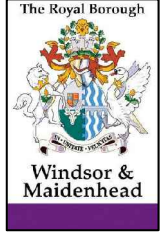
Weight Limit Sign Located on Lamp Column.

Weight Limit mounted on post in footway.

Advance information sign sited at the Chersley/Chobham Road roundabout in Surrey.



Drg No.		Rev.	
PN-1702-31			
18 Tonne Weight Limit to extend for 200m From junction with Richmond wood to junction with Onslow Road over rail bridge.			

Rev	Date	Amendments	By
<b>Directorate of Operations</b>			
Town Hall, St. Ives Road, Maidenhead, Berks, SL6 1RF.			
			
Tel: 01628 683800			
Fax: 01628 796774			
<a href="http://www.rbwm.gov.uk">http://www.rbwm.gov.uk</a>			

**Project:**  
**Local Safety Schemes**

**Title:**  
**Chobham Road Weight Limit**

Drg No.		Rev.	
		-	
Date	Scale	Size	
10/02/15	NTS	A3	
Drawn By	CAD By	Checked By	Signed Off By

**Drawing Path:**  
 K:/Drawings/

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Report for: <b>ACTION</b>
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<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>CIL Approval of Rates and Submission for Examination</b>
<b>Responsible Officer(s)</b>	Andrew Brooker, Interim Strategic Director of Corporate Services Chris Hilton, Director of Development and Regeneration
<b>Contact officer, job title and phone number</b>	Hilary Oliver – S106 Special Projects Officer, 01628 796363
<b>Member reporting</b>	Cllr Wilson – Lead Member for Planning
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	Immediate
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Community Infrastructure Levy, CIL, S106

<p><b>Report Summary</b></p> <p>The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010 and largely replaces the ability of the council to seek developer contributions under section 106 of the Town &amp; Country Planning Act (1990) as amended.</p> <p>This report seeks approval of the CIL Draft Charging Schedule (DCS) rates (Appendix 1) and to submit the DCS for public examination.</p>
---

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. The Council will have the ability to secure contributions from developers to help fund the infrastructure needed to support new development.	May 2016 and ongoing

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That

- a) The Draft Charging Schedule rates are approved.
- b) The Draft Charging Schedule and accompanying evidence be submitted for public examination

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

### 2.1 Introduction

- 2.1.1 The Community Infrastructure Levy (CIL) regulations came into force in 2010 with amendments in 2011, 2012, 2013, 2014 and 2015.

CIL allows local authorities to raise funds from developers to contribute to the infrastructure that is needed to support the delivery of development. It is the Government's preferred method of authorities raising funds from developers and considerably reduces the use of S106 legal agreements.

- 2.1.2 In order to set a CIL rate the Community Infrastructure Levy Regulations 2010 require:

*"14. (1) In setting rates (including differential rates) in a charging schedule, a charging authority must strike an appropriate balance between –*

- 1. The desirability of funding from CIL (in whole or in part) the actual and expected estimated total cost of infrastructure required to support the development of its area, taking into account other actual and expected sources of funding; and*
- 2. The potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across its area."*

The Council needs to produce evidence to show how they have arrived at this appropriate balance.

- 2.1.3 In setting the proposed rates, the rates of neighbouring authorities were considered to ensure that RBWM does not set a rate that would deter development in the Borough. The neighbouring authorities' rates do need to be read in conjunction with their "Regulation 123" list which identifies the infrastructure to be funded through CIL. Some authorities have set a high CIL rate on the basis that developers will not be required to fund site-specific infrastructure, whereas others have set a lower CIL rate on the basis that site specific infrastructure will be secured using section 106 agreements. RBWM's focus on brownfield development is significant. Boroughs that are relying more on greenfield development are likely to be able to charge a higher CIL especially if developers are not being required to fund site specific infrastructure.

### 2.2 Evidence

- 2.2.1 The Council commissioned external consultants (AECOM) to produce the key evidence to support the proposed CIL rates:

- Viability Report – Viability testing in the context of CIL assesses the ‘effects’ on development viability of the imposition of CIL
- Infrastructure Delivery Plan (IDP). The IDP is part of the evidence base required for the Borough Local Plan. In the context of CIL it assesses the funding required to provide the infrastructure to support new development and compares this with the funding available to the council to prove there is a gap between the two.

## 2.3 Consultation

### 2.3.1 The Council undertook consultation as follows:

- Developers were engaged in the process of setting the rates with two workshops to discuss the results of the viability work and seek feedback
- Preliminary Draft Charging Schedule between 19 June and 20 July 2015. Responses were received from 30 consultees. These responses and the evidence provided were considered and required further viability testing to be undertaken to ensure the evidence was robust. The comments made and responses from the Council are detailed in Appendix 2. As a result of this additional work some alternations were made to the boundary of the zones included in Appendix 1 and to the proposed rates as shown below.

#### Original rates for the Preliminary Draft Charging Schedule Consultation

Retail	Borough Wide	£100
Offices	Borough Wide	£150

#### Amended rates for the Draft Charging Schedule

Retail	Borough Wide Retail Warehouses	£100
	Borough Wide Other Retail	£0
Offices	Borough Wide - 2,000 m <sup>2</sup> or larger	£150
	Borough Wide – less than 2,000 m <sup>2</sup>	£0

No change was made to the recommended residential rates.

It should be noted that the viability study indicates that a zero CIL rate is appropriate in Maidenhead AAP area, because in general terms schemes are not sufficiently viable to pay CIL. This is borne out by our experience in the AAP area where most sites require expensive land assemblies, relocations of facilities such as leisure centres, re-provision of car parks underground etc. Legislation provides that all policy requirements must be factored in when setting the CIL rate, and the fact that to date we have been unable to secure our target affordable housing provision is strong evidence that CIL cannot be afforded.

- The Draft Charging Schedule consultation took place between 23 October 2015 and 23 November 2015. The results of responses will be assessed, however it is not expected that any significant new issues will be raised. If, following the end of the consultation, issues are raised in

the consultation responses that would affect a successful examination further consideration may be necessary.

## 2.4 Submitting the DCS for Examination

2.4.1 The DCS and evidence need to be submitted for examination by an approved Inspector. The council can choose to appoint an inspector via the government's Planning Inspectorate or source an alternative approved independent inspector. Contact has been made with both the Planning Inspectorate and Trevor Roberts Associates who offer the services of independent inspectors, and the options are being considered. The Planning Inspectorate will not commit to an examination date until the DCS and evidence has been actually been submitted.

2.4.2 The Inspector will assess the evidence provided and set a hearing date. If there has been no request from interested parties to attend the inspection the Inspector can decide that a public hearing is not required. In this case a determination will be made based on the written evidence submitted

Option	Comments
Accept the recommendations of this report  <b>Recommended</b>	Maximises the ability of the council to collect funds from developers to offset the impact of development
Do not accept the recommendations of the report	Limited funds will be collected to help offset the impact of development

## 3. KEY IMPLICATIONS

3.1 It should be noted that the timescales have slipped from originally reported in the [May cabinet report](#). This was as a result of the issues raised and evidence submitted by consultees during the Preliminary Draft Charging Schedule consultation, which included some robust challenges to the viability work which underpinned the proposed rates. The other complication was government changes to affordable housing rents, which had a knock-on effect on what Registered Social Landlords can pay developers for affordable housing, this in turn impacts viability. The result was that a substantial reassessment of the viability study was required, and together with the time to seek approvals to the amendments, this caused a 3 month delay.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
CIL in operation	After 30/04/2016	by 30/04/2016	by 01/03/2016	by 01/02/2016	April 2016
Contributions collected from developers to help fund the infrastructure needed to support new development.	<£1.5M	£1.5m-2.5m	£2.6m-£3m	>£3m	31/03/2017

#### 4. Financial Details

##### a) Financial impact on the budget (mandatory)

If the rates agreed are accepted by the independent examiner then contributions towards the cost of infrastructure can be collected.

	2015/2016	2016/2017	2017/2018
	Capital	Capital	Capital
<b>Addition</b>	£0	£2m	£3m*
<b>Reduction</b>	£0	£0	£0

\*Rising in subsequent years

#### 5. Legal Implications

The Council continues to have the ability to collect infrastructure mitigation contributions from Developers that satisfies the requirements of the Community Infrastructure Regulations 2010 (as Amended).

#### 6. Value for Money

Infrastructure can be provided with the funds raised from developers.

#### 7. Sustainability Impact Appraisal

N/A

#### 8. Risk Management

Risks	Uncontrolled Risk	Controls
CIL is not successful at inspection stage and thus not implemented	High	Ensure that all robust evidence is provided at Inquiry  Commence work on an "updated" CIL in line with BLP timetable

#### 9. Links to Strategic Objectives

**Our Strategic Objectives are:**

##### Residents First

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

##### Value for Money

- Invest in the future

##### Delivering Together

- Deliver Effective Services
- Strengthen Partnerships

##### Equipping Ourselves for the Future

- Developing Our systems and Structures

- Changing Our Culture

## 10. Equalities, Human Rights and Community Cohesion

N/A.

## 11. Staffing/Workforce and Accommodation implications:

None

## 12. Property and Assets

Developers' contributions will be used to provide and improve the Council's infrastructure and services in response to the additional impacts of new development in the borough.

## 13. Any other implications:

None.

## 14. Consultation

Public consultation has been undertaken on the Preliminary Draft Charging Schedule and Draft Charging Schedule.

## 15. Timetable for Implementation

Submit for examination December 2015.

## 16. Appendices

Appendix 1 – CIL Draft Charging Schedule including boundary maps

Appendix 2 – Responses to Consultation

## 18. Background Information

Community Infrastructure Levy Regulations (2010) as amended.

National Planning Practice Guidance

## 19. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	29/10/2015	02/11/2012	
Cllr D Wilson	Lead Member for Planning	19/10/2015	30/10/2015 17/11/2015	
Alison Alexander	Managing Director	29/10/2015	02/11/2015	
Andrew Brooker	Interim Strategic Director of Corporate Services	29/10/2015		
Sean O'Conner	SLS	29/10/2015		
Mark Lampard/ Zarqa Raja	Finance partner	29/10/2015		
Barbara Story Ben Smith Ben Wright Feliciano Cirimele Gordon Oliver	S106 Project Board	29/10/2015		

Jan Balfour Joanne Horton Jonathan Howe Kaye Periam Kevin Mist Margaret Kirby Mark Taylor Nick Davies Paul Roach Philip Gill Satnam Bahra Steph James Stephen Pimley Sue Fox				
<b>External</b>				

### Report History

<b>Decision type:</b>	<b>Urgency item?</b>
Non key decision	No

Full name of report author	Job title	Full contact no:
Hilary Oliver	S106 Special Projects Officer	01628 796363



THE ROYAL BOROUGH OF  
**WINDSOR AND  
MAIDENHEAD**

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

### **Community Infrastructure Levy**

### **Draft Charging Schedule**

Planning Policy Unit  
Royal Borough of Windsor and Maidenhead  
Town Hall  
St Ives Road  
Maidenhead  
SL6 1RF

[Planning.Policy@rbwm.gov.uk](mailto:Planning.Policy@rbwm.gov.uk)



## 1. Introduction

- 1.1. This document is The Royal Borough of Windsor & Maidenhead Borough Council's Community Infrastructure Levy Draft Charging Schedule (DCS). The DCS sets out the proposed rates that will be applied to new development within the borough. The rates vary by the location of and type of development. The funds raised will be used to secure the provision of infrastructure.
- 1.2. The purpose of this document is to enable the Council to consult on the approach it has taken in establishing its proposed rates. This is a statutory step towards the adoption of a Community Infrastructure Levy (CIL) and is prepared in accordance with the CIL Regulations 2010 (as Amended).
- 1.3. The Council consulted on its Preliminary Draft Charging Schedule (PDCS) in June/July 2015. The Council received 30 representations. These comments were carefully considered for the preparation of the DCS. A separate document containing a schedule of consultation comments and the Council's response was prepared. The Council also prepared another document which shows how consultation comments about viability testing were used for further testing in preparation for the DCS.
- 1.4. This DCS is supported by the following documents:
  - The Infrastructure Delivery Plan (IDP)
  - The CIL Viability Study
  - CIL Viability Study Post PDCS Update
  - Draft Regulation 123 List
  - Draft Instalment Policy
- 1.5. These documents are available on the Council's website:

[http://www3.rbwm.gov.uk/info/200209/planning\\_policy](http://www3.rbwm.gov.uk/info/200209/planning_policy)
- 1.6. The DCS consultation will run for four weeks from 9:00 am on 23 October 2015 to 5:00 pm on 23 November 2015.

Comments on the DCS can be submitted in writing or email. Comments can also be submitted online using the Council's consultation system.

To make a representation please send your comments:

By email to: [Planning.Policy@rbwm.gov.uk](mailto:Planning.Policy@rbwm.gov.uk)

By post to: Planning Policy Unit – DCS Consultation  
Royal Borough of Windsor and Maidenhead  
Town Hall  
St Ives Road  
Maidenhead  
SL6 1RF

To submit comments online, please go to the webpage outlined below and follow the instructions.

Consultation web page: <http://consult.rbwm.gov.uk/portal/cil/dcs/dcs>

## **2. What is CIL, who pays it, and how is the payment calculated?**

- 2.1. CIL is a levy which will enable local authorities to apply a charge to new development. The money raised by the levy will be used to fund infrastructure such as transport schemes, schools, health and social care facilities, parks, green spaces and leisure facilities that are required to ensure that the Borough grows sustainably.
- 2.2. CIL is non-negotiable which means there is certainty about how much applicants are required to pay. As per the CIL Regulations 2010 (as Amended) it will be levied on net additional floor space of development that exceeds 100 square metres. It will also be levied on development that creates at least one residential dwelling even if that dwelling is less than 100 square metres. CIL is charged on a per square metre basis.
- 2.3. There are a range of statutory exemptions from CIL including but not limited to affordable Housing and development for charitable purposes. The CIL Regulations 2010 (as Amended) set out a full list of exemptions.
- 2.4. CIL is payable within 60 days of the commencement of development although the CIL Regulations 2010 (as Amended) allow for an instalments policy to be adopted alongside CIL. The Council has published its proposed instalments policy.
- 2.5. The responsibility to pay the levy lies with the owner of the land unless liability is assumed by another party as set out in the CIL Regulations.
- 2.6. CIL rates will be index linked using the national All-in Tender Price Index published by the Building Cost Information Service of the Royal Institute of Chartered Surveyors.
- 2.7. The CIL rates for the Council's DCS vary by use (residential, retail, and offices) and location. In the case of residential development the Council is proposing three geographic zones. For retail and office development there is a Borough-wide zone. For offices, there are differential rates associated with the size of the development.
- 2.8. Some development types such as small offices (less than 2,000 square metres) and industrial will not be charged because the CIL Viability Study found that these uses did not have the financial capacity to pay a CIL.
- 2.9. CIL liabilities will be calculated in accordance with Regulation 40.

## **3. CIL and Infrastructure Required for the Local Plan**

- 3.1. The Council's Local Plan was originally adopted in 1999 with alterations adopted in 2003. Until it is replaced it remains the principal document of the Development Plan for the borough. In preparing its evidence base for the CIL the Council has considered the growth envisaged in the adopted Local Plan. It has also taken account of the National Planning Policy Framework.
- 3.2. The Council is preparing a new Local Plan. It is expected that the Local Plan will be adopted in 2017. The Council intends to adopt CIL in advance of the new Local Plan

as it must ensure there are funds available to support infrastructure provision and sustainable growth. Consequently the Council is focused on developing a robust evidence base for its CIL and, as far as is practical, aligning the CIL evidence with that of the emerging Local Plan.

- 3.3. The IDP is a critical part of the evidence base for the CIL and sets out the required infrastructure and associated costs which meet the growth envisaged in the existing Local Plan and that of the emerging Local Plan options.
- 3.4. As part of that planning process, and for purposes of transparency, the IDP provides costs and funding gaps for all the emerging Local Plan growth options. This analysis shows that the amount of funding currently available to meet the Council's infrastructure requirements (without a CIL) is insufficient. Therefore the Council considers a CIL Charging Schedule as a positive tool to support sustainable growth.
- 3.5. The DCS has been developed with consideration of a range of market conditions and in this regard it has been mindful of future growth scenarios. As part of good planning the Council intends to revisit the CIL Charging Schedule upon adoption of the emerging Local Plan to ensure it remains suitable.
- 3.6. The CIL Regulations require the Council to allocate a 'meaningful proportion' of CIL to the neighbourhood from which funds are raised. In 2013 the Government defined 'meaningful proportion' to be a minimum of 15% of CIL income arising in a parish or town council and 25% in areas with a Neighbourhood Plan.

#### **4. CIL and S106**

- 4.1. The Council collects financial contributions for infrastructure from new development through S106 agreements.
- 4.2. In 2010 CIL Regulation 123 introduced 'pooling restrictions' which limited the Council's ability to use S106 to fund infrastructure from 6 April 2015. Specifically the Regulation limited S106 obligations where five or more have been entered into after 6 April 2010 in respect of a specific infrastructure project or type. Prior to 6 April 2015 the Council was able to secure as many contributions as it could justify for an infrastructure project or type.
- 4.3. As a result of Regulation 123 the Council is now generally limited to using S106 obligations for the purpose of securing infrastructure that mitigates site-specific impacts arising from development such as access roads for example. In some limited cases the Council may use S106 to secure a strategic infrastructure project or type from several sites.
- 4.4. Regulation 122 was another limitation on the Council's ability to use S106 to fund infrastructure. It contains three tests which a S106 obligation is required to meet. The obligation must be (a) necessary, (b) directly related, and (c) related in scale and kind to the proposed development. These tests reduced the Council's ability to apply tariff-style S106 obligations which it had done according to its Planning Obligations and Developer Contributions Supplementary Planning Document (SPD).

- 4.5. As a result of the CIL Regulations, CIL is a more effective means for securing infrastructure funding than S106. It enables local authorities to pool as many developer contributions as it wishes for the purpose of funding infrastructure.
- 4.6. The Council has published a draft list of infrastructure it will fund through CIL. This is known as a draft Regulation 123 list and it accompanies the DCS. One purpose of the list is to ensure that councils do not double-charge applicants for infrastructure through both CIL and S106 agreement. Once CIL is adopted and the list is in use it will be updated periodically as infrastructure projects are completed and new needs arise.

## **5. CIL Viability Testing and Rate-Setting**

- 5.1. In setting its proposed CIL rates the Council has had regard to a range of considerations but principally the following:
  - CIL Viability Study
  - CIL Viability Study Post PDCS Update
  - Representations provided during consultation on the PDCS
  - Input from stakeholders during consultation events
  - The Infrastructure Delivery Plan
  - Anticipated development as per the Council's baseline growth option being assessed for the Local Plan
- 5.2. The Council initially commissioned the CIL Viability Study to determine if CIL rates would be viable in the Borough and to provide recommendations for a proposed set of rates. This report was provided with the PDCS.
- 5.3. The CIL Viability Study analysed both residential and non-residential property development in the Borough. It applied financial appraisal models to a sample of different types of development schemes which are anticipated in the baseline growth option being considered for the Local Plan.
- 5.4. To ensure that the appraisal models realistically portrayed property development in the Borough, there were allowances for all the Council's policies (including affordable housing) which are consequential to the viability of property development. The models also reflected market assumptions related to the revenue and costs of development in the Borough. Two consultation events were held with developers to ensure that the assumptions in the CIL Viability Study were robust and reflective of market realities.
- 5.5. In light of the 30 representations submitted to the Council and comments made at the public consultation event for the PDCS, the Council revisited the assumptions that were used in the CIL Viability Study. Where appropriate, the Council adjusted its assumptions and re-ran the appraisals. The rationale for revisiting the assumptions in the CIL Viability Study and the methodology applied are contained in the CIL Viability Study Post PDCS Update report.
- 5.6. The Update report indicates that CIL charges remain viable for three development types: residential, retail and offices. For residential development the rates remain the same. However there have been changes to retail and offices. These changes are explained and justified in the Update report.

- 5.7. CIL Regulation 14 states that the Council (as Charging Authority) must strike what appears to be an appropriate balance between the desirability of funding infrastructure and the potential effects that CIL could have on development viability. In other words, the DCS is not strictly based on a mechanistic approach to rate-setting. Indeed, even though some of the results of the appraisals have changed, the Council believes that in some cases the original CIL rates remain appropriate and that the Council has established the appropriate balance.

## 6. Draft Charging Schedule

- 6.1. The table below contains the proposed CIL rates. The maps showing the corresponding residential CIL zones are included in Appendix A.

Development Type	CIL Charging Zone	Rate (per square metre)
Residential including retirement (C3) and extra care homes (including C2)	Maidenhead town centre (AAP area)	£0
	Maidenhead urban area	£100
	Rest of the borough	£240
Retail	Borough Wide Retail Warehouses <sup>1</sup>	£100
	Borough Wide Other Retail <sup>1</sup>	£0
Offices	Borough Wide <sup>1</sup> - 2,000 m <sup>2</sup> or larger	£150
	Borough Wide <sup>1</sup> – less than 2,000 m <sup>2</sup>	£0
All other uses		£0

- 6.2. The development types in the table above are self-explanatory with the exception of retail warehouses. Retail warehouses are large stores specialising in the sale of comparison goods, DIY items and other ranges of goods catering mainly for car borne customers.

## 7. Next Steps

- 7.1. The purpose of this document is to consult on the DCS. This stage of the process precedes submission to the independent examination.
- 7.2. All comments received for this consultation will be taken into account. In the event that modifications are required to the DCS Draft Charging Schedule or Regulation 123 list as a result of consultation, the Council will make the changes available in a Statement of Modifications. Those providing comments at this stage can ask to be heard by the examiner.
- 7.3. Alongside the process for adopting CIL, the Council will review its current Planning Obligations SPD with a view towards replacing it with a document which reflects how S106 will be used alongside CIL.

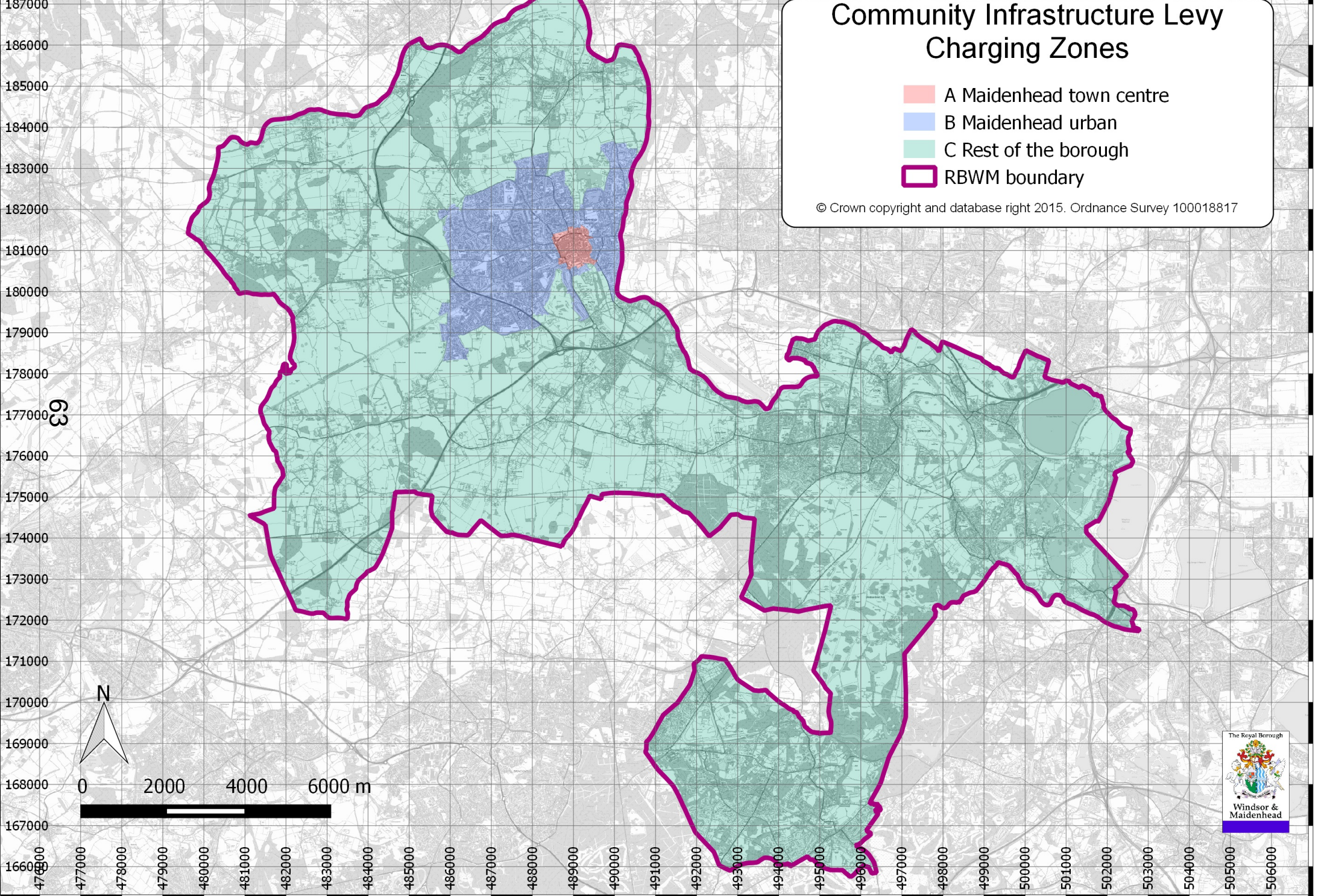
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<sup>1</sup> Applicable within the Maidenhead town centre (AAP area), the Maidenhead urban area and the Rest of the borough charging zones.





# Community Infrastructure Levy Charging Zones

- A Maidenhead town centre
- B Maidenhead urban
- C Rest of the borough
- RBWM boundary

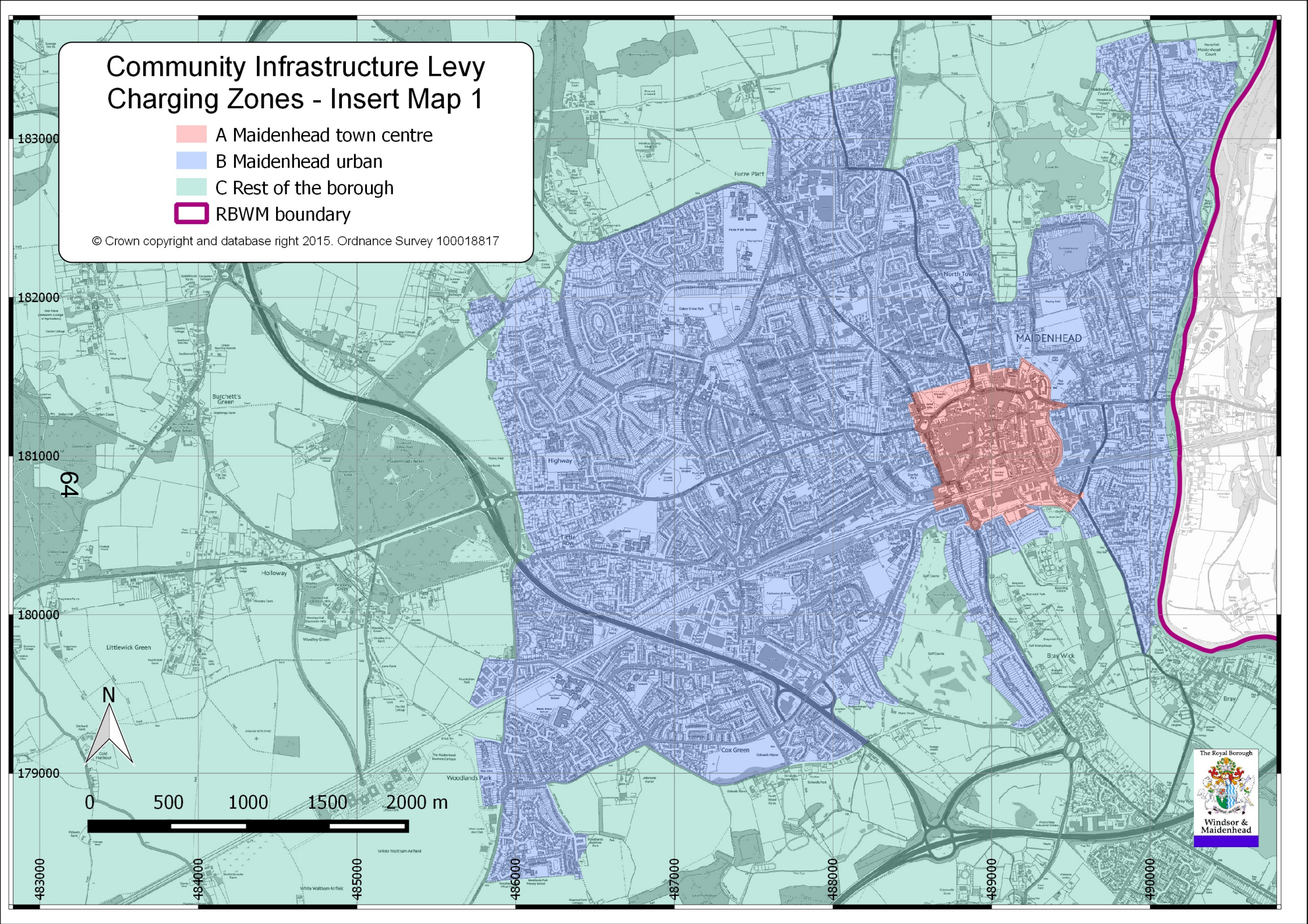
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# Community Infrastructure Levy Charging Zones - Insert Map 1

-  A Maidenhead town centre
-  B Maidenhead urban
-  C Rest of the borough
-  RBWM boundary

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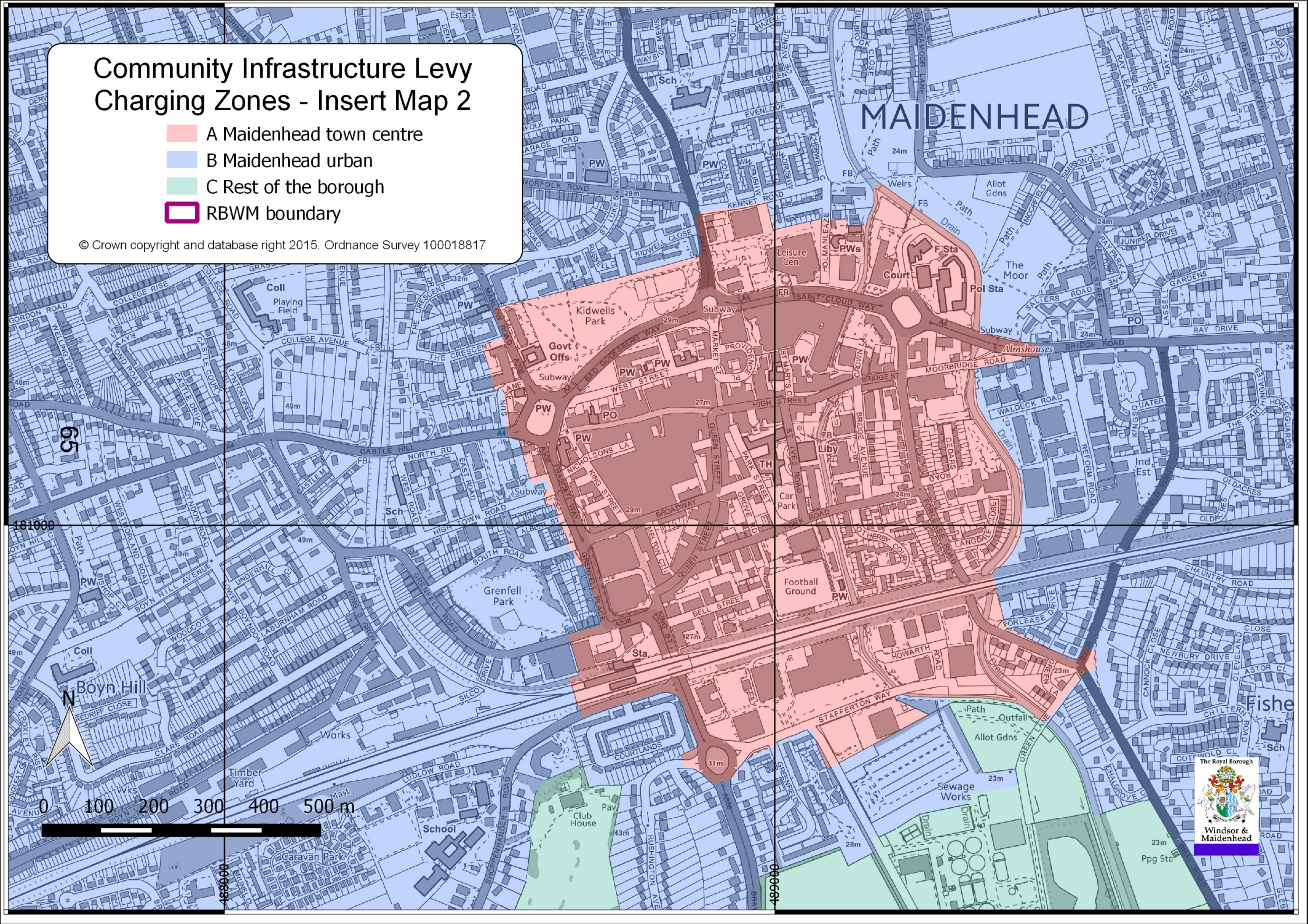




# Community Infrastructure Levy Charging Zones - Insert Map 2

- A Maidenhead town centre
- B Maidenhead urban
- C Rest of the borough
- RBWM boundary

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ID	Organisation	Respondent	Issue ref	Issue	Respondent comment	Council Response
1	The Theatres Trust	Anthony Ross	1.1	Charging schedule	Re Table 7.1 'Preliminary Draft Charging Schedule', while implied by its absence, for clarity it would be useful to add an additional row to the table noting 'All other uses - 'A nil charge'. We support the nil rate for 'all other uses'.	The Council will include a category of all other uses for the sake of clarity.
2		Chris Sale	2.1	General support	I have looked into it briefly and while I don't feel qualified to give an opinion on the detail my overall view is that it is good for RBWM and its residents and I therefore support it.	The Council welcomes the support.
3	Amberleigh Homes	Jeff Parton	3.1	Rate too high	The proposed charge of £240 per square metre across the borough outside of the defined urban area of Maidenhead is excessive in our view and will mean that the prospect of securing residential land at realistic values is very significantly reduced. Market values for land with planning permission are at a rate of circa 40% of the achievable sale price of the completed unit.	In light of representations from yourself and other respondents the recommended CIL charge of £240 per square metre will be revisited. This means that the appraisal assumptions which were used will be checked and if required the appraisals re-run. The draft charging schedule (DCS) will include a report which provides the results of this additional work. No evidence has been provided to support the assertion that land values equate to 40% of GDV.
3	Amberleigh Homes	Jeff Parton	3.2	CIL will cause landowners to reduce expectations	The introduction of CIL at the proposed levels would mean in real terms persuading land owners to accept a large reduction in the sale price of the land as it cannot come out of the sale proceeds or construction costs and the net result would be that landowners would not be prepared to sell at anything other than what they perceive to be the market rate.	CIL guidance and examiners reports have stated that land values will inevitably reflect the cost of CIL charges. This means that landowners should expect a level of reduction in the sales prices of land. As a result it should be expected that landowners won't achieve values at "market rate" as understood by Amberleigh Homes. As an example, in the Inspector's Report to the Greater Norwich Development Partnership - for Broadland District Council, Norwich City Council and South Norfolk Council for their CIL, the inspector wrote that "it is reasonable to see a 25% reduction in benchmark values as the maximum that should be used in calculating a threshold land value".
3	Amberleigh Homes	Jeff Parton	3.3	Impact on supply of housing	There is an urgent requirement for new house building that has been widely debated in the media and which the new conservative government is anxious to encourage. We can only provide comment as a small local housebuilder, and much as the community aims of CIL are laudable, this will in our view, if introduced, have a significant detrimental impact on the supply of sites for housing for the foreseeable future	The Council welcomes comments from small housebuilders. The preliminary draft charging schedule (PDCCS) has been tested to ensure that the proposed charges do not cause development to be unviable. The Council does not believe that CIL will have a detrimental impact on new housing supply.
4	The Woodland Trust	Ellie Henderson	4.1	Infrastructure list amendment	We are pleased to see Green Infrastructure listed in the draft Regulation 123 list. However we would like to see tree planting and woodland creation listed specifically as a separate bullet point under Green Infrastructure. This is because of the unique ability of woodland to deliver across a wide range of benefits. Woodland is also relatively inexpensive to manage when compared to other forms of urban greenspace, such as short mown grass. Woodlands have value across many sectors of the economy and society. English woodlands already play an important part in the growth of the UK forest carbon market and in groundbreaking projects that use land management to improve water quality, reduce flood risk, enhance biodiversity and adapt to impacts of climate change.	The Council wishes to support a range of projects within the Green Infrastructure category and currently prefers to have sufficient flexibility to allocate funds to Green Infrastructure and the most pressing needs arise. The Council acknowledges the importance of tree planting and woodland creation as an important element of Green Infrastructure and is reflected by the Councils Manifesto commitment 4.14 Continue planting trees which is being actioned by a Launch of free Trees for Residents scheme in Autumn 2015, Tree planting season on highways and parks commence in November 2015. Planning new open spaces in Eton Wick & Sherlock Row
5	Royal Berkshire Fire and Rescue Service	Peter Gray	5.1	Relationship between S106 and CIL	Currently RBFRS ask for Fire Hydrants on new developments or areas that are being re-developed and we do ask that these are paid for through the S106 scheme although this is rare. With the new CIL being introduced into your area I would like to adopt the same procedure that West Berkshire have in place for us with regards the installation of F/H's for new developments/sites. Where we ask for F/H's on such developments the builders will pay the Water Co to install at the points we request. RBFRS have no dealings with the monies as the builders and Water Co's deal with each other directly but work to our requirements.	The Council acknowledges the need to secure fire hydrants through the planning process and specifically through Section 106 agreements. The Council maintains that this is the most effective means for securing fire hydrants instead of by funding it through CIL.
6		Jeremy Greenhalgh	6.1	Regulation 123 list	Appendix B - Draft Regulations 123 List: Please explain what the exceptions at Maidenhead Golf Course relating to Education (New Primary School) and Social & Community Facilities (New Community Facilities) mean as there are currently no such developments proposed.	It is anticipated that the golf course will be safeguarded in the emerging local plan and therefore will not come forward in this plan period. Therefore reference to the golf course is not included in the draft Regulation 123 list.
7		J Powell	7.1		Agreed a) Used appropriate available evidence and b) struck an appropriate balance between i) the funding of infrastructure and ii) the potential effects on the economic viability of development?	The council appreciates the support.

8	Windsor Link Railway Ltd	George Bathurst	8.1	Regulation 123 list	There is no reference to Windsor Link Railway (WLR) in the CIL charging schedule. This will make it more difficult for the council to contribute to the scheme if there is a shortfall from the site specific development. WLR suggests that the "integrated scheme" is added to the schedule to give the council the flexibility to support the scheme in this way should it choose to do so. It may be necessary for development in the WLR area to contribute to the rail and other proposed infrastructure in that same area. The CIL viability testing (Appendix C) appears to assume that the infrastructure is off-site and paid to the council. Whilst this is a good assumption normally, it may interfere in the delivery of the Windsor Link Railway as a privately-led integrated scheme. The charging rate for the property in the WLR area should therefore be identified separately and flexibility be added to accept infrastructure enabled or contributed to as part of a scheme in lieu of payment.	This project is not a Council-led initiative and it is not anticipated that the Council will elect to support it with CIL revenue. If this position changes the Council would seek to amend the 123 list following a consultation exercise.
9	Runnymede Borough Council	Cheryl Brunton	9.1	PDCS text	The way paragraph 3.3 as worded implies that CIL funds will cover the funding gap in its entirety. Perhaps it could say '...help reduce the funding gap'. It may be useful to confirm in the PDCS table at paragraph 7.2 that other uses are proposed to be £0 rated.	The Council appreciates the advice and will make the document clearer.
10	Country Land and Business Association	Megan Cameron	10.1	Commercial development in rural areas	The CLA advises not to impose a CIL rating on agricultural or forestry, employment and commercial development, as these are important areas for rural landowners and farmers to diversify into in order to support their farming and forestry enterprise. CIL charges would make these developments unviable; regeneration would be stifled and sustainability of the rural areas would be adversely affected, by making them less economically viable; particularly in the current climate where rural workshops and offices are difficult to let especially where broadband connection is poor.	The viability evidence will be reviewed prior to the DCS and an update report will be published.
10	Country Land and Business Association	Megan Cameron	10.2	Upgrading rural buildings	Farmers and landowners are often forced to upgrade their buildings and infrastructure due to legislation with no commercial gain to the enterprise. If CIL is imposed on these types of enterprise it would have had a major impact on the farming and rural business community, who would have been unable to afford the increased cost of the development due to the CIL.	CIL is only imposed on floor area that is a net increase to existing qualifying development. CIL is not charged on upgraded buildings or on new or upgraded infrastructure. There is no proposal to include agricultural buildings in the CIL charging schedule.
10	Country Land and Business Association	Megan Cameron	10.3	Retail development in rural areas	The CLA advises RBWM not to impose a CIL rating on retail developments in the rural areas, as farm shops would have to pay CIL charges as they would fall under the Food Retail use type. Farm shops are a diversification from agricultural and should not be treated the same as large supermarkets as a charge of £100 m2 would make these diversification potentially unviable.	The Council intends to re-visit the assumptions for retail development and also look again at a variety of retail formats it modelled. However, CIL would be charged on <u>newly</u> built retail buildings in rural areas. As the Viability Study states, the Council did not explicitly test new-build farm shops in RBWM because it was appropriate to maintain a high level approach to retail development. The viability evidence will be reviewed prior to the DCS and an update report published.
10	Country Land and Business Association	Megan Cameron	10.4	Leisure uses	The CLA would like clarification that the CIL charges for farm diversification for example Clay Pigeon Shooting grounds and sui generis uses are exempt from CIL as they fall under Leisure.	The Council is not proposing to impose CIL for the uses mentioned. In particular, for leisure or sui generis uses. CIL only applies to new buildings.
10	Country Land and Business Association	Megan Cameron	10.5	Level of residential CIL charges	It is our view that charges from £100 m2 to £240 m2 contributions will act as a significant disincentive for development in rural areas.	The viability evidence will be reviewed prior to the DCS and an update report published.
10	Country Land and Business Association	Megan Cameron	10.6	Level of residential CIL charges	The CLA feels strongly that all developments being requested to contribute to infrastructure should have the opportunity to negotiate the level of payment depending on what a community/area needs.	CIL was introduced to reduce the uncertainty around negotiations on infrastructure contribution that were historically been done on a case-by-case basis. CIL was introduced to meet the needs of the community and the area where development happens.
11	Highways England	Patrick Blake	11.1	Impacts of CIL on Strategic Road Network	The Strategic Road Network (SRN) is a critical national asset and as such works to ensure that it operates and is managed in the public interest. We will be concerned with proposals that have the potential to impact the safe and efficient operation of the SRN, which in this case relates to the M4, A308(M), A404(M) and A404. We would be keen to have early discussions with the Royal Borough regarding any transport interventions identified in the Infrastructure Delivery Plan that CIL might contribute towards that could impact on the SRN.	The Council notes the comments and will seek to engage with Highways England at the earliest instances in which the Strategic Road Network is impacted.
12	Surrey County Council	Maureen Prescott	12.1	Support	We have no comments on this document.	Noted by Council. No response required.
13	Redrow Homes Ltd.	Anna Gillings, Turley	13.1	CIL boundary change	The boundary is incorrectly drawn for the "Maidenhead Urban Area". The boundary should recognise that the recent grant of planning permission at the Former Park and Ride Car Park Land at Stafferton Way lies within the Urban Area (ref 14/03765). There is no justifiable reason to consider that this site lies within the "Rest of the Borough". The committee report for this application recognises that the development will provide residential development in close proximity to the town centre and that the site has a strong visual link to the town centre. Further the report confirms the site's location so close to the town centre with "high sustainability credential" on "previously developed land". On this basis, the site clearly lies within the Urban Area. In viability terms, this site should clearly be considered part of the built up area. On this basis, the boundary of the Urban Area should be amended to reflect the boundary of the planning permission, as shown on the attached plan.	The Council has considered this in light of the extant planning permission on the site and agrees that the boundary should be moved to incorporate the site at the Former Park and Ride Care Park Land at Stafferton Way into the Maidenhead Urban Area. As part of this change, the Council will consider whether moving the boundary would have implications for the CIL charges within the two zones which are affected. If there needs to be changes resulting from the boundary change then this will be clearly explained and reflected in the Draft Charging Schedule (DCS).

14	Historic England	Martin Small	14.1	Historic assets	Historic England advises tht CIL charging authorities identify the ways in which CIL, planning obligations and other funding streams can be used to implement the policies with the Local Plan aimed at and achieving the conservation and enhancement of the historic environment, heritage asses and their setting. RBWM should consider whether any heritage related projects within the Royal Borough would be appropriate for CIL funding. RBWM should be aware of the implications of any CIL rate on the viability and effective conservation of the historic environment and heritage asses in development proposals. The rates proposed in areas where there are groups of heritage assets at risk are not such as would be likely to discourage schemes for their re use or associated heritage led regeneration Encouraging local authorities to offer exceptional circumstances relief where development which benefits heritage assests and their settings may become unviable if it was subject to CIL. Encourage that conservation staff be involved in process.	The comments are noted by Council. The Council puts a high value on the historic environment and heritage assets in the Borough. The Council has not included projects for enhancing the historic environment or heritage assets in the draft Regulation 123 list because oftentimes it is more effective for them to be safeguarded through the development management process and Section 106 obligations. The Council would welcome and consider any specific recommendation by Historic England that could potentially be funded through CIL.
15		Kate Sheehan	15.1	Meaningful contribution	3.5 meaningful contribution to town and parish not acceptable	The meaningful contribution is set out in the Regulation 59A of the CIL Regulations 2010 (as amended). These amounts will be passed directly to the Parish Councils to determine how it should be spent. Other funds collected will be spent by the Council in support of the needs that increased development in the borough creates either locally or strategically as priority dictates.
15		Kate Sheehan	15.2	Stakeholder consultation	6.1 which stakeholders will be consulted?	All statutory consultees including adjoining local authorities and parish councils, local and significant developers, and those who are listed on the Planning Policy database who have responded to any of our previous planning consultations.
		Kate Sheehan	15.3		7.1 Why is central maidenhead exempt, lots of development going on here in the near future which would bring in considerable funding for schools and other projects B2 Education - need to include improvements as well as this will benefit education as well	The CIL charged for the Maidenhead Town Centre is based on the current viability of development in the area. Based on evidence of the <u>current</u> values and costs of development in the Town Centre, the Viability Study concluded that a CIL charge would put development in the Town Centre at risk. Despite the expectation of development in the future, CIL is based on an assessment of current values and costs. Nonetheless the Council will re-visit all the viability appraisals to re-confirm whether the recommended CIL rates are still supported by up-to-date evidence. The results of this additional work will be in a report that accompanies the draft charging schedule (DCS). It is also worth noting that the Council intends to re-visit the CIL charging schedule once it adopts a new Local Plan.
16		Roger Panton	16.1	Car parks	Maidenhead is a prosperous area where the number of cars per household listed by ONS often exceeds the numbers ALLOCATED to each dwelling. To encourage developers to both include ALLOCATED car parking space and even possibly included underground parking in their development plans. The CIL should reflect this, where parking is NOT provided and ALLOCATED the CIL contribution should increase by the same amount as the cost of an underground parking space	The comments are noted by Council. CIL cannot be used as a means to incentivise or disincentivise development based on the provision of parking. In other words, CIL can not be used as a policy tool. The Council believes that the best way to secure adequate parking provision is through planning policy and the development management process.
17	68	Rachel Cook	17.1	Nil CIL rate in Maidenhead Town Centre	I'm very surprised that central maidenhead (that within the AAP) is not considered viable to support any CIL. I think that it is assumed by much of the public that Crossrail will generate investment to Maidenhead (certainly this is what the publicity has stated) If more housing is to be built in the town centre then it is imperative that the developer contributes to new school places and improvements to schools for the new children as well as the infrastructure supporting the new developments. Can there be a clearer explanation given as to why exactly a nil rate will be adopted? Please clearly list all the policy requirements which mean that developers are unable to afford CIL in the area covered by the Area Action Plan? Please reconsider this £0 rate.	The nil CIL charge for residential development in the Maidenhead Town Centre AAP area is based on current viability of development in the area. Based on robust evidence of the <u>current</u> values and costs of development in the Town Centre, the analysis concludes that a CIL charge would put development in the Town Centre at risk. One of the challenges of development in the AAP area is the higher costs associated with the development of flats. This is evidenced through the fact that the Council has not secured affordable housing in this area on grounds of viability. The viability evidence will be reviewed prior to the DCS and an update report published.
18		Gareth Ebenezer	18.1	Payment in kind	How is this determined? Will the 'payment in kind' v 'land value' tariff be openly published?	The payment in kind in the place of a monetary CIL payment is determined on a case-by-case basis based on independent assessment. There is no set formula to arrive at the value of the land for the purposes of CIL. Details of the payment in kind can be found in CIL Regulation 73.
18		Gareth Ebenezer	18.2	Nil CIL charge for development of industrial use	What exemption application process will be available only for industrial land-use projects? How will safeguards be applied?	There is no exemption application process required for the development of industrial land.
18		Gareth Ebenezer	18.3	Review of CIL charge	How often will the CIL Charging Schedule by reviewed ?	The CIL Charging Schedule will be regularly reviewed through assessments of the viability of development. The Council intends to formally review the Charging Schedule once the new Local Plan has been adopted.

18		Gareth Ebenezer	18.4	Meaningful proportion of CIL for local use	Surely a 'meaningful proportion' of CIL to be used within an impacted neighbourhood constitutes >50% rather than the proposed 15-25%, to avoid spurious investments being made in less or non-affected areas.	The meaningful contribution is set out in the Regulation 59A of the CIL Regulations 2010 (as amended). These amounts will be passed directly to the Parish Councils to determine how it should be spent. Other funds collected will be spent by the Council in support of the needs that increased development in the borough creates either locally or strategically as priority dictates.
18		Gareth Ebenezer	18.5	Timeframe for the introduction of CIL	If CIL (introduced 2010) is 'a more effective means for securing infrastructure funding than S106', why is it only being considered by RBWM in 2015? Moreover, it is incumbent on the Borough to ensure the best possible framework to achieve future infrastructural challenges, including the detailed study of existing 'best practice' boroughs where CIL superseded S106 some time ago - there appears to be limited or no evidence of this in the proposal.	The timeframe for adopting a CIL has been considered by the Council for some time but needed to ensure that there was sufficient robust evidence to support the rates as required for a successful examination. With the work on the emerging Local Plan it is now considered that the Council has the robust evidence needed. The pooling restrictions introduced by the CIL regulations which took effect in April 2015 means that the adoption of CIL is the most effective means of securing infrastructure funding than relying solely on Section 106 agreements.
18	69	Gareth Ebenezer	18.6	Regulation 123 list	When and how will the Regulation 123 list be published? How frequently will it be reviewed? How will minutes & notes for CIL funding decisions be published to residents? How will potential conflicts of interest and discretion be highlighted & clearly shown?	The Council will publish another version of its Regulation 123 list as it will form part of the supporting evidence for the Draft Charging Schedule (as stated in CIL Regulation 19e.) The Council continuously reviews its infrastructure requirements and will amend the Regulation 123 list when it is deemed necessary to add new infrastructure schemes and eliminate schemes which have been delivered. The process of allocating funds has not yet been agreed. Recommendations on the process will be made to Cabinet prior to implementation of CIL. An annual monitoring report will be published on the Council's website detailing how CIL receipts have been utilised.
18		Gareth Ebenezer	18.7	Regulation 123 list	Enhancements and improvements to existing schools in order to ensure appropriate flexibility of CIL utilisation in the area/neighbourhood most directly affected by the development, keeping school places local to expansion.	The Council welcomes the respondent's comments on CIL flexibility for the funding of school places.
18		Gareth Ebenezer	18.8	Nil CIL rate in Maidenhead Town Centre	Why has a £0 rating been given to central Maidenhead? Surely any residential development (including notable proposed sites) will have infrastructural effects in and around the town centre.	Please see the Council's response to Issue reference 17.1 above. The viability evidence will be reviewed prior to the DCS and an update report published.
19	Berkeley Strategic Land Ltd.	Elizabeth Burt	19.1	Need for up-to-date Local Plan	Given that the Council's Second Preferred Options Local Plan agreed at Cabinet on 26th February 2015 has not been consulted on and the evidence base to inform the new Local Plan is not fully complete and published, Berkeley considers that the Council does not have an up to date relevant plan as required by guidance. Therefore in accordance with paragraph reference ID: 25-010-20140612 of the PPG Berkeley considers that the Council should delay further consultations on the Charging Schedule until the further evidence has been published and the Local Plan has advanced. This would be consistent with the Government recommendation that Councils work up their Charging Schedules with their Local Plans (National Planning Policy Framework paragraph 175) to ensure that they do incentivise the types of development set out in the Plan. In addition Berkeley considers the Council should be seeking to meet its objectively assessed need for housing over the new plan period and as such should be allocating sufficient sites to meet this need including the release of strategic greenfield green belt sites. The preparation of the CIL should therefore consider a range of site scenarios including strategic greenfield sites.	See separate Progressing CIL Statement which explains the council's position
19	Berkeley Strategic Land Ltd.	Elizabeth Burt	19.2	Infrastructure requirements and the testing of greenfield sites/release of greenfield sites	The Council has produced a draft Infrastructure Delivery Plan which tests a range of scenarios based on the Council's housing strategy set out in the draft Second Preferred Options presented to Cabinet. As previously stated Berkeley considers the Council should be seeking to meet its objectively assessed need for housing and as a consequence should be releasing strategic greenfield sites. These types of sites generate specific infrastructure needs. Berkeley considers that to produce a sound Local Plan the Council should be identifying strategic greenfield sites for development and should assess these in its CIL preparation to identify and plan for the infrastructure required to deliver these. In addition the Council is currently producing Transport Modelling which will provide information on the amount, location and cost of infrastructure required to support planned growth in the Borough. As this evidence is not complete the CIL Charging Schedule cannot take account of it. The Council should therefore await the outcome of this work and use its findings when preparing the next stage of the CIL.	See separate Progressing CIL Statement which explains the council's position
19	Berkeley Strategic Land Ltd.	Elizabeth Burt	19.3	Golf course site	The Charging Zones Plan shows the golf course as falling within the urban area of Maidenhead.	The Council agrees that the boundary between the Maidenhead Urban Area CIL zone and the Rest of the Borough CIL zone should be moved so that the golf course site is in the Rest of the Borough. The Council notes that the golf course site is not anticipated to come forward under the existing Local Plan and its future will be explored through public consultation and the preparation of the new Local Plan. Once the new Local Plan has been adopted the Council intends to revisit the CIL charging schedule.

19	Berkeley Strategic Land Ltd.	Elizabeth Burt	19.4	CIL charge level	While each CIL Charging Schedule needs to be locally evidenced, the proposed CIL rate of £240 per sqm covers the significant majority of the District, and is higher than the highest rate charged (or proposed to be charged) in the surrounding authorities of Wycombe, South Oxfordshire, Spelthorne, Runnymede and Surrey Heath. In addition the Charging Zones Plan shows the golf course as falling within the urban area of Maidenhead and therefore any development here would be liable to a much lower CIL rate of £100 per sqm. There is no justification for this approach. As currently proposed any other strategic extensions would be liable to a charge of £240 per sqm.	The Council has tested development in the CIL zone where £240 per sqm is proposed. The Council's believes its evidence to be robust and representative of development in this zone. The viability evidence will be reviewed prior to the DCS and an update report published. You will note that the Council has moved the boundary of the CIL charging zone to that the golf course is no longer in the Maidenhead Urban Area.
19	Berkeley Strategic Land Ltd.	Elizabeth Burt	19.5	S106 assumptions	With regard to the allowances for S106 and abnormal costs Berkeley considers these are too low for greenfield strategic sites as these sites have higher costs due to on site infrastructure requirements. This points to the need for greenfield strategic sites to have a separate CIL rate or nil CIL rate.	As stated in the CIL viability study no strategic greenfield sites have been tested because it is not anticipated that they will come forward before the new Local Plan is in place. The viability evidence will be reviewed prior to the DCS and an update report published.
19	Berkeley Strategic Land Ltd.	Elizabeth Burt	19.6	Regulation 123 list	Berkeley notes that the draft list includes a number of generic headings such as "Improvements to healthcare" and "Strategic road network improvements". Berkeley advises that the Council should ensure that it identifies any site specific infrastructure required to deliver sites, through an assessment of each site, and that this is made publically available so landowners and developers can understand the likely obligations required and respond effectively to this.	The Council has prepared a draft 123 list based on the known requirements for infrastructure and in the context of CIL regulations 122 and 123. The SANG and some limited S106 contributions are expected to continue outside CIL and have been reflected in the viability study.
19	Berkeley Strategic Land Ltd.	Elizabeth Burt	19.7	Payments in kind	Paragraph 2.22 of the Council's Viability Study confirms that a local authority can accept CIL 'in kind' which includes the transfer of land and the transfer of infrastructure. Berkeley is of the view that the Council should allow for such relief and include this in the next draft of the CIL.	This is not relief but is part of the CIL Regulations 2010 (as amended). Payment in Kind is covered in CIL Regulation 73. In accordance with Reg 73A a Charging Authority are able to make this provision available in accordance with the notification requirements set out in Reg 73B. RBWM do not currently intend to make this provision available, but will review its availability periodically. Assessment of the value of any 'in kind' transfer of is assessed by independent valuers.
20	Berwick Hill Properties (Leatherhead) Ltd	Asher Ross, Boyer Planning	20.1	IDP and testing of emerging Local Plan	There seems to be a disparity between the Schedule which seeks to address the 1999 Local Plan and the Gap Analysis and Infrastructure Delivery Plan which seeks to address the forthcoming Borough Local Plan. The Infrastructure Delivery Plan seeks to set out growth scenarios for development up to 2030. However, these scenarios are based on general assumptions and have no policy basis whatsoever. It is the role of the Royal Borough, through proper planning in their Borough Local Plan to provide the details of growth in population and employment. It is not the role of consultants employed on behalf of the Royal Borough to do this instead of them. Therefore, the entire premise of the IDP is questionable	The Infrastructure Delivery Plan reflects development which is consistent with the <u>existing</u> Local Plan. The scenarios are based on development which is expected to come forward through the existing Local Plan.
20	Berwick Hill Properties (Leatherhead) Ltd	Asher Ross, Boyer Planning	20.2	CIL charge for offices	<p>The Schedule proposes a charge of £150 per sqm for office development across the entire Royal Borough. Whilst the Schedule provides differentiation between different zones for residential, this does exist for office development. We question this approach, based on the viability of schemes and the level of S106 that has been secured to date.</p> <p>In terms of the £150 per sqm office rate we are of the view this rate is far too high and will severely restrict office development coming forward. Paragraph 12.30 of the Viability Report compares the CIL Charging rate of nearby authorities. A summary of the office rates presented is included below –</p> <ul style="list-style-type: none"> <li>• Elmbridge – nil rate for offices;</li> <li>• Bracknell Forest – nil rate for offices;</li> <li>• Reading - £30 per sqm for offices in the Central Core; nil rate elsewhere;</li> <li>• Runnymede – nil rate for offices;</li> <li>• Spelthorne – nil rate for offices;</li> <li>• Surrey Heath – nil rate for offices;</li> <li>• West Berkshire – nil rate for offices;</li> <li>• Wokingham – nil rate for offices; and</li> <li>• Wycombe – nil rate for offices.</li> </ul> <p>The above represents compelling evidence as to the mismatch of the RBWM's approach to offices compared to other areas. In fact the proposed charge of £150 per sqm is higher than London Borough's covered by the Central Activities Zone (CAZ) / City Fringe area as defined in the London Plan which is an office area of international significance. The office rate for areas covered by this zone include –</p> <ul style="list-style-type: none"> <li>• Hackney (adopted) - £50 per sqm for offices in the City Fringe; nil rate elsewhere;</li> <li>• Tower Hamlets (adopted) - £90 per sqm for offices in the City Fringe; nil rate elsewhere;</li> <li>• City of London (adopted) - £75 per sqm for offices; and</li> <li>• Southwark (adopted) - £70 per sqm of offices in Zone 1; nil rate elsewhere</li> </ul> <p>Given these areas are some of most expensive office locations in the country with rents well in excess of £50 per sqft in some locations; it again highlights the questionable nature of RBWM's proposed CIL with respect to offices.</p>	The proposed CIL charge for offices is based on a robust assessment of the viability. However the evidence base for offices will be re-visited in light of this representation. The viability evidence will be reviewed prior to the DCS and an update report published.

20	Berwick Hill Properties (Leatherhead) Ltd	Asher Ross, Boyer Planning	20.3	Appraisal assumptions	<p>We consider many of the assumptions used in the appraisals to be unrealistic which may explain the high CIL rate for offices. The main appraisal assumptions of concern include –</p> <ul style="list-style-type: none"> <li>• Fees: paragraph 7.28 states the 8% has been used for professional fees. We think the original 10% is more appropriate and has been accepted in Hackney's Charging Schedule and is being used by South Oxfordshire;</li> <li>• S106: paragraph 7.31 confirms the s106 assumptions for residential development is £2,500 per unit but is seemingly silent with respect to offices. Fifteen per cent is used for infrastructure costs but it is unclear if this meant to cover residual s106 requirements, s278 requirements or both; or alternatively is an additional cost. If it is meant to cover s106 / s278 what is the basis for 15% of costs? The NPPG states a charging authorities approach to s106 should be based on local evidence. This evidence is absent from the Viability Study. Table 7.3 appears to summarise the likely s106 obligations based on the Planning Obligations and Developer Contributions SPD. For offices this table concludes £206 per sqm for s106. This appears to be nothing more than a theoretical exercise given the final s106 sums secured must be linked to the specific impacts of a scheme and are based on negotiation. Instead we would expect to see analysis of what RBWM has actually successfully secured in terms of s106 with respect to office development. From here we would expect to see some scaling back of the s106 payment in acknowledgement that some payments will now be made under the CIL regime rather than s106. This evidenced figure, with clearly explained assumptions, should then be used in the appraisals. Calculating what was previously negotiated under s106 is also useful for comparison against the proposed CIL charge to help ascertain any additional financial impact CIL will have on development in comparison to historically achieved s106 payments;</li> <li>• Void and rent free periods: paragraph 7.51 states only 3 month is used in the appraisals and claim very little speculative commercial development is taking place in the area. We would like to see evidence that nearly all office development in the RBWM is pre-let before construction starts. We believe 2 years is a more appropriate assumption and has been accepted as part of the Hackney CIL Charging Schedule and within the South Oxfordshire DCS. What is the basis for the different assumptions used here?</li> <li>• Acquisition costs: other Charging Schedules use 5.8% to cover acquisition costs including agent fees, legal fees and stamp duty. Again assuming 4% has been used for</li> </ul>	The evidence base for offices will be re-visited in light of this representation. The Council proposes to do further testing to assure itself that it has tested an appropriately wide and representative sample of offices across the borough. It will also re-visit the assumptions that have gone into the development appraisals. The Council will look more closely at the distinctions between the different areas of the borough and also look at up-to-date rental data to ensure that the original assumptions are still robust.
20	Berwick Hill Properties (Leatherhead) Ltd	Asher Ross, Boyer Planning	20.4	Viability buffer	<p>The CIL regulations state that in setting a charge, local authorities must "aim to strike what appears to the charging authority to be an appropriate balance" between revenue maximisation on the one hand and the potentially adverse impact of CIL upon the viability of development across the whole area on the other. In essence we believe this to mean that local authorities should not set their CIL rates at the limits of viability. They should leave a margin or contingency to allow for change and site specific viability issues. To address this issue many CIL Charging Schedules, such as Hackney, Tower Hamlets and South Oxfordshire to name a few, have included a buffer or discount from the maximum possible CIL Charge to ensure CIL is not at the margins of viability. Fifty per cent has typically been applied to office development in acknowledgment of it having a higher risk profile than residential development. Applying a 50% discount to the proposed charge would reduce the office rate to £75 per sqm. This is still significantly higher than surrounding areas and for office development in central London. We strongly believe after addressing our issues around the appraisal assumptions and BLV described above, and then applying a discount, the final CIL rate that can be accommodated by office development would be considerably lower than £150 per sqm and may even result in a nil charge.</p>	The Viability Study ensures there is an adequate viability buffer by testing the impact of CIL as a % of residual value and as a % of gross development value. These two tests are common ways of ascertaining whether there is an adequate viability buffer. In addition, the Viability Study contains sensitivity analysis both on development cost and value. These various tests have been used for the proposed CIL charging schedule. Nonetheless the Council will re-visit all the viability appraisals to re-confirm whether the recommended CIL rates are still supported by up-to-date evidence. The results of this additional work will be in a report that accompanies the draft charging schedule (DCS).
20	Berwick Hill Properties (Leatherhead) Ltd	Asher Ross, Boyer Planning	20.5	Lack of modelling sites likely to come forward	<p>Finally it appears no effort has been made to model development scenarios which are representative of the schemes which may come forward in the area. Appendix 10 only appears to run an appraisal on a typical office unit rather than a complete development. This again is at odds with many other CIL Charging Schedules which model a range of generic schemes which differ in floorspace size, floorspace type, density, site coverage, location and subsequent BLV assumption etc. By running a number of different development scenarios you are better able to sensitivity test the impact CIL is likely to have on viability.</p>	There is limited new office development which is expected to come forward in the near term in the borough. This is why the testing of offices was limited to two typologies. However the Council believes that the typologies which have been tested are suitably high level and generic. The viability evidence will be reviewed prior to the DCS and an update report published.
21	Summerleaze	Neville Surtees, Barton Willmore	21.1	Alignment with an up-to-date local plan	<p>RBWM has not yet commenced its latest round consultation on a new Borough Local Plan, and no up-to-date SHMA is available to provide evidence of housing need. As such, the Plan is not sufficiently advanced to determine an accurate infrastructure funding gap, which is required for a LPA to consider introducing CIL. RBWM will need to consider delaying the advancement to DCS stage until the Local Plan takes shape. This position was taken by the Inspector examining both the local plan and CIL for Maldon (see appendix 1).</p>	
21	Summerleaze	Neville Surtees, Barton Willmore	21.2	Strike a balance between securing required investment for infrastructure and ensuring the Local Plan can be delivered viably	<p>Notwithstanding concerns surrounding some of the assumptions made within the viability study, analysis shown in section 3 of this report shows that CIL at the proposed rates are significantly higher than the level required to meet the funding gap identified by the Infrastructure Delivery Plan, with CIL receipts being potentially double what is required. By charging such a high rate, the Council is putting development at risk when there is no need to do so to meet infrastructure funding requirements, and is likely to have a particularly significant adverse effect in Maidenhead where viability is marginal.</p>	The Council has conducted its own analysis of CIL income which shows that there is the potential for CIL to contribute towards a significant closing of the funding gap.

21	Summerleaze	Neville Surtees, Barton Willmore	21.3	Accounting for costs of meeting regulatory requirements, including affordable housing provision and site-specific requirements	The viability appraisal makes broadly reasonable assumptions of costs. However, little local evidence is used; where such information is provided as part of the consultation exercise, the viability appraisal should be amended as appropriate. Furthermore, sensitivity testing scenarios should be provided to model the effects of lower sales values and higher construction costs, as these assumptions may not fully account for local characteristics.	The viability evidence will be reviewed prior to the DCS and an update report published.
21	Summerleaze	Neville Surtees, Barton Willmore	21.4	Variable rates where certain development types would not be viable under a flat rate of CIL	Taking the appraisal results as read, the majority of development scenarios would comfortably be able to absorb the rates of CIL proposed. However, as stated above, further refinement of the viability appraisal is required to better reflect local characteristics. In particular, care needs to be taken with regard to sales values, as the presence of large houses in very desirable parts of the Borough is likely to have skewed the data analysed by HDH.	The Council has indeed introduced differential rates based on a range of house values found in the borough. The Viability Study uses a wide range of sources to establish its assumptions on house prices based on a wide range of locations throughout the borough. The Study looks at both existing and new stock. The viability evidence will be reviewed prior to the DCS and an update report published.
21	Summerleaze	Neville Surtees, Barton Willmore	21.5	Incorporating a buffer of sufficient size to ensure that changes in the wider economy do not threaten the viability of developments	Further sensitivity testing and the incorporation of local information provided by the development industry would help to provide evidence that the rates of CIL suggested would not act as a brake on much-needed housing supply.	The Viability Study conducts ample sensitivity testing to ensure that the CIL rates would not put development at risk. It uses a range of tests to do so, including CIL as a percentage of residual values and CIL as a percentage of GDV.
21	Summerleaze	Neville Surtees, Barton Willmore	21.6	Clearly define which items of infrastructure are to be funded through CIL and which are to be funded through planning obligations	The Council needs to provide further clarity on the infrastructure to be funded through planning obligations (such as S106) and through CIL by producing a Regulation 123 list. On the basis of the evidence provided in the Infrastructure Delivery Plan, CIL receipts would far outweigh the identified infrastructure funding gap	The Council has provided a Draft Regulation 123 List in Appendix B of the PDCS which seeks to provide clarity on how strategic infrastructure will be funded. The list will be refined for the DCS. The Council has also published guidance on how it will use S106 to fund infrastructure. Commentary pertaining to this is included in the PDCS. The Council disputes that potential CIL receipts 'far outweigh' the identified funding gap. It addressed this issue in Issue reference 21.2.
22	Royal London Asset Management	Christopher Tennant, WYG	22.1	Interim CIL	We suggest the Council should not "rush-through" an interim CIL, but properly prepare a robust and transparent CIL based on the policies and proposals contained in the forthcoming Borough Local Plan.	The Council believes it has prepared a robust and transparent evidence base that reflects its current policies and proposals. As the PDCS explains in section 5, CIL is currently the most effective means for the Council to secure infrastructure funding and therefore wishes to adopt a charging schedule as soon as possible. The PDCS also states that the Council intends to revisit its CIL charging schedule once the new Local Plan is in place.
22	Royal London Asset Management	Christopher Tennant, WYG	22.2	CIL rate too high in Maidenhead Urban Area	We are supportive of the differential rates proposed concerning residential development within Maidenhead and the wider borough, however, we consider that the CIL charging rate proposed concerning the "Maidenhead Urban Area" is too high, and as a result, may compromise the delivery of the delivery of sustainable housing locally. Many of the sites within this charging zone are also brownfield, and will also be impacted by similarly high redevelopment costs. Doing so will help maximise the development potential of sites within this area, and will ultimately help ensure the effective delivery of local housing, and also, would not threaten the delivery of the emerging development plan.	The Viability Study modelled brownfield sites and previously developed land throughout RBWM and provided an allowance of 5% of base build costs for such sites. The Council considers this a reasonable allowance given that some sites will not have these costs. In addition, the Viability Study says that land values for brownfield sites (for which development costs will be higher) will often be lower to reflect the higher development costs. The viability evidence will be reviewed prior to the DCS and an update report published.
22	Royal London Asset Management	Christopher Tennant, WYG	22.3	Build costs	With regard to the Build Costs, HDH Planning has based cost assumptions on the Building Cost Information Service (BCIS) data. Generally we agree with this approach, however, not enough evidence has been provided to justify the proposed levels. Ideally we would like to see input and analysis from a list of developers to justify specific schemes in Maidenhead. The BCIS data is more general and may not reflect the actual build cost of sites in Maidenhead, and liaison with local developers may better inform this approach.	The viability evidence will be reviewed prior to the DCS and an update report published.
22	Royal London Asset Management	Christopher Tennant, WYG	22.4	CIL rate too high in Maidenhead Urban Area	Residential development within the "Maidenhead Urban Area" would already be supported by long-established, effective transport infrastructure. This further supports the assertion that a lower CIL rate would be appropriate concerning residential proposals within the "Maidenhead Urban Area" Charging Zone.	The viability evidence will be reviewed prior to the DCS and an update report published.
22	Royal London Asset Management	Christopher Tennant, WYG	22.5	CIL rate too high in Maidenhead Urban Area	We further assert that the charging rate concerning "Maidenhead Urban Area" should be lowered, as a means of incentivising residential within the town, and ultimately, to help in the delivery of quality homes within the Borough.	The CIL charge should not be used as a means of incentivising development or any other policy-related goals.
22	Royal London Asset Management	Christopher Tennant, WYG	22.6	CIL boundaries	We are supportive of the proposed boundary concerning the 'Maidenhead Urban Area' Charging Zone. This boundary mirrors the urban form of the town, and in part, follows the town's green belt boundary.	The Council welcomes the support.
22	Royal London Asset Management	Christopher Tennant, WYG	22.7	Regulation 123 list	We consider that there is a lack of transparency concerning the specific projects which developers' CIL contributions will inevitably fund and the list should be revised.	The respondent's comments are noted but the Council believe that flexibility is required at this stage to allow it to be responsive to need as development occurs.



22	Royal London Asset Management	Christopher Tennant, WYG	22.8	Inclusion of Stafferton Way Link Road on Regulation 123 list	We would like clarification concerning the Stafferton Way Link Road. Works concerning this project are currently underway (as approved via planning permission 14/00167/FUL), and works have been funded via a mixture of local S106 contributions and Government funding. However, we understand that a requirement for various 'ancillary works' associated with this project has arisen during the course of construction, and these works are not currently covered by the scope of the existing planning permission. The Stafferton Way Link Road is of a strategic importance to the local area, and enhances Maidenhead town centre's connectivity with the wider Borough. As a result, we consider that 'works associated with delivery of the Stafferton Way Link Road' would be a suitable addition to RBWM's Regulation 123 List.	The cost of delivering this link road have been budgeted for and it is anticipated the road will be complete by the time a CIL is introduced and funds start to be received.
23	National Grid	Karen Charles, DTZ	23.1	CIL rate too high outside of the Maidenhead Urban Area	The Preliminary Draft Charging Schedule sets a 'blanket' charge of £240 / sq m for residential development outside the Maidenhead urban area. This fails to take into consideration the significant abnormal costs associated with the redevelopment of some brownfield sites. To that end, the size and type of sites assessed in the CIL Viability Study (a key part of the evidence base informing the Preliminary Draft Charging Schedule consultation) do not fully reflect those which the Council are proposing to allocate and see developed for housing – as set out in the Second Preferred Options Borough Local Plan consultation. It is essential that an appropriate range of sites are tested, having regard for the Council's revised housing need assessment as necessary, in order to ensure a sound CIL Charging Schedule.	The Viability Study modelled brownfield sites and previously developed land throughout RBWM and provided an allowance of 5% of base build costs for such sites. The Council considers this a reasonable allowance given that some sites will not carry abnormal costs. In addition, the Viability Study says that land values for brownfield sites (for which development costs will be higher) will often be lower to reflect the higher development costs. The viability evidence will be reviewed prior to the DCS and an update report published.
23 73	National Grid	Karen Charles, DTZ	23.2	The site at Bridge Road, Sunninghill	The National Grid site at Bridge Road, Sunninghill is a substantial brownfield site in a sustainable location. The Council have supported the principle of redevelopment of this site for housing in the Ascot, Sunninghill and Sunningdale Neighbourhood Plan (2014). In addition, the Preferred Options of the emerging Local Plan contains a specific commentary on the site that identifies the site as having the potential to deliver: "a mix of larger and smaller houses, reflecting the housing types on Bridge Road and on Cavendish Meads, with the possible addition of some flatted element. Safe and appropriate access to the site will need to be demonstrated to be deliverable, either through acceptable solutions to access from Bridge Road or through the two entrances onto the adjacent Cavendish Meads, or through another acceptable option." The draft Local Plan proposes a capacity of 80 dwellings, and the availability of the land between 2020 and 2024. More recently, National Grid have advised the Council that the site has potential for around 100 units which could be delivered in the next 5 years. In order for the site to be redeveloped for housing, substantial abnormal costs have been and will continue to be incurred to remove constraints to enable redevelopment of the site, such as the gas holder, remediation and other enabling costs associated with brownfield land. This financial burden is significant and much higher than would normally be expected on a typical brownfield site and other sites in the borough where the CIL will also apply. As such, in order for this important sustainable brownfield site to be delivered for housing in the short term, as supported by the Council, it is essential that the viability of the development is not threatened by the cost of CIL.	The CIL rates are based on testing the viability of a <u>sample</u> of development sites in the borough. The development viability models reflect a broad consideration of development in the area, including brownfield sites with abnormal costs. As stated in the Council's response to Issue ref. 23.1, abnormal costs will often be reflected in a lower land value. To be clear, the proposed CIL charging schedule has been drafted in a manner so as not to jeopardise the viability of development.
24	National Grid	Karen Charles, DTZ	23.3	Abnormal costs and viability testing	It is noted that the CIL Viability Study assumes an additional allowance of 5% of the BCIS costs for abnormal development costs (paragraph 7.22) and states that such costs will be reflected in land value (paragraph 7.25). When considering viability matters in plan making, the National Planning Practice Guidance provides guidance. The Guidance points to the importance of the Council in correctly identifying and taking into account abnormal costs when evidencing the CIL Charging Schedule. Failure to do so could result in unwilling developers and land owners to the detriment of the Council's housing strategy and development plan.	The Council believes that it has adequately and appropriately accounted for abnormal costs in its viability testing for CIL charges. The Council welcomes any evidence that could help develop its view of the impact of abnormal costs of development viability. As stated in Council responses above, the development viability modelling has included an allowance for abnormal costs associated with brownfield land.
25	National Grid	Karen Charles, DTZ	23.4	Timetable for CIL preparation	The Preliminary Draft Charging Schedule refers to the publication of the Draft Charging Schedule in July / August 2015 and the Examination in October 2015. This seems unrealistic and clarify is sought on the future timetable for the preparation of the CIL.	The Council will shortly be updating the timetable for its preparation of the CIL.
24	Thames Water	David Wilson, Savills	24.1	CIL exemption for infrastructure	Thames Water consider that water and wastewater infrastructure buildings should be exempt from payment of the Community Infrastructure Levy and this appears to be the case in the draft schedule where only residential, retail and office development types are charged which is supported by Thames Water.	The Council welcomes Thames Water's support of the CIL charging schedule.
24	Thames Water	David Wilson, Savills	24.2	Infrastructure list amendment	The Council may however wish to consider using CIL contributions for enhancements to the sewerage network beyond that covered by the Water Industry Act and sewerage undertakers, for example by proving greater levels of protection for surface water flooding schemes. Sewerage undertakers are currently only funded to a circa 1:30 flood event.	Water companies pay for infrastructure improvements and recover the costs from consumers. The Council is not aware of any other local authorities who have included this infrastructure category on the CIL Regulation 123 List. At this time the Council believes that the current list is satisfactory in this regard and that it does not wish to use CIL for this purpose.

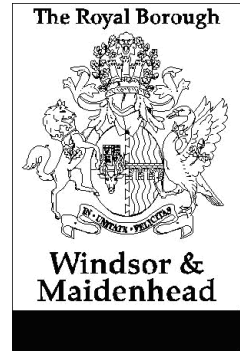
25	Oakfield Homes	Paul Thomas, WYG	25.1	Prematurity of CIL	There are some serious drawbacks from introducing CIL before the Local Plan has been tested at Examination and been adopted. As the housing figure for RBWM has yet to be determined, we would argue that the CIL Preliminary Draft Charging Schedule is premature. This is because the evidence base, which includes the CIL Viability Study and the Infrastructure Delivery Plan, would not have tested the final OAN for the Borough and all of the potential site allocations.	The Council disputes that the proposed CIL is premature. The proposed CIL charging schedule reflects the existing Development Plan and development which is anticipated to come forward through this Plan. The process for the adoption of a new Local Plan is underway. This process will incorporate a range of inputs including new housing targets. Once the new Local Plan is adopted, the Council intends to revisit the CIL charging schedule.
25	Oakfield Homes	Paul Thomas, WYG	25.2	Duty to cooperate	The Duty to Co-operate issues have not been explored as yet through a Local Plan Examination. The Government has recently announced as part of the 'Fixing the Foundations' budgetary document (July 2015) that stronger guidance would be published on the Duty to Co-operate to "improve the operation of the duty to cooperate on key housing and planning issues, to ensure that housing and infrastructure needs are identified and planned for." Therefore, hypothetically RBWM may be in a position to take housing numbers from neighbouring authorities, which would potentially have a significant impact on housing delivery and infrastructure requirements. At the current time, this has yet to be fully explored and therefore the Council's Infrastructure Delivery Plan is likely to be subject to change.	The Council notes the issue regarding Duty to Cooperate. However the proposed CIL charging schedule reflects the existing Development Plan. As the new Plan emerges the issue of Duty to Cooperate will be addressed through the plan preparation process.
25	Oakfield Homes	Paul Thomas, WYG	25.3	Prematurity of CIL and the implications of CIL funds collected	The collection of CIL payments from developments prior to the adoption of the Local Plan, especially at the higher rate of £240 per m2 could be significantly lower or higher than the rate eventually approved once the Local Plan is adopted after Examination, without the recourse for developers or indeed the Council to claw back any funds.	The Council accepts that once the Local Plan is adopted and it revisits the CIL charging schedule that the rates could be higher or lower. However the currently proposed rates reflect current development viability. CIL will be reviewed alongside the preparation for the new Local Plan.
26	Orbit Developments (Southern) Limited	Matthew Dugdale, Emerson Group	26.1	Viability buffer and sensitivity testing	The proposed CIL rates chosen in the PDCS for each development type (residential, office development and retail) match the maximum theoretical levels of viability identified in Table 12.4 of the Viability Study (April 2015) without having applied any viability "buffer" or sensitivity testing.	The proposed rates <u>do not</u> match the maximum theoretical levels of viability. The Council welcomes any analysis which suggests that this is the case. The Viability Study ensures there is an adequate viability buffer by testing the impact of CIL as a % of residual value and as a % of gross development value. These two tests are commonly accepted as being appropriate for ascertaining whether there is an adequate viability buffer. In addition, the Viability Study contains sensitivity analysis both on development cost and value. These various tests have been used for the proposed CIL charging schedule. The viability evidence will be reviewed prior to the DCS and an update report published.
26	Orbit Developments (Southern) Limited	Matthew Dugdale, Emerson Group	26.2	Viability testing of residential development	The proposed residential rate of £240/sqm is disproportionately high, particularly when compared against neighbouring authority residential charges in Berkshire/ Buckinghamshire (e.g. Reading - £120/sqm; West Berkshire – £125/sqm; Wycombe – £150/sqm). This will place a significant proportion of new residential development at risk and may force developers into neighbouring areas. Having considered the Viability Study, there is a greater variance in residential property values across the Borough than those that have been assessed. For example, a detached house in Ascot can vary from £350,000 to £4.5 million, which is lower than the assumed house price of £5000/sqm. In addition, no appraisal of the viability of apartments has been undertaken for Sunninghill and Ascot. In addition, it is not clear what size, type and mix of dwellings have specifically been tested in the Viability Study. This is a key variable, which has a significant bearing on construction costs and values, and hence viability. Furthermore, no assessment of the viability of converting existing buildings to residential use has been conducted. Therefore, the Council should address these concerns by undertaking further work.	The Council believes that it has arrived at the proposed CIL charge for development outside of the Maidenhead Urban Area based on a sound assessment of development viability. Paragraphs 9.7 and 9.8 of the Viability Study address the issue of mix of dwellings. The typologies which have been modelled implicitly include flats as well as a broad mix of unit sizes and types. The viability evidence will be reviewed prior to the DCS and an update report published.
26	Orbit Developments (Southern) Limited	Matthew Dugdale, Emerson Group	26.3	Viability testing of office development	The proposed rate for offices of £150/sqm appears disproportionately high, especially when compared against neighbouring authority office charges in Berkshire/ Buckinghamshire (e.g. Bracknell Forest – nil; Reading - £30/sqm; West Berkshire – nil; Wokingham – nil; Wycombe – nil). It should be noted that there are distinct variations in office viability across the region, which is reflective the level of demand in those areas. The Viability Study assumed rents of £325/sqm for large offices and £275/sqm for small offices, with respective yields of 6.5% and 7% (Table 5.1). In the Group's view, these are overinflated for assessing the Borough as a whole and are actually more reflective of prime rents for new build Grade 'A' offices within Maidenhead or Windsor town centre, which as you will be aware, are very strong office markets. Elsewhere in RBWM, for example in Ascot and Sunninghill, the demand for offices and hence values is proportionately lower. In the Group's experience, the actual rents are more in the region of £200-250/sqm with equivalent yields of around 7.5-8%, which is significantly lower than the Viability Study's assumptions. If the Council were to charge the proposed rate of £150/sqm, then this would render new office schemes outside Maidenhead and Windsor unviable and, in turn, hamper the ability to provide additional employment opportunities elsewhere in RBWM. The Group recommend that the Council undertake further work to establish the variations of office viability	The proposed CIL charge for offices is based on a robust assessment of the viability. However in light of this representation the Council proposes to do further testing to assure itself that it has tested an appropriately wide and representative sample of offices across the borough. The results of the reexamination of all of the inputs (including rents and yields across the market) for the office development appraisals will be in a report which will accompany the draft charging schedule (DCS).

26	Orbit Developments (Southern) Limited	Matthew Dugdale, Emerson Group	26.4	Viability testing of retail development	<p>The Viability Study is not fully reflective of the form of new retail development likely to come forward and the resulting differences in rental values and yields. Therefore, the Group request that the following amendments are made to the viability assumptions. Firstly, it should be recognised that the 'big four' supermarkets (Asda, Morrisons, Sainsburys and Tesco) have scaled back their development programmes as a result of changing retail patterns and reduced consumer spending. Therefore, it is unlikely that any supermarket stores of 4,000 sqm will be delivered due to viability concerns.</p> <p>Secondly, whilst the Group are supportive that smaller format supermarkets for budget operators (Aldi and Lidl) have been identified, it has been assumed that these are 1,200 sqm in size. However, in the Group's experience, these are more likely to be larger stores of 1,300-1,800 sqm. In addition, no allowance seems to have been taken for the growth in high value supermarkets (Waitrose and M&amp;S Food), which are similar in size to their budget counterparts. Therefore, these schemes should be tested.</p> <p>Thirdly, no account has been taken of the growth of neighbourhood convenience stores (Co-op, M-Local, Sainsburys Local, Tesco Express/Metro). These stores differ in size, but are typically no larger than 500 sqm. Therefore, these schemes should be tested.</p> <p>Finally, the assumption that a retail warehouse will comprise 4,000 sqm of floorspace is too simplistic. In the Group's experience, individual units can vary greatly in size between 100 sqm (e.g. Carphone Warehouse) to 8,000 sqm (e.g. a Next flagship store) and can either be developed in a parade or as standalone units. Therefore, these schemes should be tested.</p>	The viability evidence will be reviewed prior to the DCS and an update report published.
27	Orbit Developments (Southern) Limited	Matthew Dugdale, Emerson Group	26.5	Need for up-to-date Local Plan	<p>The Group are concerned that RBWM intend to adopt CIL in advance of their emerging Local Plan, as stated at paragraph 3.2 of the PDCS. The Council clearly leaves itself at risk of challenge should the Local Plan not progress as envisaged and the supporting evidence be found 'unsound'.</p> <p>In particular, the supporting CIL Viability Study (April 2015) appraisal is based upon current planning policies set out in the 1999 Local Plan (as amended in 2003) and not the emerging new Local Plan. Arguably, as 'best practice' and guidance dictates, the Council should be testing the viability of CIL alongside its emerging Local Plan policies. Clearly, if new policies introduce higher burdens on new development (in addition to CIL) than existing policies, then this could stifle new development. This is a key failing of the proposed RBWM approach.</p>	See separate Progressing CIL Statement which explains the council's position

75

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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>Review and Revision of the S106 Education Contributions</b>
<b>Responsible Officer(s)</b>	Chris Hilton, Director of Development and Regeneration Alison Alexander, Managing Director and Strategic Director of Children’s Services
<b>Contact officer, job title and phone no.</b>	David Scott, Head of Education
<b>Member reporting</b>	Cllr Derek Wilson Lead Member for Planning Cllr Phillip Bicknell Lead Member for Education
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	8 December 2015
<b>Affected Wards</b>	All wards
<b>Keywords/Index</b>	S106, developer contributions, education, schools

## REPORT SUMMARY

1. Provisions made in the Community Infrastructure Levy Regulations 2010 (as amended) came into effect on 6<sup>th</sup> April 2015. These provisions restrict the use of S106 contributions. This has resulted in a need to change the way in which Education S106 contributions are allocated. These contributions are used to offset the impact of new housing on school capacity.
2. This report recommends approval of an interim methodology for justifying and allocating developer contributions for education as set out in Appendix A, with implementation from 8<sup>th</sup> December 2015. The interim methodology includes updates to the level of contribution sought, these being amended in accordance with prior delegation from Council.
3. Appendix A sets out when contributions are required from developers for education projects and the justification for the amount sought. It also sets out the process for prioritising specific projects to offset the impact of a particular development.
4. The Royal Borough will continue to negotiate for developer contributions in this way until Community Infrastructure Levy (CIL) has been implemented.

<b>If recommendations are adopted, how will residents benefit?</b>	
<b>Benefits to residents and reasons why they will benefit</b>	<b>Dates by which they can expect to notice difference</b>
This report updates the way in which education S106 developer contributions are collected and allocated, in line with regulations, so that residents can continue to benefit from investment to provide new capacity in local schools.	December 2015

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATIONS: That Cabinet:

- i) **Approves the interim education S106 developer contributions methodology attached at Appendix A to be used as the basis for negotiations with developers. This includes revisions to the level of contribution sought per dwelling, in accordance with prior delegation from Council.**
- ii) **Requests that schools submit updated Asset Management Plans.**
- iii) **Delegates authority to the Managing Director and Strategic Director of Children's Services to agree future updates to the level of contribution sought per dwelling.**

## 2. BACKGROUND

- 2.1 The Royal Borough has been collecting education S106 developer contributions since 2002, to offset the impact of new housing developments on local schools. Over £10m has been collected, helping schools in all parts of the borough to expand their facilities to accommodate the additional children from new housing.
- 2.2 The existing framework was agreed by the Royal Borough's full Council in November 2005, and published as the *Planning Obligations and Developer Contributions Supplementary Planning Document – A Developers' Guide* in December 2005. An annual update, published under delegated authority from Council, set out revised costs and lists of projects eligible for funding.
- 2.3 The Community Infrastructure Levy Regulations 2010 (as amended) now restricts the use of S106 contributions, with the result that the existing arrangements for collecting and utilising education S106 developer contributions can no longer be applied.
- 2.4 The borough is currently working towards implementing CIL in 2016. This report recommends adoption of an interim education S106 developer contributions methodology so that residents, schools and developers are aware of the basis for negotiating education contributions is. The CIL will replace S106 contributions for education.
- 2.5 Revisions to the contributions sought are made under authority delegated by Council, in November 2005. Appendix A sets out the methodology and is briefly outlined as:
  - Education S106 developer contributions will now only be collected from a relatively small number of developments, due to restrictions on combining, or 'pooling',

contributions from more than five developments towards any single piece of infrastructure.

- Contributions will be sought where there are less than 10% surplus places at any tier of education in the area local to the development.
- Contributions will not usually be sought on developments that generate a net pupil yield of less than three children.
- The amount sought will be based on the cost of providing additional school infrastructure for the number of pupils that a new development is expected to yield.
- The proposed per m<sup>2</sup> build rate is based on DfE costs, updated in line with inflation. The space required per pupil is based on government guidance.
- Contributions from any single development will usually only be used to fund or part-fund a scheme at one school. The contributions will not, as has previously been the case, be split across a number of schools or across primary/secondary schools. This is to ensure that the sums collected can be used effectively and that the project can be delivered.
- Only certain schemes are compliant with the CIL regulations – e.g. new schools, extensions to existing schools, internal remodelling of existing schools and disabled access improvements. It makes clear that certain types of work, such as repairs and maintenance, are not eligible for education S106 developer contributions.
- There will be a number of schools with potential projects. These will be prioritised as follows:
  - Priority 1 – school expansion schemes that are already approved by Cabinet.
  - Priority 2 – other compliant schemes.

2.6 Within Priority 2, potential schemes will be derived from the current School Asset Management Plans (AMP). Schools are asked each summer to update their AMPs<sup>1</sup>, and this report recommends that schools are asked for an updated AMP following Cabinet. Schools will be asked to rank their projects and estimate the size of the scheme (m<sup>2</sup>).

2.7 This approach ensures that the administrative impact on schools is kept to a minimum and that planning applications can be determined within statutory timeframes, whilst still preserving direct school involvement.

2.8 Schemes within Priority 2 will be scored on the basis of best addressing local demand for places; whether they result in an increased school Published Admission Number (PAN); the current balance between the number of places at the school and available workplaces; and cost.

2.9 The main changes from the previous system of collecting and allocating education S106 developer contributions are that:

- Contributions from one development will not be split between several schools but directed towards one project.
- Projects to be funded will be identified at the planning application stage, not subsequently.
- A prioritisation process will be used to identify projects to be funded. This was not previously required.
- The per m<sup>2</sup> build costs have been updated in line with inflation.

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<sup>1</sup> Except in Summer 2014.

### 3. OPTIONS

<b>Recommendation 1 - Approves the Interim Education S106 Developer Contributions Methodology attached at Appendix A to be used as the basis for negotiations with developers. This includes revisions to the level of contribution sought per dwelling, in accordance with prior delegation from Council.</b>	
<b>Approve</b>	<b>Recommended.</b> This will provide a robust framework for the negotiation of education S106 developer contributions that is clear to residents, schools and developers.
<b>Reject</b>	<b>Not recommended.</b> The borough will still be able to negotiate education S106 developer contributions, but there could be less clarity about process or the grounds for negotiation.

<b>Recommendation 2 - Requests that schools submit updated Asset Management Plans (AMPs).</b>	
<b>Approve</b>	<b>Recommended.</b> Although schools are asked on an annual basis for their AMPs, many schools do not respond. A reminder may encourage more schools to provide an update, which, in turn, will ensure that the borough's information is up-to-date.
<b>Reject</b>	<b>Not recommended.</b> This will mean that the borough's AMP information will be more out-of-date than otherwise.
<b>Alternative</b>	<b>Not recommended.</b> The consideration of schools as being eligible for consideration for S106 funds could be made contingent on them having submitted an updated AMP list in 2015. This may help ensure that the borough's AMP information is more up-to-date. It is likely, however, that significant numbers of schools will still fail to provide up-to-date AMPs.
<b>Options</b>	<b>Note</b>

<b>Recommendation 3 - Delegates authority to the Managing Director And Strategic Director of Children's Services to agree future updates to the level of contribution sought per dwelling.</b>	
<b>Approve</b>	<b>Recommended.</b> Children's Services are currently running an exercise to update the 'pupil yield' figures (i.e. the number of children a new house is expected to generate), which won't be complete until 2016. Government guidance on school accommodation and local build costs also change. Delegated authority to amend these figures will allow the Royal Borough to use the most up-to-date figures and make prompt decisions accordingly.
<b>Reject</b>	<b>Not recommended.</b> It would be necessary to return to Cabinet to amend the figures used in the policy creating extra levels of bureaucracy and significantly impeding timeliness of decisions.

### 4. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Proportion of qualifying planning applications with agreed S106 developer contributions secured during operation of the interim methodology.	<10%	10%	11-14%	>15%	01/12/2016

- 4.1 This methodology will be used until such time as it is superseded by the Community Infrastructure Levy, expected in 2016.



## 5. FINANCIAL DETAILS

### Financial impact on the budget

#### Capital

- 5.1 The borough received over £2m of education S106 developer contributions in each of the 2012/13, 2013/14 and 2014/15 financial years. These funds were generated by the old, pre-6<sup>th</sup> April 2015, education S106 policy, when at least 80 new agreements were signed each year.
- 5.2 In the 2015/16 financial year, monies from legal agreements that were signed prior to 6<sup>th</sup> April 2015 are still coming in, but receipts this year are expected to be significantly reduced on previous years. To date, less than £300k has been received. This is partly because a Ministerial statement in November 2014 stated that S106 contributions should not be sought on developments of ten dwellings or less. This was overturned by the High Court<sup>2</sup>, but by this point CIL restrictions on pooling were in force.
- 5.3 Whilst the borough is currently moving towards implementing a CIL locally, it cannot currently collect the levy until the charging schedule has been examined by an independent examiner. Two S106 legal agreements, totalling just over £700k, have been signed since 6<sup>th</sup> April 2015. By adopting an interim S106 methodology the borough will have a transparent and compliant basis for negotiation with developers, and will therefore be able to offset some of the impact of new housing on schools.
- 5.4 The interim methodology on education S106 developer contributions states that the borough will not usually seek contributions on developments that generate a net pupil yield of less than 2 children. This means that the minimum contribution sought will be around £30k. Historically, 87% of education S106 contributions have been for less than this amount. It follows, therefore, that the proportion of planning applications for which education S106 developer contributions will be sought under the new policy will be in the region of 10-20%.
- 5.5 The number of education S106 developer contributions agreed under this policy will be dependent on the type and size of planning applications coming forward.

#### Revenue

- 5.6 There are no direct impacts on revenue funding.

## 6. LEGAL

- 6.1 The Community Infrastructure Levy Regulations 2010 (as amended) set out three tests that must be met to justify requests for contributions. They must be:
- Necessary to make the development acceptable in planning terms.
  - Directly related to the development.
  - Fairly and reasonably related in scale and kind to the development.
- 6.2 The CIL regulations also introduced a restriction in the use of S106 developer contributions on any determination of a planning application after 6<sup>th</sup> April 2015. Regulation 123 states that from the 6<sup>th</sup> April 2015:

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<sup>2</sup> The Secretary of State is currently appealing the decision.

- (3) *Other than through requiring a highway agreement to be entered into, a planning obligation (“obligation A”) may not constitute a reason for granting planning permission to the extent that*
- (a) *obligation A provides for the funding or provision of an infrastructure project or provides for the funding or a provision of a type of infrastructure; and*
  - (b) *five or more separate planning obligations that—*
    - (i) *relate to planning permissions granted for development within the area of the charging authority; and*
    - (ii) *which provide for the funding or provision of that project, or provide for the funding or provision of that type of infrastructure, have been entered into on or after 6<sup>th</sup> April 2010<sup>3</sup>.*

6.3 This means that, where planning permission has been granted from 6<sup>th</sup> April 2015, any S106 contribution arising can only be pooled with up to four other S106 contributions to fund any single piece of new infrastructure. This limit of five pooled contributions includes any contributions from planning permissions granted since 6<sup>th</sup> April 2010. This limit on the ‘pooling’ of contributions is a significant change from the previous S106 arrangements. The new pooling limit does not apply, however, if all of the contributions for a single project are funded from developments approved prior to 6<sup>th</sup> April 2015.

## 7. VALUE FOR MONEY

7.1 By increasing the proportion of planning applications for which education S106 developer contributions are agreed, the borough will maximise the funds available to offset the impact of new development on local schools.

## 8. SUSTAINABILITY IMPACT APPRAISAL

8.1 There are no sustainability impacts arising from the recommendations in this report.

## 9. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Unrealistic expectations from schools about the availability of S106.	High	Offer schools an update on S106 funding via Bursar Support meetings.	Low
Perceptions of unfairness arising from allocation of S106 funds to schools.	High	Record and retain prioritisation and scoring information for each application.	Low

## 10. LINKS TO STRATEGIC OBJECTIVES

10.1 Residents First - Adopting this new methodology will help secure developer contributions towards education, and these contributions will be used to support improved education outcomes for our children and young people.

<sup>3</sup>The Community Infrastructure Levy Regulations 2010 (<http://www.legislation.gov.uk/ukdsi/2010/9780111492390/contents>) as amended, for example, by The Community Infrastructure Levy Regulations 2011 (<http://www.legislation.gov.uk/ukdsi/2011/987/regulation/12/made>)

- 10.2 Value for Money – securing developer contributions will enable the Borough to secure additional education infrastructure capacity in a cost effect manner.
- 10.3 Equipping ourselves for the future – securing the best educational infrastructure for our children and young people will support them achieving the best possible educational outcomes to be economically independent citizens of the future.

## **11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS**

- 11.1 There are no staffing/workforce or accommodation implications arising from the recommendations in this report.

## **12. PROPERTY AND ASSETS**

- 12.1 There are no property and assets implications arising from the recommendations in this report.

## **13. ANY OTHER IMPLICATIONS**

- 13.1 There are no other implications at this stage.

## **14. CONSULTATION**

- 14.1 Representatives from the Fairer Funding For All Borough Schools group were invited by the Chair of the Children’s Services Overview and Scrutiny Panel to the meeting of that panel on Tuesday 20<sup>th</sup> October 2015. The Chair invited the representatives to answer three questions:

- How do we strike balance between the need to respond to planning applications quickly and involving schools in any decisions?
- How do we strike a balance between treating schools fairly and ensuring that education S106 contributions are spent in accordance with regulations?
- How do we decide between competing school projects?

- 14.2 A summary of the Fairer Funding suggestions and the borough’s responses to those is included as Appendix B.

## **15. TIMETABLE FOR IMPLEMENTATION**

- 15.1 Subject to call-in, this policy will be implemented on 1<sup>st</sup> December 2015 and will remain in place until the borough implements the CIL locally.

## **16. APPENDICES**

Appendix A: Interim Education S106 Policy  
Appendix B: Consultation with Fairer Funding

## 17. BACKGROUND INFORMATION

### Legislation and Guidance

17.1 The legislation that sets out the circumstances in which local authorities can seek developer contributions are contained in the following:

- The Planning Action 2008.
- The Community Infrastructure Levy Regulations 2010 (as Amended).
- Localism Act 2011.
- The National Planning Policy Framework 2012.
- The Growth & Infrastructure Act 2013.

17.2 Guidance is set out in the National Planning Practice Guidance.

### Cabinet papers

17.3 None.

### Previous policies

17.4 None.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	30/10/2015	02/11/2015	
Michaela Rizou	Cabinet Policy Assistant	23/10/2015	27/10/2015	
Cllr Bicknell	Lead Member for Children's Services	26/10/2015	26/10/2015	
Sean O'Connor	Head of Legal Services/SLS	26/10/2015	28/10/2015	
Edmund Bradley	Finance partner	26/10/2015	29/10/2015	
Andrew Brooker	Head of Service			
Alison Alexander	Managing Director	23/10/2015	29/10/2015	
<b>External</b>				

### Report History

Decision type:	Urgency item?	
Key decision	No	
Full name of report author	Job title	Full contact no:
Ben Wright	Education Planning Officer	01628 796572
Hilary Oliver	S106 Special Projects Officer	01628 796363

## INTERIM EDUCATION S106 METHODOLOGY

This interim Education S106 developer contributions methodology applies for the period from 8<sup>th</sup> December 2015 until the point at which the Community Infrastructure Levy (CIL) is implemented in the Royal Borough.

### 1. LEGAL CONTEXT

1.1 The legislation that sets out the circumstances in which local authorities can seek developer contributions are contained in the following:

- The Planning Act 2008.
- The Community Infrastructure Levy Regulations 2010 (as Amended).
- Localism Act 2011.
- The National Planning Policy Framework 2012.
- The Growth & Infrastructure Act 2013.

1.2 Guidance is set out in the National Planning Practice Guidance 2012.

1.3 The CIL regulations set out three tests that must be met to justify requests for contributions. They must be:

- Necessary to make the development acceptable in planning terms.
- Directly related to the development.
- Fairly and reasonably related in scale and kind to the development.

1.4 The regulations also introduced a restriction on the use of S106 developer contributions. Regulation 123 states:

- (3) *Other than through requiring a highway agreement to be entered into, a planning obligation (“obligation A”) may not constitute a reason for granting planning permission to the extent that*
- (a) *obligation A provides for the funding or provision of an infrastructure project or provides for the funding or a provision of a type of infrastructure; and*
- (b) *five or more separate planning obligations that—*
- (i) *relate to planning permissions granted for development within the area of the charging authority; and*
- (ii) *which provide for the funding or provision of that project, or provide for the funding or provision of that type of infrastructure,*
- have been entered into on or after 6<sup>th</sup> April 2010.*

1.5 This means that any single school project can only be funded or part-funded by S106 developer contributions from up to five developments. ‘Pooling’ of six or more contributions towards a single project is not permitted<sup>1</sup>.

<sup>1</sup> This applies to all new developments where developer contributions have been agreed since 6<sup>th</sup> April 2015. Developer contributions agreed prior to this date can be pooled towards a single project without limit, except where one or more of the contributions is from 6<sup>th</sup> April 2015 or after. In those cases the limit on pooling contributions applies.

- 1.6 As has always been the case S106 contributions can only be spent on projects that are needed to offset or 'mitigate' the effect of the development. For education, the effect of a new housing development will usually be to increase the number of school age children resident locally and so increasing the demand for school places. Mitigating the effect of the development, therefore, means increasing the capacity of the local schools to admit additional children.

## 2. DETERMINING EDUCATION S106 DEVELOPER CONTRIBUTIONS

### Pooling contributions

- 2.1 As set out above, the CIL regulations place a limit on the pooling of S106 developer contributions. New education provision in the borough costs on average £2,000 per m<sup>2</sup>. It will not, therefore, usually be effective to collect minor amounts as even pooled with four other contributions they are unlikely to generate sufficient funding to deliver new capital schemes at schools.
- 2.2 In order to ensure that sums collected are of sufficient size to fund or part-fund schemes, within the pooling limit, the borough will not usually consider seeking contributions on schemes that generate a net pupil yield of less than three children. Table 1 in Section 4 sets out the current expected pupil yields arising from new dwellings. On this basis, contributions would not usually be sought on a development of less than four houses, or eighteen two bedroom flats.

### Surplus places and local schools

- 2.3 The Royal Borough has two separate school systems, with a three-tier system in Windsor, Eton and Old Windsor, made up of first, middle and upper schools. The rest of the borough has a two-tier system of primary and secondary schools.
- 2.4 Under this methodology the borough will usually seek developer contributions for primary, secondary and special educational needs provision.
- 2.5 For the purposes of school place planning, the borough is split geographically into four areas for secondary sector schools and fourteen subareas for primary sector schools. Each new development will be located in one area and one subarea.
- 2.6 Contributions will usually be sought where the subarea or area in which the development is sited have either less than 10% surplus places, or fewer than six surplus places at any tier of education. This assessment will consider the longer term balance between supply and demand for school places locally, with reference to the level of surplus places in the intake years and the projections of future pupil numbers locally. Where the surplus of places is above the thresholds given for all tiers of education, and is likely to remain above that threshold for the subsequent five year period, the borough will not usually seek any contributions.
- 2.7 The Royal Borough submits a return to the DfE annually, called the School Capacity (SCAP) survey, which provides information about surplus places and forecast demand. This document will form the basis of all assessments of supply and demand of school places.
- 2.8 Section A of the Annexe to this methodology sets out where the borough's schools are located with regard to areas and subareas.

### 3. DETERMINING THE LEVEL OF CONTRIBUTIONS

- 3.1 The Royal Borough will usually determine the level of S106 developer contributions sought for education on the basis of per dwelling cost. This cost is calculated by multiplying the expected number of pupils arising from a residential development by the cost of providing fixed education infrastructure for each pupil, via the following formula:

$$\text{Per Dwelling Pupil Yield} \times \text{Per Pupil Space Requirement} \times \text{Building Cost per m}^2$$

- 3.2 More details about the elements of this formula are given in the following sections.

### 4. PER DWELLING PUPIL YIELD

#### What are the per pupil yield figures?

- 4.1 The pupil yield figures are set out in Table 1. These figures vary according to the number of bedrooms in the dwelling and are expressed per dwelling. The pupil yields for two-bedroom properties have been split between flats and houses.

**Table 1: Pupil Yield figures per new dwelling**

Dwelling size	two bed flat	two bed house	three bed house	four bed house	five bed house
Pupil Yield	0.168	0.810	0.747	0.846	0.966

#### What are the figures based on?

- 4.2 The pupil yield figures are derived from the efeedback Pupil Product Ratio Research Study, 2005. Efeedback carried out a survey of new properties to establish the number of children resident in dwellings of different sizes and types.

#### When will these figures be updated?

- 4.3 The Royal Borough is currently carrying out work on establishing new pupil yield figures for use in preparing forecasts of future pupil demand. This work is expected to be completed in the first half of 2016. The pupil yield figures in Table 1 will be updated once that exercise is complete.

### 5. PER PUPIL SPACE REQUIREMENT

#### What is the per pupil space figure?

- 5.1 The per pupil space requirement figure is **7.56m<sup>2</sup>**.

#### What is the figure based on?

- 5.2 The figures are based on the following government guidance:

- *Building Bulletin 103: Area Guidelines for Mainstream Schools*, DfE/EFA, June 2014.
- *Building Bulletin 102: Designing for disabled children and children with special educational need*, DfE/EFA, March 2014.

**How was the figure calculated?**

- 5.3 The Building Bulletins set out expected ranges for space requirements for both primary and secondary schools. To calculate the figure used in this methodology, the borough has taken the middle of those ranges for both primary and secondary schools, and then averaged them to provide an overall figure. A small adjustment has then been made to reflect the 1.1 children per 100 (i.e. 1.1%) having Special Educational Needs (SEN) and requiring placement either in special school provision or a Resourced Unit, where there is a much greater per pupil space requirement.
- 5.4 The full calculations are set out in Section C of the Annexe.

**When will this figure be updated?**

- 5.5 The figures will be updated if government area guidelines are changed. New sixth form staying-on rates, calculated annually, may also result in slight changes to the secondary school per pupil space requirement.

**6. BUILDING COST PER M<sup>2</sup>****What is the building cost per m<sup>2</sup> figure?**

- 6.1 The building cost per m<sup>2</sup> is **£1,808.50**.

**What is the figure based on?**

- 6.2 The Royal Borough has based its per m<sup>2</sup> build cost on Department for Education publications, with inflation factors from the Building Cost Information Service (BCIS) applied. The Education Building Projects: Information on Costs and Performance Data April 2003, gives basic costs per m<sup>2</sup> for new primary and secondary school extensions. Following various DfE and inflation updates, the figure was £1,624.54 in March 2014, rising to £1,786.99 with the location factor of 1.1 (to take account of higher than average construction costs locally).

**How was the figure calculated?**

- 6.3 BCIS Construction Briefings note that tender prices rose by 0.6% between the Quarter 1 2013 and Quarter 1 2014, and again by 0.6% to Quarter 2 2015. Applying this to the previous figure of £1,786.99 gives a new figure of £1,808.50.

**When will this figure be updated?**

- 6.4 This figure will be updated in November 2016 to take account of inflation, or earlier if new information becomes available.

**7. PER DWELLING COSTS**

- 7.1 Table 2 provides the maximum education S106 developer contribution that would usually be sought.

**Table 2: Maximum education S106 developer contributions for one new dwelling, by dwelling size**

Dwelling size	two bed flat	two bed house	three bed house	four bed house	five bed house
Contribution	£2,296.94	£11,074.53 <sup>2</sup>	£10,213.18	£11,566.73	£13,207.40

<sup>2</sup> The contribution for a two-bedroom house is higher than that of a three-bed house, which reflects the higher number of children living in those dwellings, based on the Pupil Product Ratio Research Study, 2005.



7.2 Where new dwellings are proposed that are of a size or type not in the table above, a pragmatic approach will be taken to calculate an appropriate level of contributions. For example:

- Three bedroom flats will usually be calculated as 1.5x a two bedroom flat.
- Houses with more than five bedrooms will usually be counted as five bedroom houses.
- Bungalows will usually be counted as flats, with the relevant number of bedrooms.

### **Demolitions**

7.3 Some developments can only occur once existing dwellings have been demolished. It is likely that these properties will previously have had children in them and so the pupil yield from the demolitions will usually be offset against the yield expected from the new dwellings. This offset will usually result in lower contributions.

## **8. LARGE DEVELOPMENTS**

- 8.1 For larger developments that result in the need for a new school, the developer(s) may in the first instance have the option of providing this directly, together with the required land and access arrangements. In these circumstances the local authority will provide a detailed specification for the school building and site, with reference to Building Bulletin 103: Area Guidelines for Mainstream Schools (or later version if changed).
- 8.2 The Royal Borough will also prepare a specific cost estimate for the provision of a new school or schools, which will form the basis of negotiations for education S106 developer contributions for large developments.

## **9. SCHEMES TO BE FUNDED BY EDUCATION S106 DEVELOPER CONTRIBUTIONS**

### **S106 compliant schemes**

- 9.1 Education S106 developer contributions must be spent on schemes that increase the capacity of local schools to admit additional children. Compliant schemes include:
- New schools, including land purchase.
  - Extensions to existing schools.
  - Remodelling of existing schools to provide additional space.
  - Disabled access improvements.
- 9.2 Schools are made up of a mixture of accommodation types, including general classrooms and more specialist teaching areas, as well as ancillary, administrative and staffing areas. Each type of accommodation contributes to the overall capacity of a school and is necessary for the school to operate. These accommodation needs are set out in Building Bulletins 102 and 103. Schemes funded by education S106 developer contributions may therefore include, for example, new, extended or remodelled:
- General classrooms.
  - Specialist teaching classrooms (e.g. science labs, art rooms and ICT rooms).
  - Small group teaching rooms.
  - Large spaces (e.g. the hall, drama studio).

- Library.
- Sports spaces (e.g. gym, sports hall, changing rooms)
- Circulation space (e.g. corridors, reception).
- Staff areas (e.g. offices, staffroom).
- Toilets (e.g. pupil, staff, disabled access, medical room).
- Disabled access improvements (e.g. ramps, lifts, acoustic treatment)
- Catering (e.g. kitchen, dining room).

9.3 A percentage of children from new developments are likely to have medical or physical difficulties that may or may not be associated with learning difficulties. Whilst some of these children will be educated in special school provision, the majority will be taught in their local schools. Disabled access improvements will increase the capacity of the local schools to meet that specific demand that could arise from the new development.

9.4 Education S106 developer contributions cannot be used to remedy existing deficiencies, i.e. maintenance, repair or upgrade works to the fabric of school buildings. In addition, education contributions will not be used to fund improvements to external works such as play areas, lighting, car-parking or fencing. The list below provides some examples of works that would not, therefore, be funded through education S106 developer contributions:

- Roof repair or replacement.
- Window repair or replacement.
- New boiler/heating repairs or upgrade.
- Electrical works, including re-wiring.
- Playground resurfacing.
- New car-parking.

9.5 Education S106 developer contributions can pay for these works, however, if they are necessary to enable an extension to be built. An older building might, for example, require an upgrade to its electrical system to allow an extension to be built.

### **Eligible schools**

9.6 A school will usually be considered eligible to have a scheme part or fully funded by education S106 developer contributions if:

- The school is a primary, first, infant or junior school and serves all or part of the 'subarea' that the development is located in.
- The school is a secondary, middle or upper school and serves all or part of the 'area' that the development is located in.
- The school offers specialist SEN provision and is located anywhere in the borough.

9.7 In some circumstances, schools outside the subarea or area may also be considered eligible. This is most likely to be the case where school provision is being re-organised, e.g. a new school.

9.8 Section A of the Annexe sets out where the borough's schools are located with regard to areas and subareas.

### **Determining which scheme should be funded**

- 9.9 Education S106 developer contributions from any single development will only usually be used to fund or part-fund a scheme at one school. The contribution will not usually be divided between several schools, because the resulting sums will normally be too small to fund a compliant project in its entirety. More than one project may be identified, however, if the development is a large one.
- 9.10 Following the assessment of the longer term balance between supply and demand of school places locally (as set out in paragraph 2.7), there may be several eligible schools with compliant schemes. A prioritisation process is, therefore, needed to determine which project is chosen. This prioritisation is as follows:
- **Priority 1 – school expansion scheme agreed by Cabinet**  
If a school located in the development's area or subarea has had its expansion agreed by Cabinet<sup>3</sup> and that expansion is being funded or part-funded by fewer than five other education S106 developer contributions, then that scheme will take automatic priority. Where there is more than one such scheme, priority will be given to the scheme that is closest (as a straight line distance measurement) to the development.
- 9.11 Priority 1 ensures that, where possible, education S106 developer contributions are used on projects already considered and approved by Cabinet. These schemes will be addressing a demand that has already been identified, which may or may not include the additional demand arising from the new development. In either case, any new development will either be part of the identified demand or be exacerbating that demand, hence the need for mitigation through education S106 developer contributions.
- 9.12 Identified potential Priority 1 projects are listed in Section D of the Annexe.
- 9.13 Priority 2 schemes are then considered if there are no appropriate Priority 1 schemes.
- **Priority 2 - other compliant schemes**  
The borough will prioritise the projects listed on the Asset Management Plans (AMPs) of the schools located in the development's area or subarea. The prioritisation model is set out in full at Section C in the Annexe. Schools are asked to submit their updated AMPs annually.
- 9.14 The borough needs an efficient mechanism for quickly identifying and prioritising eligible projects at schools. This is because the statutory time limits for making a decision on a planning application are short:
- 1 to 9 dwellings on a site having an area of less than one hectare: 8 weeks.
  - 10+ dwellings on a site, or a site of one hectare or more: 13 weeks.
- 9.15 This includes the time for agreeing and signing a legal agreement to cover S106 developer contributions. At the same time, the borough needs to base decisions on up-to-date information with necessary school involvement.

<sup>3</sup> This includes decisions made under powers delegated to officers from Cabinet following Cabinet consideration of a report on school expansions.

- 9.16 Priority 2 projects, therefore, will be identified from school AMPs. The borough already asks schools for these each summer, but upon approval of this interim methodology, will request updated versions, asking for:
- S106 compliant projects.
  - A ranking of the projects.
  - Any information on potential solutions, costings and size of project (m<sup>2</sup>).
- 9.17 Where no response is received from a school the borough will make its own judgement about rankings, costings and the size of a project.
- 9.18 For priority 2 projects, the borough reserves the right to add additional projects not identified by schools or on the AMPs. This is of particular relevance where a housing development, either by itself or in conjunction with other schemes, triggers the need for a new school or for a substantial extension of an existing one.
- 9.19 Schools are able to update their AMPs at any time, and the borough will discuss projects with schools as necessary.
- 9.20 All decisions on Priority 1 and Priority 2 projects will be recorded.

## **10. ADDITIONAL INFORMATION**

- 10.1 No distinction is made between different types of state funded schools when determining eligibility for education S106 developer contribution, whether they are: academies, free schools, community, voluntary aided or voluntary controlled schools.
- 10.2 The borough will continue to collect Asset Management Plan and Net Capacity information for all types of state schools, including academies and free schools.

**ANNEXE****1. SCHOOLS BY AREA AND SUBAREA**

1.1 The tables below show the Royal Borough schools by their subareas (primary sector) and areas (secondary sector). These boundaries have been drawn up with reference to school designated area borders.

**Table A: Primary and first schools in RBWM by subarea****Ascot**

Ascot	Cheapside CE Primary School Holy Trinity Church of England Primary School, Sunningdale St Francis Catholic Primary School St Michael's C of E Primary School, Sunninghill South Ascot Village School
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**Datchet and Wraysbury**

Datchet and Wraysbury	Datchet St Mary's C of E Primary Academy Wraysbury Primary School
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**Maidenhead**

Bisham and Cookham	Bisham School Cookham Dean CE Aided Primary School Cookham Rise Primary School Holy Trinity C of E Primary School, Cookham
Central Maidenhead	All Saints Church of England Junior School Boyne Hill C of E Infant and Nursery School Larchfield Primary and Nursery School
Maidenhead Villages	Burchetts Green CE Infant School Knowl Hill CE Primary School Waltham St Lawrence Primary School White Waltham C of E Academy
North East Maidenhead	Riverside Primary School and Nursery St Luke's Church of England Primary School
North West Maidenhead	Alwyn Infant School Courthouse Junior School Furze Platt Infant School Furze Platt Junior School
South East Maidenhead	Braywick Court Holyport C of E (Aided) Primary School & Foundation Unit Oldfield Primary School
South West Maidenhead	Lowbrook Academy Wessex Primary School Woodlands Park Primary School

**Windsor**

East Windsor	Oakfield First School The Queen Anne Royal Free CE First School Trinity St Stephen Church of England First School
Eton	Eton Porny C of E First School Eton Wick C of E First School
Old Windsor and Park	Kings Court First School The Royal School (Crown Aided)
Windsor North	Dedworth Green First School Homer First School and Nursery St Edward's Catholic First School
Windsor South	Alexander First School Clewer Green CE (Aided) First School Hilltop First School
Windsor Villages	Braywood CE First School

**Table B: Secondary, middle and upper schools in RBWM by area**

Ascot	Charters School
Datchet and Wraysbury	Churchmead Church of England School
Maidenhead	Altwood Church of England School Cox Green School Desborough College Furze Platt Senior School Holyport College (Year 7) Newlands Girls' School
Windsor	Dedworth Middle School Holyport College (Year 9)

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	St Edward's Royal Free Ecumenical Middle School St Peter's CE Middle School The Windsor Boys' School Trevelyan Middle School Windsor Girls' School
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**Table C: Special Educational Needs schools in RBWM**

RBWM	Forest Bridge School* Manor Green School
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\*Forest Bridge School will be considered for projects once it moves to a permanent site.

## 2. PER PUPIL SPACE REQUIREMENT CALCULATIONS

2.1 For mainstream education in primary and secondary school provision, the guidance gives expected ranges for space requirements, as set out at Annex A, page 42, of Building Bulletin 103. The minimum, maximum and average per space requirements are shown in Table D, with the average figure used by the borough as the basis for its per pupil space requirement.

**Table D: Per pupil space requirement calculations for mainstream schools**

	Base m <sup>2</sup>			Per pupil m <sup>2</sup>			Pupils	Calculation
	Min	Max	Avg	Min	Max	Avg		
Primary	350	400	375	4.1	4.5	4.3	210	$4.3 \times 210 = 903\text{m}^2$ $375\text{m}^2 + 903\text{m}^2 = 1,278\text{m}^2$ $1,278\text{m}^2 / 210 = \mathbf{6.08\text{m}^2 (A)}$
Secondary (11-16)	1,050	1,270	1,160	6.3	7.1	6.7	750	$6.7 \times 750 = 5,025\text{m}^2$ $5,025\text{m}^2 + 1,160\text{m}^2 = 6,185\text{m}^2$ $6,185\text{m}^2 / 750 = 8.25\text{m}^2$ $(750/924) \times 8.25\text{m}^2 = 6.70\text{m}^2$
(16+)	350	430	390	7	7.85	7.425	174 (based on average RBWM staying-on rates)	$7.425 \times 174 = 1,292\text{m}^2$ $1,292\text{m}^2 + 350\text{m}^2 = 1,642\text{m}^2$ $1,642\text{m}^2 / 174 = 9.43\text{m}^2$ $(174/924) \times 9.43\text{m}^2 = 1.78\text{m}^2$
Secondary (all)	-	-	-	-	-	-	924	$6.697\text{m}^2 + 1.776\text{m}^2 = \mathbf{8.47\text{m}^2 (B)}$

2.2 The guidelines for special education accommodation are for different types of Special Educational Needs (SEN) provision. The borough is adopting an average of these figures, as set out in Annex F, pages 192 to 196 of Building Bulletin 102.

**Table E: Per pupil space requirement calculations for special educational needs accommodation**

	Pupils	Total Gross Area (m <sup>2</sup> )	Per pupil m <sup>2</sup>
School type A (primary)	56	1,879	33.55
School type B (primary)	112	3,199	28.56
School type C (primary)	88	3,307	37.58
School type A (secondary)	88	3,532	40.14
School type B (secondary)	136	4,416	32.47
School type C (secondary)	88	4,079	46.35
Average	-	-	<b>36.44 (C)</b>

2.3 The calculations in Tables D and E provide the per pupil space requirement figures for:

- **(A)** Primary pupils: 6.08m<sup>2</sup>
- **(B)** Secondary pupils: 8.47m<sup>2</sup>
- **(C)** SEN pupils: 36.44m<sup>2</sup>

2.4 These figures are combined to provide an overall per pupil space requirement figure covering primary, secondary and SEN provision as follows:

$$(((A + B)/2) \times 98.9) + C / 100 = 7.56\text{m}^2$$

- 2.5 This calculation takes the average of the primary and secondary pupil space requirement figures, and adjusts it so that the higher floor space needed for the 1.1% of children needing placement in either special school provision or a resourced unit is accounted for.

### 3. PRIORITISATION MODEL

- 3.1 When there are two or more schemes that could be funded using an education S106 developer contribution, the following prioritisation model will be used. The project achieving the most points will usually be the prioritised scheme.

#### **S106 compliant**

- 3.2 All projects must contribute to increasing the capacity of a school to admit additional pupils. Any project not meeting this criterion will automatically be excluded.

**Table F: S106 compliant project**

<b>Project is S106 Compliant</b>	<b>Further action</b>
Yes	Include in prioritisation
No	Don't include in prioritisation.

#### **Local demand**

- 3.3 This criterion awards a project five points if it provides additional capacity where there is the greatest need. This will be assessed by identifying which tier of education locally, i.e. primary, secondary, first, middle or upper, has the largest projected percentage imbalance between supply and demand of school places. The calculation will be based on the full forecast figures as at the last forecast year provided for each area and tier.

**Table G: Scoring for local demand**

<b>Location of project</b>	<b>Points</b>
Project is located in a school in the tier of education with largest projected percentage imbalance.	5
Project is <u>not</u> located in a school in the tier of education with largest projected percentage imbalance	0

A project increasing capacity and/or accessibility to a Special Educational Needs school will automatically be awarded the five points under this criterion.

#### **Increase in Published Admissions Number**

- 3.4 All schools have a Published Admission Number (PAN), referring to the number of children to be admitted to each of the school's year groups. Where a scheme is directly linked to an increase to a school's PAN, then it will be awarded five points.



**Table H: Scoring for increase in PAN**

Location of project	Points
Project leads to an increase in a school's PAN	5
Project does not lead to an increase in a school's PAN	0

**Increase in workplaces**

- 3.5 Under this criterion, schools with eligible schemes will be scored according to the ratio of total workplaces in the school to pupil places, compared to the borough average for the type of school.
- 3.6 The Net Capacity calculation for each school assesses the number of basic workplaces and resource workplaces in each school, based on the types and sizes of the rooms. Adding the Basic and Resource Workplace figures together provides the total workplaces figure.
- 3.7 This will be assessed on the basis of the borough's latest Net Capacity and floor plans information. Schools carrying out their own changes to accommodation need already inform the borough of alterations made, so that information is up-to-date.
- 3.8 The Total Workplaces figure will then be divided by the total number of places in the school based on its current PAN. Where a school has a sixth form, the number of places will be calculated based on the school's historic sixth form staying-on rate. Where a school has a sixth form that is not yet operational, the number of places will be calculated based on the borough's historic sixth form staying-on rate.
- 3.9 The resulting workplaces per pupil place will then be scored against the borough averages for the school type, as set out in Table I.

**Table I: Scoring for workspaces**

	RBWM average workplaces per pupil	Comparison to average workplaces m <sup>2</sup>	Points
<b>Primary</b> Including first, primary, infant and junior schools	1.96	>10% below	5
		>7% to 10% below	4
		>4% to 7% below	3
<b>Middle</b>	2.40	>0% to 4% below	2
<b>Secondary</b> Including upper	2.54	0% to 4% above	1
		>4% above	0

- 3.10 This approach is necessarily simple, and does not take account of the challenges that schools face in delivering the national curriculum. Carrying out a full curriculum and accommodation analysis for each school at the time of application is not, however, feasible.
- 3.11 A project increasing accessibility to any school for children with Special Educational Needs will automatically be awarded the full five points under this criterion.

**Cost**

- 3.12 The borough does not currently cost all projects that are currently on school Asset Management Plans, as there are hundreds of schemes listed. All eligible schemes will have an estimated cost prepared at the time of application, based on the likely additional floor space and the per m<sup>2</sup> cost of £1,808.50 (as set out in Section 6 of this methodology).
- 3.13 If an eligible scheme can be wholly funded by the education S106 developer contributions arising from the development, or part funded by these funds together with any other

available monies (including other S106 contributions within the pooling limit) then it will be awarded five points.

- 3.14 If an eligible scheme requires additional funds that are not yet available, including S106 contributions from future housing developments in the local area, then the scheme will be awarded between two and four points based on the likelihood of additional funds becoming available within three years. If the funds to cover any shortfall are 'unlikely' or 'very unlikely' to be forthcoming within three years the project will automatically be excluded from further consideration. This judgement will be made in consultation with the application's case officer.

**Table J: Scoring for cost**

Location of project	Points
Project can be fully funded using these S106 contributions and other already available monies	5
Project can be only be funded using additional monies that are <u>certain</u> to become available in the next three years.	4
Project can be only be funded using additional monies that are <u>very likely</u> to become available in the next three years.	3
Project can be only be funded using additional monies that are <u>likely</u> to become available in the next three years.	2
Project can be only be funded using additional monies that are <u>unlikely</u> to become available in the next three years.	Project automatically excluded.
Project can be only be funded using additional monies that are <u>very unlikely</u> to become available in the next three years.	Project automatically excluded.

### Tiebreak 1

- 3.15 If two or more projects at different schools achieve the same score then the tiebreak will be proximity to the proposed development, using straight line distance. The project at the closest school will be prioritised.

### Tiebreak 2

- 3.16 If two or more projects at the same school achieve the same score then the tiebreak will be the school's ranking of the project, with the higher ranking project securing the monies.

## 4. EXAMPLES OF PROJECTS

4.1 This section gives non-exhaustive lists of the projects that could be funded or part-funded by education S106 developer contributions under this methodology.

### **Potential Priority 1 schemes**

4.2 The following school expansion schemes have been approved by Cabinet and may result in S106 compliant projects:

- Expansion of The Windsor Boys School (Windsor)
- Expansion of Windsor Girls School (Windsor)
- Expansion of Dedworth Middle School (Windsor)
- Expansion of Cox Green School (Maidenhead)
- Expansion of Furze Platt Senior School (Maidenhead)
- Expansion of Charters School (Ascot)
- Expansion of Manor Green School (Maidenhead)

### **Potential Priority 2 schemes**

4.3 These schemes will be assessed following further updates to school Asset Management Plans.

## Comments from Fairer Funding Group

- 1.1 This appendix summarises the suggestions made by the Fairer Funding For All Borough Schools group in relation to the allocation of education S106 developer contributions. These comments were made in response to three questions posed by the Chair of Children’s Services Overview and Scrutiny Panel. This appendix also provides the borough’s comments on those suggestions.

Table 1

<b>A. How do we strike balance between the need to respond to planning applications quickly and involving schools in any decisions?</b>	
1.	<p>Planning applications should not be a surprise to the borough as they are weeks, months and years in the making. The borough should be able to consider new developments in a timely fashion.</p>
	<p>Most Planning Application are received without prior notice in many cases, and dependent upon the size of the application may have a statutory time line to be determined which is either eight or thirteen weeks.</p>
2.	<p>School Chairs of Governors and School Business Managers should be briefed on developer contributions, including CIL and the interim S106 arrangements, and particularly on what they might be required to deliver at short notice in terms of information about projects. The criteria for prioritising schemes should be explained, with an opportunity to suggest improvements.</p>
	<p>It is proposed that an update on S106 is provided to schools via the next School Bursars’ Meeting, with academy and free school representatives invited for that section of the meeting. A written explanation will also be sent to schools alongside the request for an updated AMP following approval of the interim methodology.</p>
3.	<p>Schools should have the responsibility for updating school Asset Management Plans, with Governor oversight. The borough should call in Asset Management Plan data regularly (half-yearly).</p>
	<p>It is for individual schools to determine how best to oversee their Asset Management Plans. The borough already asks all schools to update their Asset Management Plans on an annual basis. Schools are also able to update their AMPs at any time. It is proposed that this arrangement continues, with an update from schools requested by the borough following any Cabinet approval of the interim policy. A half yearly update is not required, given that AMPs do not change frequently.</p>
4.	<p>Put together email templates and receiver lists so that schools can be contacted quickly for each application.</p>
	<p>It is not proposed that schools are contacted in relation to each application. See ‘5’ below.</p>

**B. How do we strike a balance between treating schools fairly and ensuring that education S106 contributions are spent in accordance with regulations?**

5.	<p>Email all schools in the borough for every development, asking for confirmation of receipt and requiring Nil Returns. Outline the location, scale and likely award from the development, re-iterating the success criteria, and giving a deadline to respond. Non-responders should be chased.</p>
	<p>It is proposed that schools are asked by the borough to update their Asset Management Plan list of S106 compliant projects following any Cabinet approval of the interim methodology. This will include an explanation of the methodology and the prioritisation criteria. A deadline will be set, nil returns requested and non-responders chased. An update to the Asset Management Plans will then be sought via the usual annual process in the summer term.</p>
	<p>It is proposed that schools are notified when applications potentially worth £100k for education contributions are considered, to allow them the opportunity to update their Asset Management Plans. Schools are, of course, able to advise the borough at any time of changes to these plans.</p>
	<p>However, it is not proposed to email schools in relation to every development. Children’s Services were consulted on 170 planning applications in 2013 and 160 in 2014. Whilst the number of applications meeting the new threshold under the interim policy will be lower, there is still the potential for in the region of 30 applications annually. Emailing schools about every application repeatedly is:</p> <ul style="list-style-type: none"> <li>• Unnecessary if up-to-date information is collected initially.</li> <li>• Inefficient for both schools and officers, as the same information will sought/collected each time.</li> <li>• Likely to lead to confusion amongst schools.</li> <li>• Not possible during holiday periods, particularly the summer holiday.</li> </ul>
6.	<p>Inform schools of the results, including weighting against the criteria, allowing them to improve their chances next time. Review the criteria if the same schools are always coming on top.</p>
	<p>The borough will consider how the decisions on each planning application for S106 education developer contributions can be made public. The proposed criteria in the interim methodology do not, however, offer much opportunity for schools to “improve their chances”. This is because the criteria focus on things that are not likely to change – e.g. school location, the balance of space per pupil within the school, project cost relative to the S106 available and local demand for places. The element that can change – whether a project will lead to an increased Published Admission Number, is something that the school should identify at the outset.</p>
7.	<p><b>Consult with other stakeholders on the prioritisation criteria, including schools.</b></p>
	<p>The draft Interim Education S106 Education Developer Contribution methodology has been circulated to schools ahead of Cabinet. The context of changes to S106 have also been discussed at the October 2015 Schools Forum meeting.</p>

### C. How do we decide between competing school projects?

8.	<p><b>By applying clear, objective and unambiguous criteria, consistently and transparently.</b></p> <p>The interim S106 education developer contributions methodology sets out a clear set of objective criteria that will be applied to each planning application. The workings for each application will be recorded.</p>
9.	<p><b>Proximity to development should be a high priority, but balanced against the chances of a child at the development getting into the school. So for example a single-sex school might win on proximity but can only serve half the 11-18 children.</b></p> <p>It is proposed that schools be considered eligible for consideration if they are located in the same area or subarea as the development. For the purposes of school place planning the borough has been split into geographical areas/subareas, taking account of school designated area boundaries where available. This ensures that schools being considered are ones that give priority to residents living in the proposed development on the basis of designated area and/or proximity. The area/subarea groupings of schools are given in the interim methodology.</p>
10.	<p><b>Oversubscription, but should be a simple subtraction of applications minus number of places to given a clearer indication of the number of places needed. Number of 1<sup>st</sup> preferences should be given a higher weighting than Ofsted.</b></p> <p>It is not proposed that oversubscription is used directly as a criterion for prioritisation of S106 funding.</p> <p>However, priority for S106 funding is proposed for schools that have expansion projects already agreed by Cabinet. For secondary sector schools, these expansions will have been assessed against a different set of secondary school expansion criteria, agreed at Cabinet in September 2015. This does include oversubscription, calculated on the total number of 1<sup>st</sup> preferences, minus the number of places available, as a proportion of the places available. Ofsted rankings are given a higher weighting than 1<sup>st</sup> preferences in the secondary school expansion criteria. The secondary school expansion criteria were agreed following consultation with head teachers.</p>
12.	<p><b>There should be some weighting according to need, i.e. a school with no drama/music facilities, for example, should be given preference over a school with some.</b></p> <p>It is proposed that the criteria for S106 funding includes an assessment of the balance between the overall number of places available in a school and the number of workplaces in that schools accommodation. Projects at schools with a worse ratio (i.e. fewer workplaces per pupil place) will be scored more highly. This is based on the government's Net Capacity formula.</p> <p>This approach gives priority to schools that are more overcrowded, and so need more space to cope with additional pupils.</p>
13.	<p><b>If Ofsted ratings are used then the usage needs to be clearly defined – e.g. what is the position on 'No Ofsted available'.</b></p> <p>It is not proposed that oversubscription is used directly as a criterion for prioritisation of S106 funding.</p> <p>However, priority for S106 funding is proposed for schools that have expansion projects already agreed by Cabinet. For secondary sector schools, these expansions will have been assessed against a different set of secondary school expansion criteria, agreed at Cabinet in September 2015. This includes Ofsted gradings. The calculation of points for Ofsted is worked so that a 'No Ofsted' judgement has a neutral impact on a school's ranking.</p>
14.	<p><b>The existence of costed plans would indicate commitment to the development.</b></p> <p>Detailed costing of building works is expensive and time-consuming, and is usually only carried out where there is a clear expectation of funding being available. It is not proposed, therefore, to make the existence of costed plans a criterion. An estimated cost of projects will be taken into account, based on the borough's published per m<sup>2</sup> building rate, so that an assessment can be made on whether a scheme is affordable given the funding available.</p>
15.	<p><b>The ability of the school to expand in terms of available land and/or planning restrictions should be considered.</b></p> <p>The borough already considers planning and land restrictions in relation to AMP projects.</p>

16.	<b>Criteria should be analysed and reviewed annually.</b> It is not expected that the interim arrangements will apply for more than a year, as they will be superseded once the Community Infrastructure Levy (CIL) is implemented. If the CIL is delayed significantly, then this policy will be reviewed in November 2016.
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Report for:  
ACTION

<b>Contains Confidential or Exempt Information</b>	No – Part I – Main Report <b>Yes – Part II – Appendix C – Not for publication by virtue of Paragraphs 1-7 of Schedule 12A of the Local Government Act 1972</b>
<b>Title</b>	<b>Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16</b>
<b>Responsible Officer(s)</b>	Andrew Brooker, Interim Strategic Director of Corporate Services, 01628 796341
<b>Contact officer, job title and phone number</b>	Andrew Scott, Interim Policy & Performance Manager 01628 796028
<b>Member reporting</b>	Cllr Burbage, Leader of the Council & Chairman of Cabinet Cllr Brimacombe, Principal Member for Transformation and Performance
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Performance Management / Corporate Scorecard / IPMR / Key Corporate Projects / Combined Savings/Key Operational / Strategic Risks / Cabinet Outcomes

## Report Summary

1. This Integrated Performance Monitoring Report (IPMR) deals with performance outturns against the key Council priorities for Quarter 2, 2015/16.
2. It recommends that progress against indicators is noted and that Members consider proposed amendments to the presentation of future reports.
3. The report has been designed to allow readers to easily see how the Borough is performing against its key performance indicators including both those measures where the Council is exceeding the targets that have been set and measures where performance is falling below expected standards.
4. The report also presents updated data on seven HR-related indicators, an overview of performance against key strategic risks, Combined Savings Tracker and Key Corporate Projects. An additional section has been added to track outcomes of papers that have been considered by Cabinet covering the period October 2011 to September 2015.

## If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
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1. Residents and Members will be able to gauge how the Council is performing against its strategic priorities.	Ongoing
2. That the integrated approach to performance management will lead to performance improvement in targeted areas. These areas are linked to strategic priorities and residents concerns as identified in the Annual Residents Survey.	Ongoing

## 1. Details of Recommendations

### RECOMMENDED: That Cabinet:

- i) Note the progress made for the performance measures listed in the IPMR – Q2 2015/16.
- ii) Provide feedback and challenge on the performance indicators, in particular those indicators that are currently off target, in order to further improve and enhance performance and improve outcomes for residents.

## 2. Reason for Decision and Options Considered

Option	Comments
(a) The Council doesn't produce a corporate scorecard.	Production of a performance report is necessary to ensure that the Council is making sufficient progress in meeting its strategic priorities.
(b) The Council produces a scorecard that sets out performance against the key indicators determined as corporate priorities.  <b>Recommended Option</b>	Failure to produce a report will mean that Senior Officers will lack the necessary data to be able to manage departmental performance, whilst key committees, including Overview and Scrutiny, Audit Performance and Review and Cabinet will not be able to undertake their business effectively.

- 2.1 The Quarter two 2015/16 Integrated Performance Monitoring Report (IPMR) provides members with an analysis of performance against 30 Key Performance Indicators (KPIs) and 38 secondary indicators. The indicators are predominately designed to measure how effective the Council is at provide services to residents with a few indicators focussed on how the Council manage their operation. Key indicators include those areas that the Cabinet have prioritised for improvements in 2015/16. The secondary indicators are important measures which are measured quarterly but the focus from the Cabinet is lighter touch. If performance of these secondary indicators were to drop below acceptable levels (or where Members feel that an indicator warrants further attention), a process of escalation is triggered and the said indicator(s) moved from secondary to KPIs. The report summarises performance, for full details see Appendix A – IPMR. The IPMR has several section:

- HR section contains details of performance against seven key HR indicators, see page IPMR 27 in Appendix A.
- Risk Management section provides a snapshot of performance against the key risks as drawn from the Council’s risk register (page IPMR 33 in Appendix A).
- The next section covers the Council’s Combined Savings Tracker and Key Corporate Projects are detailed in pages 35 to 61 of Appendix A.
- Cabinet Outcomes section presents an overview of the outcomes that have been achieved against Cabinet reports covering the period October 2011 to September 2015.

### **Changes to Policy and Presentation**

- 2.2 The Council has acknowledged that a “red flag” is not a failure or a problem but signals that an intervention is required to ensure that the performance measure is brought back on track.
- 2.3 As a result, it is proposed that the “comments section” for each Key indicator be amended to comprise two parts:-
- Part 1 – Background (essential information in bullet point only)  
Part 2 – Intervention Required
- 2.4 For all indicators that are ‘On Target’ (Green) the Part 2 section may read - None. However, for all indicators that are ‘Just Short’ (Amber) or ‘Off Target’ (Red) details of the intervention taken/required will be detailed in the Part 2 section.
- 2.5 If the Council is unable to intervene to change the performance then the relevance of the indicator should be challenged.

### **Key Performance Indicators (KPIs)**

2.6 In summary, current performance against the 30 Key indicators is as follows:

Status	2014/15			2015/16	
	Q2 14/15	Q3 14/15	Q4 14/15	Q1 15/16	Q2 15/16
On Target	14 (52%)	14 (52%)	17 (63%)	15 (50%)	13 (44%)
Just Short	6 (22%)	7 (26%)	4 (15%)	9 (30%)	7 (23%)
Off Target	7 (26%)	5 (18.5%)	5 (18%)	6 (20%)	10 (33%)
Data not available	0 (0%)	1 (3.5%)	1 (4%)	0 (0%)	0 (0%)
<b>Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>30</b>	<b>30</b>

- 2.7 Forty four per cent of the KPIs are on target (compared to 52% on target in the same period last year). However, the number of KPIs that are off target has increased during Q2 from 6 to 10. The KPIs that slipped to ‘Off Target’ since Q1 are:

- Library & Museum income
- Processing 'Major' planning applications
- Call abandoned rate
- Speed of payment – in month average time to process invoices
- Working days lost per FTE

The Council will continue to focus on improving the performance for all ten KPIs that are off target (please see section 2.9 below for details of the action that has been/is being taken to bring them back on track). Only one KPI has improved its performance status from off target to just short since Q1: enforcement cases – number of closures. This is due to replacement of the loss of a permanent member of staff and it is expected that the Council will continue to improve their performance.

2.8 The highlights for Q2 2015/16 are:

<b>Target</b>	<b>Comment</b>
Number of new people receiving Telecare	The target for 2015/16 has increased by 100% compared to last year and is currently 21% ahead of the target. The performance has increased by 6% compared to the same last year.
% of Support Plans completed within 28 calendar days of assessment	The Council continues to meet the target which has increased by 8% compared to last year.
Total number of attendances at Leisure Centres	Performance is 13% above the profiled target, which has increased by 12% compared to last year. The new Furze Platt Leisure Centre opened in September 2015 which has attracted 80 new members during the first month.
Number of families supported early to prevent escalation and referral to social care	The Q2 target has been exceeded by 26% and the performance has improved by 4% compared to the same period last year. The work involved is helping to reduce the needs and dependency on specialist services.
Time taken to process Housing Benefit and Council Tax Support new claims and events	Processing time is currently 3.3 days better than the target of less than 10 days. The performance at end of September 2015 (5.98 days) has significantly improved compared to September 2014 (18.6 days). A face to face assisted claim completion service for all new claims and changes in circumstances introduced in September 2015 has enhanced significantly the residents' experience of using the service and has helped to improve the speed of processing of claims even further.

<b>Target</b>	<b>Comment</b>
Average walk in waiting times (Housing & Council Tax Benefit customers only)	On target due to ongoing multiskilling of Front of House staff which has given the Council more flexibility to react to demand within the working day and to maintain low waiting times more often. Current average waiting time is 7 minutes (the target is less than 8 minutes).
% of dangerous potholes repaired within 24 hours -	160 out of 161 dangerous potholes (99.4%) repaired on time during the first half of 2015/16. In the same period last year, the Council repaired all 216 dangerous potholes.

Other areas of high performance include:

<b>Target</b>	<b>Comment</b>
Proportion of people using long term social care who receive Self Directed Support	Q2 performance was 98.2% which is above the 95% target. The performance of 98.2% is the joint highest for the Council since they started recording this from September 2011.
Number of families supported by the Intensive Family Support Programme	On track to meet the 2015/16 year-end target of 108. The performance for 2015/16 has improved by 39% compared to the same period last year.
Total number of visits to Council car parks that charge for parking	Car park usage for the first two quarters is 2.1% above the profiled target.
% of Penalty Charge Notices appeals that are upheld	Performance of 10.01% is on track to exceed the target of less than 12%.
% of in-year Council Tax collected	Performance is 0.05% above the Q2 target

2.9 Ten key performance indicators (equivalent to 33%) are off target (compared to 26% in the same period last year. For each of these a series of remedial actions have been identified to bring performance back in line including:

## 2.10 Library & Museum Income

- Target for 2015/2016 – £384,750  
Achievement to date – £146,987 (17% below the profiled target)  
Work in Progress – The underachievement of income is being balanced by reductions in spend elsewhere in the Service. Additional sources of income are being investigated such as installation of Amazon Lockers at two locations.
- Issues – Levels of income determined by controllable and uncontrollable factors, e.g. the number of overdue return charges and partnership funding or events that generate income.
- Success – The museum only income target is currently on track to be achieved.

## 2.11 Stability of placements (number of moves) of children in RBWM's care lasting two or more years

- Target for 2015/2016 – 7% and below.  
Achievement to date – 13.3% (13 young people, out of the cohort of 98 who have been in care for more than two and half years, have had more than three placement moves in the last 12 months).
- Work in Progress – Where necessary, full assessments are undertaken and any placement moves are judged on the best interests of the child or young person concerned.
- Issues – Moves happened for a variety of reasons including a child moving from a foster placement to an adoptive placement, decisions made by the Royal Borough to change the placement because it was not meeting the child's needs or where the foster carers had given notice that they no longer wish to have the children due to their challenging behaviour.
- Success – All children and young people in the care of the Royal Borough are in suitable placements.

## 2.12 Recruit RBWM approved foster carers

- Target for 2015/2016 – Recruit 20 foster carers.  
Achievement to date – One formal approval  
Work in Progress – Six potential carers passed first stage of recruitment. The timescale for assessment of suitability of prospective foster carers from formal application is 8 months (Fostering Services Regulations). The Council anticipate all current assessments to conclude within this time frame. Fostering Information meetings are held each month.
- Issues – 57% of Royal Borough Children in care are aged 13 plus. There is a shortage of in house foster carers for teenagers. Recruitment of foster carers for teenagers is more challenging so the Council is

unlikely to reach the target of 20. Due to the impact of recruitment difficulties, if the Council have an ongoing demand for placements for teenagers with highly complex needs, they have to place children with Independent Fostering Agencies (IFA) carers / in residential accommodation.

Success

- The Royal Borough has a sufficient number of in house foster carers for the under 10 age range.

**2.13 Processing of planning applications as measures against targets for ‘Major’ application types**

Target for 2015/2016

- 70%

Achievement to date

- 56.2%

Work in Progress

- Major planning applications continue to be a prioritised as this is an area which Government monitors and over which there is a national target, from 20 July 2015, of 50% of applications determined over a rolling 2 year period; failure to meet this target will result in designation as a standards authority. This includes County Matters applications. Major applications are the most significant which are not capable of being determined under delegated authority and usually have Section 106 agreements associated to them which are only completed post Panel resolution. The Development Management review will cover major applications. The current TerraQuest contract does not include major planning applications. Officers intend to work towards putting Planning Performance Agreements in place for major applications where appropriate.

Issues

- Performance can fluctuate significantly month-on-month. Key applications also involved very detailed and protracted pre application discussions and are consequently resource intensive. The current position on rolling two year performance for ‘district matter’ applications in the 24 months to the end of June is 66%. The county matters performance for the same period is only 1 application so falls below the 2 applications needed in the period to trigger the assessment.

Success

- During Q2 2015/16, 4 out of 8 applications were made within the time limits (the overall to-date figure for 2015/16 is 9 completed on time out of 16 applications). The current rolling two year performance is outside the 50% threshold for under-performance.

## 2.14 Processing of planning applications as measures against targets for 'Minor' application types

Target for 2015/2016 – 75%

Achievement to date – 42.27%

Work in Progress – TerraQuest has been appointed from 22 October 2015 for 16 weeks to validate and process applications. This will address the backlog of applications awaiting validation which is currently causing customer dissatisfaction. It is anticipated that performance will fall in the short term as a direct result of processing and determining planning applications in that backlog; this is likely to be evident in the Quarter 3 2015/16 statistics. However, the benefit of this additional resource will be apparent in Quarter 4 which should show improvement. A detailed review of Development Management is currently being scoped. This review is intended to put in place measures to ensure sustainable performance improvement which meets the national targets and the Council's own targets.

Issues – Applications which are capable of being determined under delegated powers are being called to Panel which results in a delay in the decision being made. Staff turnover has resulted in reduction in capacity.

Success – The rolling two year period performance for minor applications to June 2015 sits at 82% which is well outside any potential 40% threshold for under performance which the Government may introduce in future legislation.

## 2.15 Processing of planning applications as measures against targets for 'Other' application types

Target for 2015/2016 – 90%

Achievement to date – 57.77%

Work in Progress – TerraQuest has been appointed from 22 October 2015 for 16 weeks to validate and process applications. This will address the backlog of applications awaiting validation which is currently causing customer dissatisfaction. It is anticipated that performance will fall in the short term as a direct result of processing and determining planning applications in that backlog; this is likely to be evident in the Quarter 3 statistics. However, the benefit of this additional resource will be apparent in Quarter 4 which should show improvement. A detailed review of Development Management is currently being scoped. This review is intended to put in place measures to ensure sustainable performance improvement which meets the national targets and the Council's own targets.



- Issues – Applications which are capable of being determined under delegated powers are being called to Panel which results in a delay in the decision being made.
- Success – Additional resources is now available through TerraQuest.

## 2.16 % of Planning appeals lost

- Target for 2015/2016 – Less than 30%
- Achievement to date – 36.84%
- Work in Progress – Officers are working with Ward Councillors to produce appeal statements to explain the Council's decisions. All decisions are reviewed and learning points are taken forward and reported to Members.
- Issues – The small number of appeals means that there is a greater impact on the percentage change (14 appeals lost out of 38 appeals during 2015/16).
- Success –

## 2.17 Call abandoned rate

- Target for 2015/2016 – Less than 5%
- Achievement to date – 6.05%
- Work in Progress – During high peak periods of demand non-telephony and administrative tasks were restricted to evenings and weekends when telephone lines were closed. The Council is working proactively with services to reduce unnecessary repeat contact to help them manage the demand. With adequate resources in place, it is expected that performance will return ahead of target in October 2015.
- Issues – Between 50%-60% of current contact is 'avoidable', for example, large numbers of customers are calling to check progress on an application, to check their understanding of the Council's correspondence, etc. In April, the Council's resources did not match the demand for service in spite of advanced recruitment. Council Tax annual billing, implementation of the Care Act, approaching General Election and School allocation letters all contributed to call volumes being higher than usual and fewer working days due to the Easter Bank Holidays. With a number of key staff departing to new roles within and outside of the organisation, performance again dipped in August and September whilst the Council recruited and trained new staff, heightened by the peak 'Back to School' period.
- Success – Performance was ahead of target during June and July.

## 2.18 Speed of payment – in month average time to process invoices

- Target for 2015/2016 – Less than 17 days
- Achievement to date – 20 days

- Work in Progress – The service is working closely with officers across the Council to ensure that invoices are passed for payment promptly. The complete procure to pay process is being reviewed, which will lead to sustained improvements in the time taken to process and pay invoices.
- Issues – Invoices that have been disputed and have taken time to resolve have not been correctly highlighted when passed for payment so they are skewing the actual reported performance .
- Success – The Council’s standard payment terms are 30-days so the Council is paying suppliers on average 10-days quicker than this in Q2 2015/16.

## 2.19 Working days lost per FTE

- Target for 2015/2016 – Less than 6 days
- Achievement to date – 6.99 days per FTE
- Work in Progress – Sickness absence is regularly reviewed at Directorate Management Teams (DMTs) and Corporate Management Team (CMT). Managers undertake trigger level meetings with absent employees. Trigger levels are 7 days absence in a rolling 12 month period, 3 periods of absence in a 3 month period or a Bradford Factor score of 120 or higher. HR support managers with all cases that progress to formal capability process.
- Issues – Increase in sickness levels over the year (6.13 days in September 2014 to 6.99 days in September 2015).
- Success – The figure for the Council is below the average for the public sector which is 7.9 (based on 2014 CIPD absence management survey), although slightly higher than the private sector, 5.5 days.

## 2.20 Secondary Indicators

### 2.21 For the secondary set of indicators (38 PIs)

- 58% of performance indicators are on target
- 16% are just short
- 11% are off target.
- Six performance indicators do not have data available for Q2. One of them relate to Public Health and one relates to energy reduction where the Council has not received all invoices.
- There are four new performance indicators (including child sexual exploitation measures) that belong to Children’s Services but with no target set as they are no baselines available.

### 2.22 Some highlights for the secondary indicators are:

Target	Comment
Number of people taking up health checks	based on current trajectory the Council should meet its annual target of 3,500
Number of households prevented	Target has increased by 25% compared

<b>Target</b>	<b>Comment</b>
from becoming homeless by Housing Options	to last year and the Council is on track to meet this. Q2 performance has increased by 41% compared to the same period last year.
Number of visitors to Windsor & Royal Borough Museum -	Performance has exceeded the profiled target by 63%. This is due to interest in Magna Carta events and higher than expected attendance in summer holiday activities.
Child Protection Plans lasting two years or more	There are no children with a child protection plan lasting two years or more.
Percentage of empty shops in Maidenhead Town Centre	On track to meet the target for the first time since end of 2013/14. A number of units have been let in the Nicholsons Shopping Centre and in the secondary retail areas of the Town Centre.
Number of highway schemes delivered	On track to meet the year-end target of 250 schemes. Q2 performance of 72 is 6% ahead of the profile target of 68.

## 2.23 **Cabinet Outcomes**

- 2.24 The IPMR includes a tracker to monitor the progress of Cabinet Outcomes. During Q2 2015/16, a total of 20 reports (including 2 Part II reports) have been reviewed and updated where the outcome date was due by the end of September 2015. Of the 20 reports, there are a total of 23 defined outcomes (including outcomes from the Part II Cabinet reports). The summary below provides a breakdown of success in delivering against the targets carried in each Cabinet report. The summary is broken down by department with each update using the following outcome code:

### Outcome Code

<b>Red flag</b>	"Not Met" (or worse)
<b>Orange</b>	Between "Not Met" and "Met"
<b>Light Green</b>	Met
<b>Green</b>	Between Met and Exceeded
<b>Dark Green</b>	Exceeded
<b>Purple</b>	Beyond exceeded
<b>N/A</b>	Still ongoing as End Date is not due

### Summary of success by Directorate (for 23 outcomes)

Directorate	Red	Orange	Light Green	Green	Dark Green	Purple	N/A
Adult Services	0	1	0	1	0	0	0
Children's Services	1	0	1	2	0	0	1
Corporate Services	4	0	1	1	0	0	0
Operations	5	2	2	0	1	0	0
<b>Total</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>%</b>	<b>43%</b>	<b>13%</b>	<b>17%</b>	<b>17%</b>	<b>4%</b>	<b>0%</b>	<b>4%</b>

Exceptions – the reports that 'scored' as a Red where the outcome was not met:

Report Title	Date Considered by Cabinet
Stafferton Way Link Road – Procurement and Progress Report	27/03/2014
Stafferton Way Link Road – Procurement and Progress Report	27/03/2014
Stafferton Way Link Road – Procurement and Progress Report	27/03/2014
Anti-Social Behaviour, Crime and Policing Act 2014 –Key Implications for the Borough	30/10/2014
Airports Commission: Consultation on Air Quality Assessment	28/05/2015
Borough Local Plan –Consultation Report	02/08/2012
Borough Local Plan –Consultation Report	02/08/2012
Maidenhead Waterways Construction Contract Procurement	26/06/2014
The Future Use of the Site at Ray Mill Road East - Update	26/03/2015
Standards and Quality of Education in Royal Borough Schools - A Review of the Academic Year 2012-13	27/03/2014

### 3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be deliver by
% of KPIs Achieved Adult Services	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 <sup>st</sup> March
% of KPIs Achieved Children's Services	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 <sup>st</sup> March
% of KPIs Achieved Corporate Services	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 <sup>st</sup> March
% of KPIs Achieved Operations	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 <sup>st</sup> March

### 4. Financial Details

There are no direct financial implications stemming from this report.

### 5. Legal

There are no direct legal implications arising from this report.

## 6. Value for Money

The report (Appendix A) includes three key performance indicators relating to Value for Money (LE8 Grounds maintenance contract performance score, LA14 Library & Museum Income, and OP10 Income from parking).

## 7. Sustainability Impact Appraisal

The report includes monitoring against one key performance indicator where the Council encourages households to improve recycling: PP24 percentage households waste sent for reuse, recycling, energy recovery and composting.

## 8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Council does not have an effective performance reporting system that provides senior officers and Members exposure to the key areas of challenge facing the Council.	High	The Council has a programmed schedule of performance updates to both Corporate Management Team, Overview and Scrutiny and Cabinet	Low
The Council is unable to get reliable data with which to compare itself with peer authorities and assess considerations such as value for money.	Medium	The IPMR provides access to a standard and regular set of performance indicators allowing further comparative work to be undertaken including value for money assessments.	Low
The Council is unable to get reliable data that is both relevant and timely.	High	The indicators carried in the IPMR are established indicators with associated definitions and clear guidance on the collation and calculation of data. There is a clear timetable in place for officers to submit data.	Low
The Council is unable to measure success against particular priorities and how these priorities are contributing to the authorities overarching strategic priorities.	Medium	The IPMR aligns indicators with both the Council's Annual Plan and the Manifesto Commitments providing a clear link to the key strategic frameworks governing the work of the Council.	Low

## 9. Links to Strategic Objectives

Each of the 30 indicators fall under one of the strategic priorities.

**Our Strategic Objectives are:**

**Residents First**

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

#### **Value for Money**

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

#### **Delivering Together**

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

#### **Equipping Ourselves for the Future**

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture

### **10. Equalities, Human Rights and Community Cohesion**

There are no equalities implications stemming from this report.

### **11. Staffing/Workforce and Accommodation implications:**

None

### **12. Property and Assets**

None

### **13. Any other implications:**

N/A

### **14. Consultation**

None

### **15. Timetable for Implementation**

None

### **16. Appendices**

Appendix A - The Royal Borough of Windsor & Maidenhead Integrated Performance Monitoring Report – Quarter 2 2015/16 (paper copy).

Appendix B - Part II Cabinet Outcomes Tracker

### **17 Background Information**

None

### **18. Consultation**

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
David Scott	Head of Governance,	16 October 2015		

	Performance & Policy			
Andrew Brooker	Interim Strategic Director of Corporate Services & Head of Finance	21 October 2015		
Sean O'Connor	Interim Head of Legal	21 October 2015		
Corporate Management Team (CMT)	CMT	21 October 2015		
Cllr Brimacombe	Principal Member for Performance	23 October 2015		
Cllr Burbage	Leader of the Council	30 October 2015	02 November 2015	
<b>External</b>				

### Report History

<b>Decision type:</b>	<b>Urgency item?</b>
For information	No

Full name of report author	Job title	Full contact no:
Paul Johnson	Corporate Performance Officer	01628 796445
Nimi Johal	Project Support Officer	01628 796350

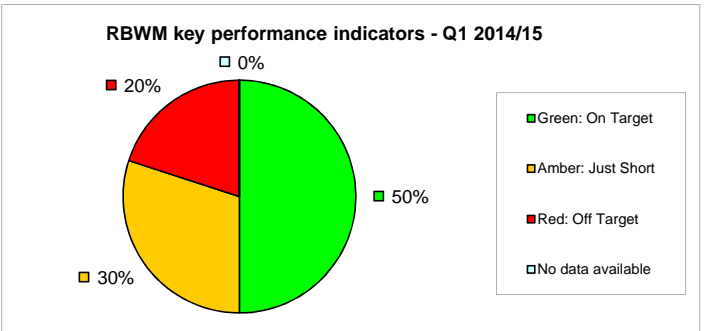
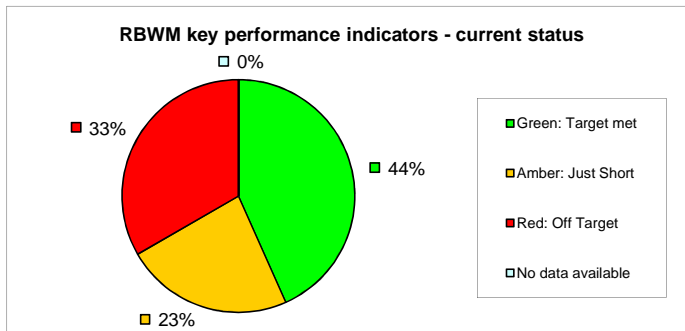
# Royal Borough of Windsor and Maidenhead

## Integrated Performance Monitoring Report - Quarter 2 2015-16

This is a snapshot of the Royal Borough of Windsor & Maidenhead's performance for Quarter 2 of 2015-16 (period July to end of September 2015). The report includes updates for the following categories: Key Performance Indicators (KPIs), HR key indicators, Risk Management, Combined Savings Tracker and Key Corporate Projects.

### Summary at a Glance

<h4 style="background-color: #ADD8E6; padding: 2px;">1.0 Performance</h4> <h5 style="background-color: #ADD8E6; padding: 2px;">1.1 Key Performance Indicators (by Strategic Priority)</h5> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th> <th style="background-color: #90EE90;">On Target</th> <th style="background-color: #FFD700;">Just Short</th> <th style="background-color: #FF0000;">Off Target</th> <th>Not available</th> </tr> </thead> <tbody> <tr> <td>Residents First</td> <td>6</td> <td>0</td> <td>2</td> <td>0</td> </tr> <tr> <td>Delivery Together</td> <td>7</td> <td>5</td> <td>6</td> <td>0</td> </tr> <tr> <td>Value for Money</td> <td>0</td> <td>2</td> <td>1</td> <td>0</td> </tr> <tr> <td>Equipping Ourselves for the Future</td> <td>0</td> <td>0</td> <td>1*</td> <td>0</td> </tr> <tr> <td><b>Total</b></td> <td><b>13</b></td> <td><b>7</b></td> <td><b>10</b></td> <td><b>0</b></td> </tr> </tbody> </table> <p>* This includes one HR performance indicator (working days lost per FTE)</p>		On Target	Just Short	Off Target	Not available	Residents First	6	0	2	0	Delivery Together	7	5	6	0	Value for Money	0	2	1	0	Equipping Ourselves for the Future	0	0	1*	0	<b>Total</b>	<b>13</b>	<b>7</b>	<b>10</b>	<b>0</b>	<h4 style="background-color: #ADD8E6; padding: 2px;">2.0 HR performance</h4> <h5 style="background-color: #ADD8E6; padding: 2px;">2.1 People/staff</h5> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th> <th style="background-color: #ADD8E6;">Q1 15/16</th> <th style="background-color: #ADD8E6;">Q2 15/16</th> </tr> </thead> <tbody> <tr> <td>% Established FTE Vacant</td> <td>8.91%</td> <td>11.06%</td> </tr> <tr> <td>Working days lost per FTE</td> <td>6.61</td> <td>6.99</td> </tr> <tr> <td>Agency Staff - number</td> <td>109</td> <td>116</td> </tr> <tr> <td>Agency Spend</td> <td>£1,340,866</td> <td>£1,332,510</td> </tr> <tr> <td>Turnover %</td> <td>16.4%</td> <td>14.8%</td> </tr> <tr> <td>Voluntary Turnover %</td> <td>12.4%</td> <td>12.6%</td> </tr> <tr> <td>Bradford Factor (score &gt;120)</td> <td>94</td> <td>92</td> </tr> <tr> <td>% Bradford Factor (score &gt;120)</td> <td>7%</td> <td>7%</td> </tr> </tbody> </table>		Q1 15/16	Q2 15/16	% Established FTE Vacant	8.91%	11.06%	Working days lost per FTE	6.61	6.99	Agency Staff - number	109	116	Agency Spend	£1,340,866	£1,332,510	Turnover %	16.4%	14.8%	Voluntary Turnover %	12.4%	12.6%	Bradford Factor (score >120)	94	92	% Bradford Factor (score >120)	7%	7%																											
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### Performance - Q2 2015/16

For Q2 2015/16 there are a total of 30 Key Performance Indicators (KPIs) - 29 indicators in the performance section and one HR indicator (working days lost per FTE found on page IPMR 26) as selected by Cabinet Members and CMT. Q2 data is available for all 30 KPIs included in this report.

Of the 30 KPIs where Q2 data was reported - 44% are registered as 'on target' (green) compared to 52% in Q2 2014/15. The highlights during Q2 were:

\* Number of new people receiving Telecare - 2015/16 target has increased by 100% compared to last year. The Council is currently 21% ahead of the target at the end of Q2. The performance has increased by 6% compared to the same last year.



### Performance - continued

- \* % of Support Plans completed within 28 calendar days of assessment - the Council has continued to meet the target which has increased by 8% compared to last year.
- \* Total number of attendances at Leisure Centres - the performance is currently 13% above the profiled target. The year-end target has increased by 12% compared to 2014/15 target. The new Furze Platt Leisure Centre opened in September 2015 which has attracted 80 new members during the first month.
- \* Number of families supported early to prevent escalation and referral to social care - the Council has exceeded the Q2 target by 26%. The work involved is helping to reduce the needs and dependency on specialist services. The performance has improved by 4% compared to the same period last year.
- \* Time taken to process Housing Benefit and Council Tax Support new claims and events - the Council is continuing to improve its performance. The processing time is currently 3.3 days better than the target of less than 10 days.
- \* Average walk in waiting times (Housing & Council Tax Benefit customers only) - this is on target due to ongoing multiskilling of Front of House staff which has given the Council more flexibility to react to demand within the working day. This has enabled the Council to maintain low waiting times more often. The current average waiting time is 7 minutes (the target is less than 8 minutes).
- \* % of dangerous potholes repaired within 24 hours - the Council repaired 160 out of 161 dangerous potholes (99.4%) on time during the first half of 2015/16.

Other areas of high performance include: 'proportion of people using long term social care who receive Self Directed Support' (continue to perform strongly as Q2 performance was 98.2% which is above the 95% target), 'number of families supported by the Intensive Family Support Programme' (the Government has set a target for RBWM to turn around 470 families by April 2020. The Council is on track to meet their 2015/16 year-end target of 108), 'total number of visits to RBWM car parks that charge for parking' (the car park usage for the first two quarters of 2015/16 is 2.1% above the profiled target), '% of Penalty Charge Notices appeals that are upheld' (current performance of 10.01% is on track to exceed the year-end target of less than 12%), '% of in-year Council Tax collected' (the Council is 0.05% above the Q2 target)

However, 33% of indicators (ten KPIs) are off target (compared to 26% in the same period last year). The number of off target indicators has increased during Q2 from 6 to 10. Of particular concern were the following indicators listed in the table below. For each of these a series of remedial actions have been identified to bring performance back in line.

Indicator		Page
LA14	Library & Museum income	IPMR 7
SG3	Stability of placements (number of moves) of children in RBWM's care	IPMR 8
SG30	Recruit RBWM approved foster carers	IPMR 9
PD6	Processing of planning applications ('Major' application types)	IPMR 10
PD7	Processing of planning applications ('Minor' application types)	IPMR 10
PD8	Processing of planning applications ('Other' application types)	IPMR 11
PD9	% of Planning appeals lost	IPMR 11
RFA01	Call abandoned rate	IPMR 13
BBA03	Speed of payment - in month average time taken to process invoices	IPMR 16
HR	Working days lost per FTE	IPMR 27

### Risk Management - Q2 2015/16

The corporate risks for 2015/16 IPMR include all risks under the category 'Key Strategic Risks'. Since Q1 2015/16, there has been no changes to any of the current risk ratings. Although the risk rating has not changed for the remaining risks, there have been progress with certain mitigations for the following risks:

- a. CMT0025 (That a coherent transformation programme fails to deliver efficiencies, improve service quality and manage organisational change in a controlled manner) - one mitigation has made progress during Q2 2015/16:
  - Transformation programme identifies and puts in place resources and project management requirements - 80% complete.
- b. HOF0006 (Economic climate - RBWM may not be able to deal with any expenditure volatility because of a lack of a mid/long term strategy that successfully encompasses finance options/mitigations to match service demands and central government funding reduction i.e. MTFP (Medium Term Financial Plan) fails) - two mitigations have made progress during Q2 2015/16:

### Risk Management - continue

- Link to transformation agenda and different model for delivery of service - 80% complete.
- Base budget review toolkit prepared for managers - 100% implemented.

c. CMT0038 (Technology obsolescence/inadequate for task) - one mitigation has made progress since Q2 2015/16:  
 - Priorities resources to meet the co-ordinated people, process and technology strategies - 50% complete.

d. CMT0043 (Safeguarding failures leads to injuries with particular focus on issues identified nationally as part of recent reports published on safeguarding children and Child Sexual Exploitation) - two mitigations have made progress since Q1 2015/16:

- Adopt and apply a quality assurance framework for Children's Services to quality assure service on an ongoing basis - 100% implemented.
- Caseload weighting system devised. The intention is to run monthly to ensure caseloads are appropriate and manageable - 100% implemented.

As part of its risk management strategy, the Council is using the new risk appetite framework to illustrate defined parameters around the level of risk that is acceptable to the Council and the thresholds which trigger escalation, review and approval by authorised officers. Management can concentrate on the risks where the current assessment is furthest from the stated risk appetite, providing a live radar of the main risk issues. There are 13 risks where the rating is 6 or above. The table below shows the number of risks for each risk appetite:

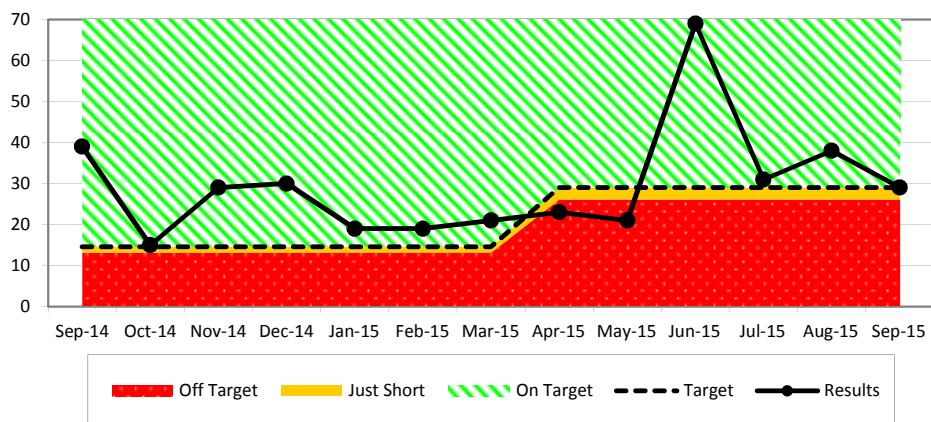
Appetite	Number
Low	5
Low / Medium	1
Medium	6
Medium / High	0
High	1

Members are briefed on the risks falling in their portfolios on a regular basis. A new methodology for Lead Members is being trialled to further refine cognisance of the main messages arising.

There is a further rating of high/medium on the heat map. This avoids potentially damaging risks being overlooked by being grouped within the medium criteria banding.

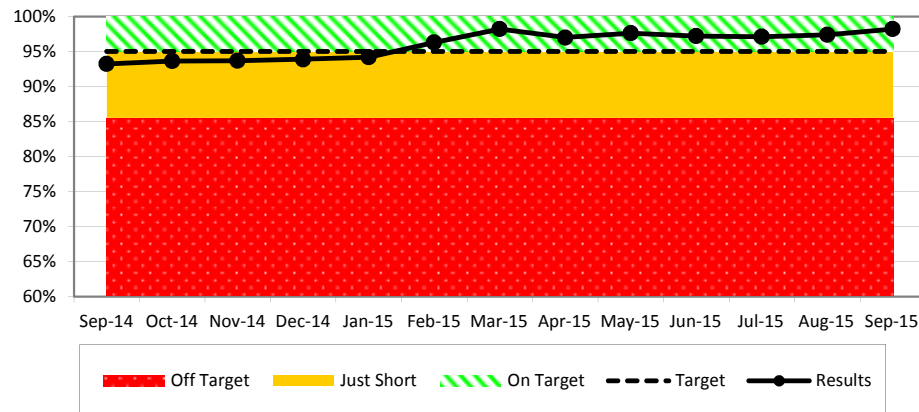
### AS29 Number of new people receiving Telecare

Good performance = high



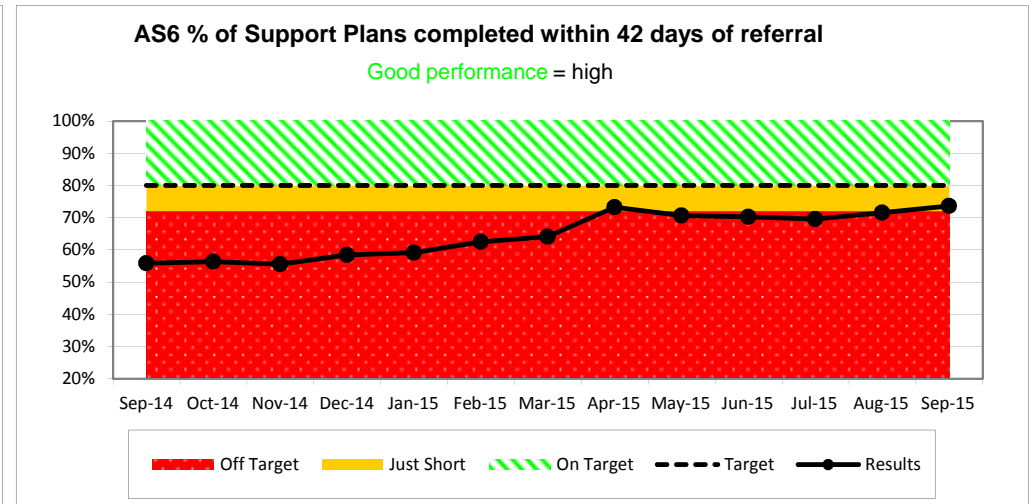
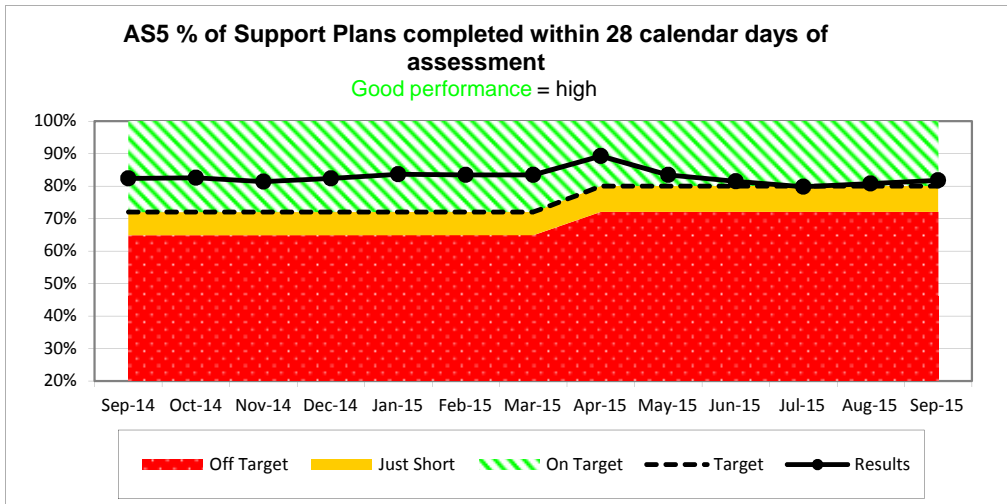
### AS1 Proportion of people using long term social care who receive Self Directed Support (SDS)

Good performance = high



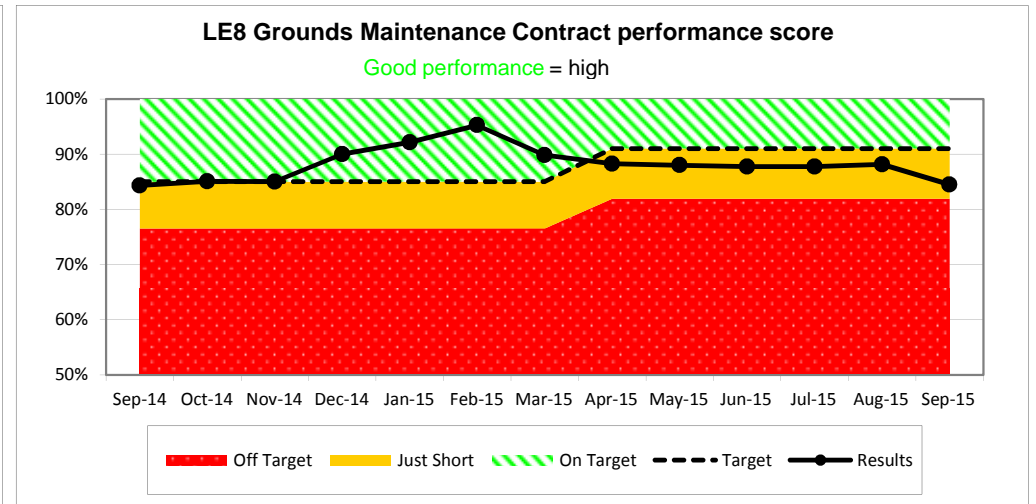
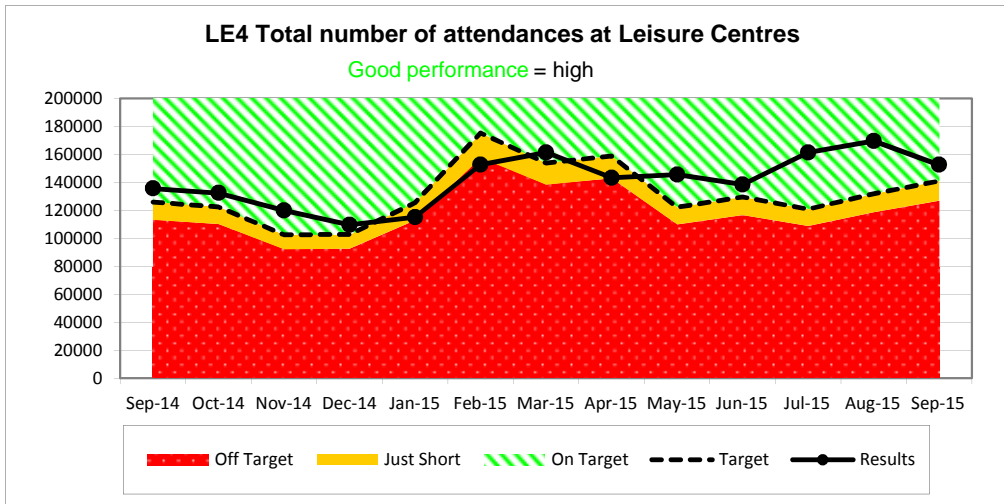
<b>Lead Officer:</b>	Nick Davies	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	This provides a home safety and personal security system that enables people to live independently within their own homes via 24 hour telephone link.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Good performance is typified by a higher number		
<b>Last year's data:</b>	332 (2014/15)		
<b>Current data:</b>	211 (Q2 15/16)	<b>2015/16 Target:</b>	350
<b>Note:</b>	The graph shows <b>monthly</b> data only. Current data is cumulative. The target for Telecare in 15/16 is 350 new installations.		
<b>Comments:</b>	<p>The target for 2015/16 has increased by 100% compared to last year. At the end of Q2 2015/16, 211 residents were supported by Telecare which is above the profiled target of 174. The performance for 2015/16 has increased by 6% compared to the same period last year. The increased figures are in part due to specific work at a sheltered accommodation unit.</p> <p>A second market place event 'Daily Living Made Easy' with 27 exhibitors was held at end of September with over 140 attendees. This was also linked with the Older Persons' Advisory Forum (OPAF) AGM which was well attended. The OPAF will hold a general meeting at end of November 2015. Product demonstrations are ongoing and free hearing tests are to be offered.</p> <p>Telecare Champions continue to raise awareness in the community and with colleagues.</p>		

<b>Lead Officer:</b>	Angela Morris	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	Self Directed Support gives control and choice to residents over how money for their social care is spent.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher percentage		
<b>Last year's data:</b>	98.22% (2014/15)		
<b>Current data:</b>	98.20% (Q2 15/16)	<b>2015/16 Target:</b>	95%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Please note that the bottom of the graph starts from 60%.		
<b>Comments:</b>	<p>The Council's performance at the end of Q2 2015/16 is at 98.2% which means that 648 out of a possible 660 residents are receiving self directed support. This is above the target of 95%.</p> <p>The Council is continuing to work hard during 2015/16 to maintain the good performance. Work has increased to ensure residents undergoing an assessment where they are identified as meeting the eligibility criteria. And are given a support plan enabling them to exercise greater choice and control regarding how their social care needs are met.</p>		



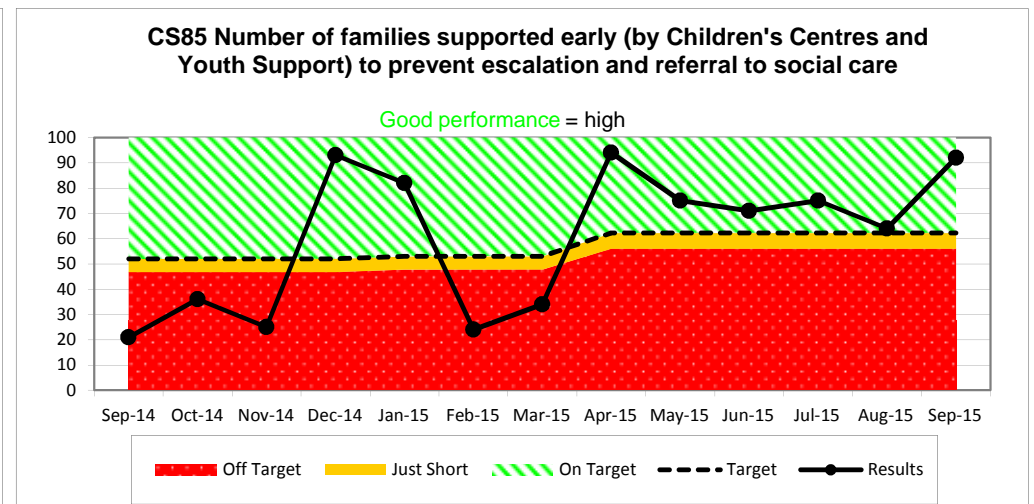
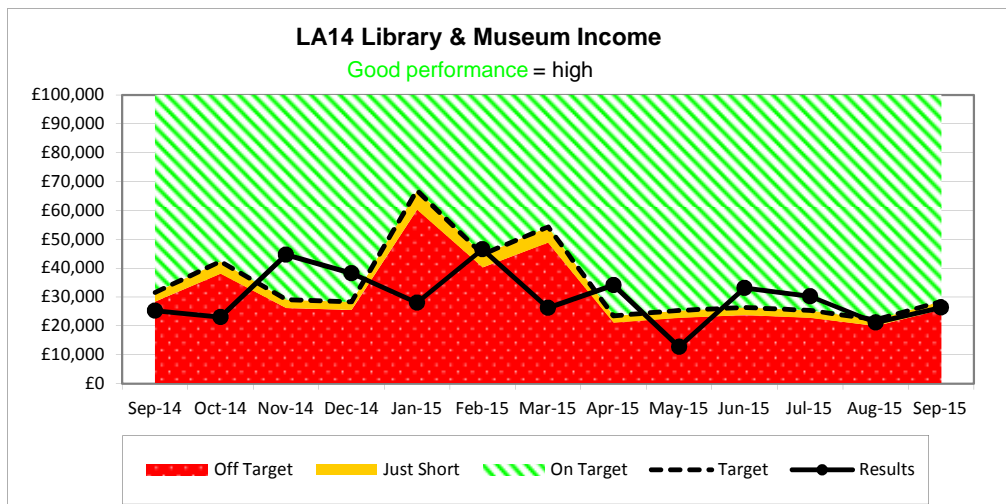
<b>Lead Officer:</b>	Angela Morris	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	Support plans are required for everyone going through the SDS process. The Council needs to ensure these are completed in a timely manner.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	83.40% (2014/15)		
<b>Current data:</b>	81.70% (Q2 15/16)	<b>2015/16 Target:</b>	80%
<b>Note:</b>	Target for 2015/16 is 80% per month. The graph shows <b>monthly</b> data only. Please note that the bottom of the graph starts from 20%.		
<b>Comments:</b>	<p>The target for 2015/16 has been set at 80% which has increased by 8% compared to last year's target.</p> <p>By Q2 2015/16, the Council completed 409 Support Plans following an Self Assessment Questionnaire (SAQ). The Council completed 334 (81.7%) of support plans within 28 calendar days of assessment.</p> <p>To sustain performance, social care workloads will continue to be managed weekly which will result in a more efficient process ensuring residents are provided with support plans within the requisite timeframe.</p>		

<b>Lead Officer:</b>	Angela Morris	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	Support plans are required for everyone going through the SDS process. The Council needs to ensure these are completed in a timely manner.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	64.10% (2014/15)		
<b>Current data:</b>	73.60% (Q2 15/16)	<b>2015/16 Target:</b>	80%
<b>Note:</b>	This is a new indicator for 2015/16. Target for 2015/16 is 80% per month. The graph shows <b>monthly</b> data only.		
<b>Comments:</b>	<p>This is a new performance measure included in the IPMR for 2015/16.</p> <p>In Q2 2015/16, the Council completed 435 Support Plans. Of these 320, or 73.6%, were completed within 42 days of the referral.</p> <p>As for AS5 (see left), social care workloads will continue to be managed weekly in order to improve the performance. The performance in the current month exceeds the target of 80%. However due to the slow start to the year, the Council is making a gradual improvement in their performance.</p>		



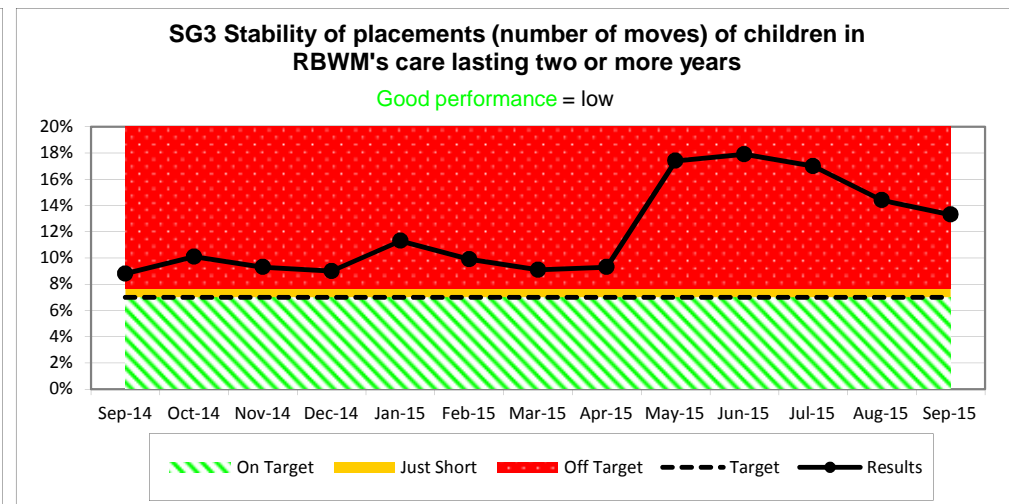
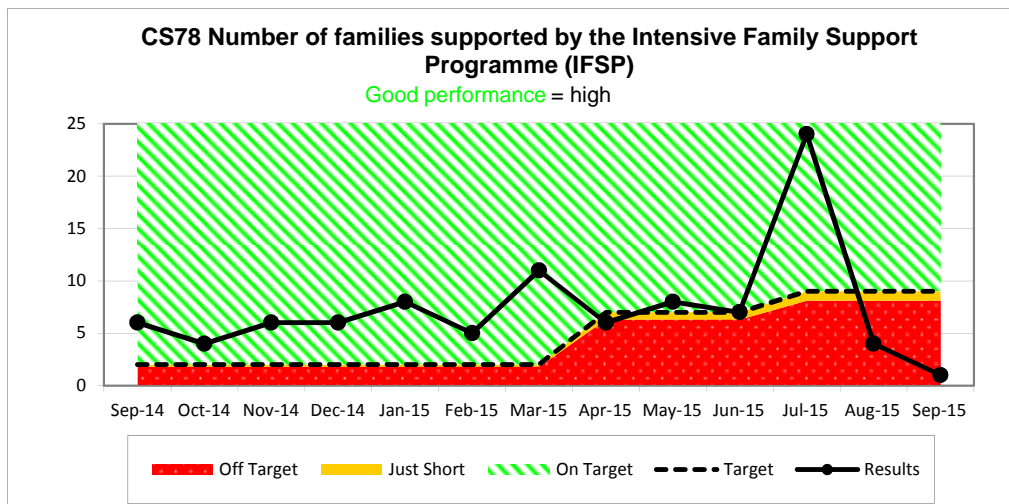
<b>Lead Officer:</b>	Kevin Mist	<b>Lead Member:</b>	Cllr Stretton		
<b>Why is this important?</b>	This indicates the level of attendances at Leisure Centres in the Borough.				
<b>Strategic Priority:</b>	Residents First				
<b>Good performance:</b>	Good performance is typified by a higher number				
<b>Last year's data:</b>	1,603,568 (2014/15)				
<b>Current data:</b>	910,515 (Q2 15/16)	<b>2015/16 Target:</b>	1,680,000		
<b>Note:</b>	The graph shows <b>monthly</b> figures only. The current data column shows <b>cumulative</b> figures.				
<b>Comments:</b>	The target for 2015/16 has increased by 12% compared to 2014/15 target.				
<p>The total number of attendances at leisure centre for the first half of 2015/16 is 910,515 which is 13% above the profiled target. The performance for Q2 2015/16 has increased by 97,730 (12%) compared to the same period last year. The increase includes attendances from the new Furze Platt Leisure Centre which opened in September 2015 and recruited over 80 members within the first month. Summer attendance for swimming remained very strong. (Charters Leisure Centre operates increased opening hours over Summer holidays).</p>					
<b>Leisure Centre monthly attendance performance</b>					
	May-15	Jun-15	Jul-15	Aug-15	Sep-15
Windsor	68,240	65,360	74,528	87,768	67,320
Magnet	62,680	60,020	69,396	70,826	69,660
Charters	8,840	6,760	9,198	5,013	5,156
Cox Green	5,104	5,456	7,519	5,048	5,254
Furze Platt					3,960
Braywick	736	804	679	765	1,125

<b>Lead Officer:</b>	Kevin Mist	<b>Lead Member:</b>	Cllr Stretton
<b>Why is this important?</b>	This covers a very visible aspect of services provided by the Leisure Services unit to residents of all ages and in all wards of the Borough.		
<b>Strategic Priority:</b>	Value for Money		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	89.81% (2014/15)		
<b>Current data:</b>	84.51% (Sept 15)	<b>2015/16 Target:</b>	91%
<b>Note:</b>	The graph shows <b>monthly</b> data.		
<b>Comments:</b>	The target for 2015/16 has increased by 6% compared to last year's target.		
<p>At the end of September 2015, the performance score is 84.51% which is just short of target.</p> <p>Performance issues have been noted and recorded at weekly monitoring meetings. New management with regular spot checks and inspections with the RBWM Senior Management Team are addressing issues and should see improvement in October.</p>			



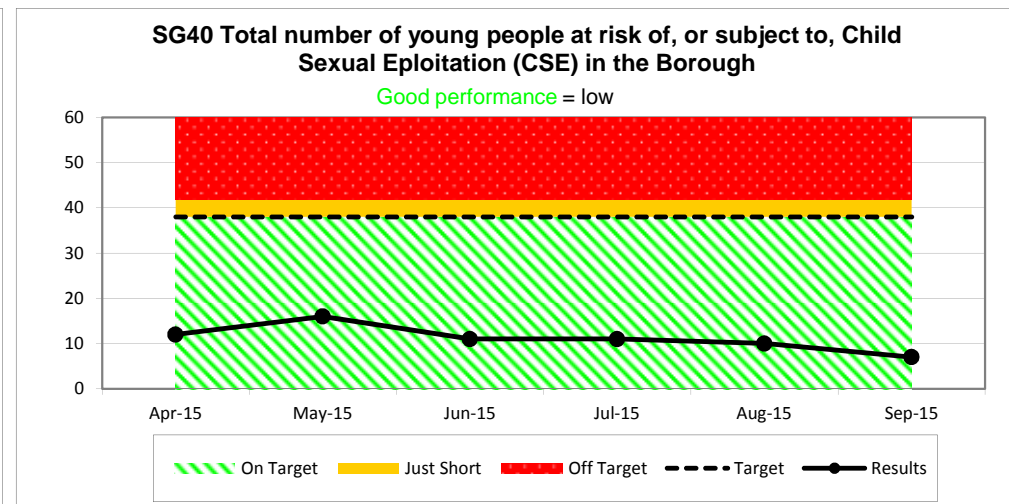
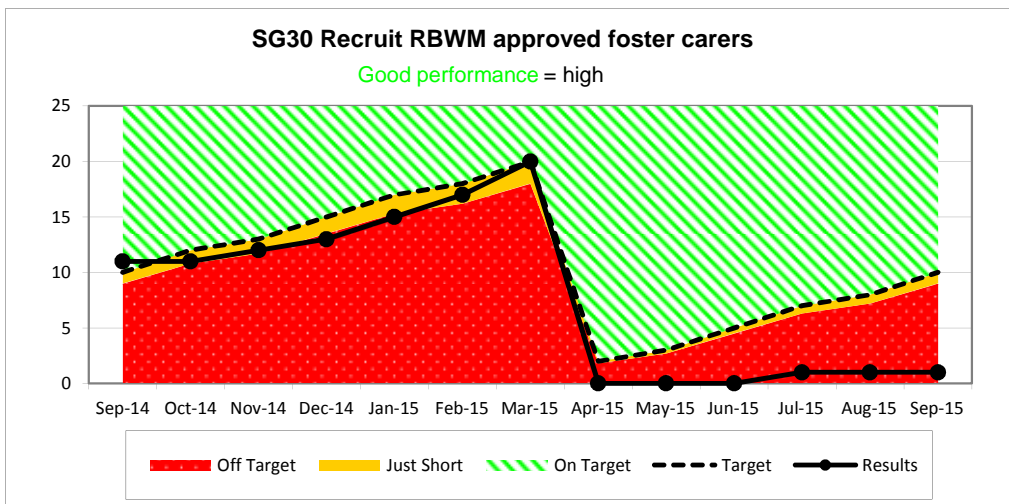
<b>Lead Officer:</b>	Mark Taylor	<b>Lead Member:</b>	Cllr Stretton
<b>Why is this important?</b>	This indicates the level of income of libraries and museums that the Council operate.		
<b>Strategic Priority:</b>	Value for Money		
<b>Good performance:</b>	Higher number shows better performance		
<b>Last year's data:</b>	£455,863 (2014/15)		
<b>Current data:</b>	£146,987 (Q2 15/16)	<b>2015/16 Target:</b>	£384,750
<b>Note:</b>	The graph shows <b>monthly</b> data only. The current data is cumulative year to date.		
<b>Comments:</b>	<p>The target for 2015/16 is lower compared to last year's target as it does not include S106 income.</p> <p><b>Achievement to date:</b> £146,987 (17% below the profiled target).</p> <p><b>Work in Progress:</b> The underachievement of income is being balanced by reductions in spend elsewhere in the Service. Additional sources of income are being investigated such as installation of Amazon Lockers at two locations.</p> <p><b>Issues:</b> Levels of income determined by controllable and uncontrollable factors, e.g. the number of overdue return charges and partnership funding or events that generate income.</p> <p><b>Success:</b> The museum only income target is currently on track to be achieved.</p> <p>Income for the year to the end of Q2 2015/16 consists of:</p> <ul style="list-style-type: none"> <li>• Libraries Fees &amp; Charges - £67,868</li> <li>• Libraries Space Hire - £25,295</li> <li>• Libraries Sales &amp; Events - £6,738</li> <li>• Libraries Donations &amp; Contributions - £35,998</li> <li>• Museum Income - £11,088</li> </ul> <p>TOTAL - £146,987</p>		

<b>Lead Officer:</b>	Ann Domoney	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	Identifying need earlier and having effective services available to act as soon as problems arise within a family prevents emerging problems from escalating. Effective early support can often prevent the need for higher levels of support later on.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Higher number shows better performance		
<b>Last year's data:</b>	747 (2014/15)		
<b>Current data:</b>	471 (Q2 15/16)	<b>2015/16 Target:</b>	747
<b>Note:</b>	The graph shows <b>monthly</b> data only. For 2015/16, this measure includes Intensive Family Support Programme.		
<b>Comments:</b>	<p>At the end of Q2 2015/16, the Council has continued to meet its target. To prevent escalation to specialist services requires a high level of targeted work with children, young people and their families. This targeted work, including one to one work and group work with families focused on improving parenting skills, is carried out through Children's Centres and Intensive Family Support Programme. Similarly, targeted one to one work and group work takes place with young people through the Youth Service. This work is reducing the needs and dependency on specialist services. The monthly data reflects the seasonality of the work particularly through the Youth Service where there are intensive periods of activity in the holiday periods.</p>		



<b>Lead Officer:</b>	Ann Domenev	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The programme works intensively with a small number of families in the Borough with multiple and complex problems to enable change in terms employment, improved school attendance, reduction in anti social and criminal behaviour.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Higher number shows better performance		
<b>Last year's data:</b>	191 (2014/15)		
<b>Current data:</b>	50 (Q2 15/16)	<b>2015/16 Target:</b>	108
<b>Note:</b>	The graph shows <b>monthly</b> data only. The target has been set at 108 new families by end of March 2016 (start of 3 years period).		
<b>Comments:</b>	The Intensive Family Support Programme is now in Phase 2 of the Troubled Families agenda. The Government has set the target for RBWM is to turn around 470 families by April 2020. In the first year, 2015-2016, the Government expects the Council's Children's Services team to work with 108 families and they are on track to meet this target, having worked with 50 new families in the first half year of 2015/16. This is ahead of the profile target of 48. The performance for 2015/16 has improved by 39% compared to the same period last year. There was a spike in July 2015 due to a combination of IFSP finishing work with a group of families at the same time and then taking cases on from their waiting list.		

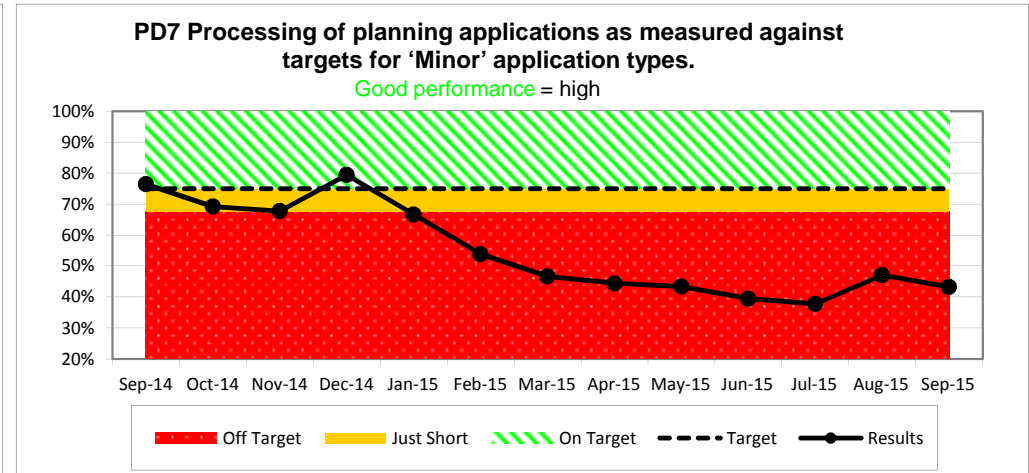
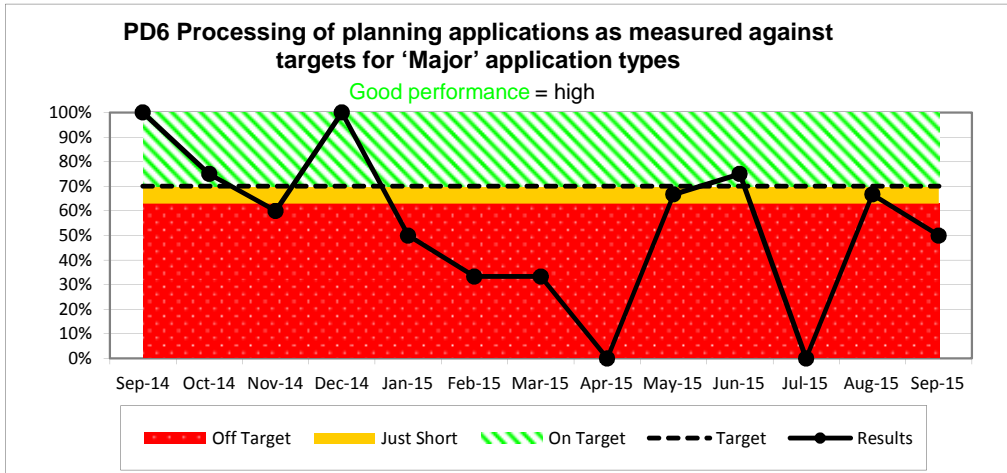
<b>Lead Officer:</b>	Ann Domenev	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The Council wants to provide children in care with a stable home rather than moving them around from one place to another.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Improved performance is typified by a lower %		
<b>Last year's data:</b>	9.1% (2014/15)		
<b>Current data:</b>	13.3% (Q2 15/16)	<b>2015/16 Target:</b>	7%
<b>Note:</b>	The graph shows <b>cumulative</b> data only.		
<b>Comments:</b>	<p><b>Achievement to date:</b> 13.3% (13 young people, out of the cohort of 98 who have been in care for more than two and half years, have had more than three placement moves in the last 12 months).</p> <p><b>Work in Progress:</b> Where necessary, full assessments are undertaken and any placement moves are judged on the best interests of the child or young person concerned.</p> <p><b>Issues:</b> Moves happened for a variety of reasons including a child moving from a foster placement to an adoptive placement, decisions made by the Royal Borough to change the placement because it was not meeting the child's needs or where the foster carers had given notice that they no longer wish to have the children due to their challenging behaviour.</p> <p><b>Success:</b> All children and young people in the care of the Royal Borough are in suitable placements.</p>		



<b>Lead Officer:</b>	Ann Domenev	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The Council want to increase the number of approved foster carers to provide a secure and caring environment for children and young people who cannot live with their families.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Improved performance is typified by a higher number		
<b>Last year's data:</b>	20 (2014/15)		
<b>Current data:</b>	1 (Q2 15/16)	<b>2015/16 Target:</b>	20 foster carers
<b>Note:</b>	The graph shows <b>cumulative</b> data. The figure starts from zero at the beginning of April for each financial year.		
<b>Comments:</b>	<p>There has been one formal approval through the Fostering Panel. The service is currently working with a further six potential foster carers and they have all passed the first stage of recruitment process. The timescale for assessment of suitability of prospective foster carers from formal application is 8 months (Fostering Services Regulations). The Council anticipate all current assessments to conclude within this time frame.</p> <p><b>Issues:</b> 57% of Royal Borough Children in care are aged 13 plus and there is a shortage of in house foster carers for teenagers. The Council have targeted their marketing at the recruitment of foster carers for this age group. Most of these potential carers are asking to look after older young people which is a significant improvement. There are also two other applicants who have been visited and are likely to be starting the first stage, one of whom is interested in offering a placement for an unaccompanied asylum seeker. Recruitment of foster carers for teenagers is more challenging so the Council is unlikely to reach the target of 20. Due to the impact of recruitment difficulties, if the Council have an ongoing demand for placements for teenagers with highly complex needs, they have to place children with Independent Fostering Agencies (IFA) carers / in residential accommodation.</p> <p><b>Success:</b> The Council has a sufficient number of in house foster carers for the under 10 age range.</p>		

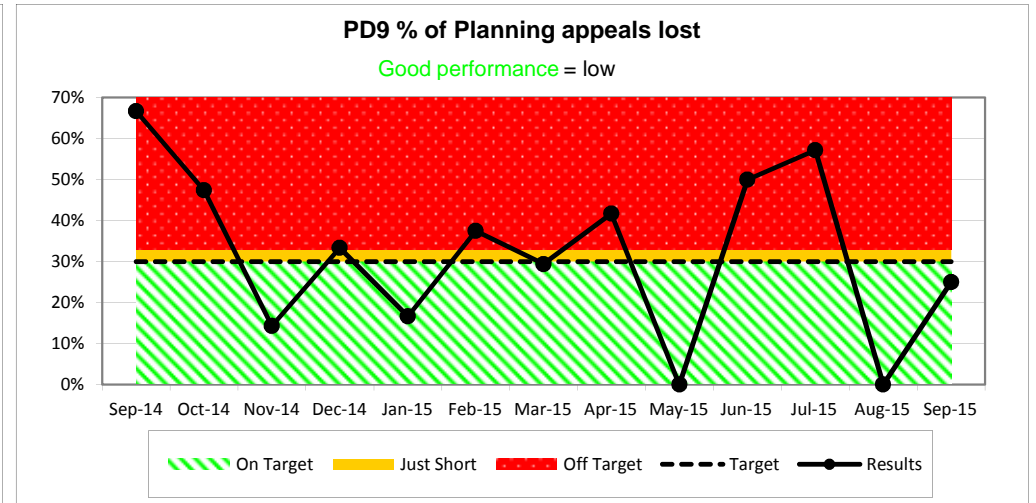
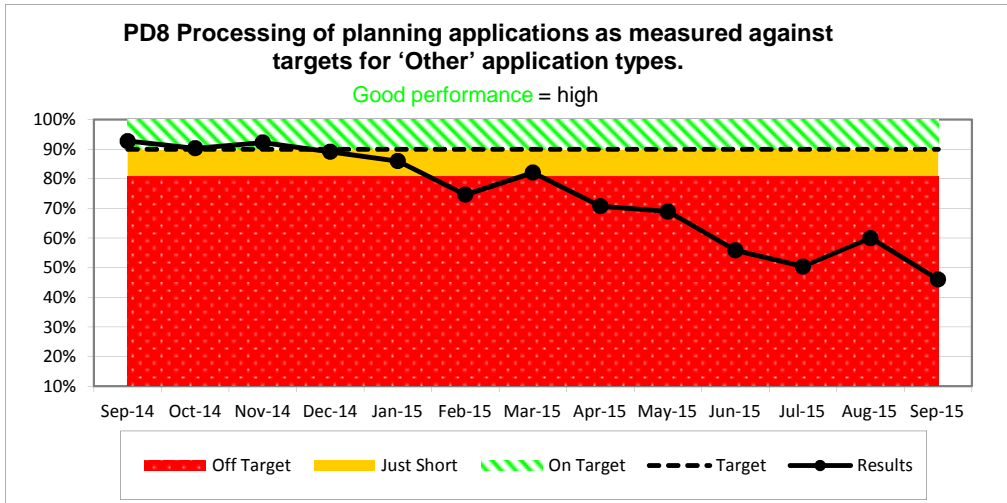
<b>Lead Officer:</b>	Ann Domenev	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The Council actively seeks to prevent the risk of child sexual exploitation to children and young people in the Borough, protect those experiencing it and support the prosecution of offenders.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Improved performance is typified by a lower number		
<b>Last year's data:</b>	New for 2015/16		
<b>Current data:</b>	7 (Q2 15/16)	<b>2015/16 Target:</b>	Less than 38
<b>Note:</b>	The graph shows <b>monthly</b> data only. There are no data available before April 2015 as this is a new performance indicator.		
<b>Comments:</b>	<p>The Missing Persons/Child Sexual Exploitation Operational Panel is a multi-agency panel that monitors on a monthly basis children and young people suspected of being at risk of child sexual exploitation and those who are known to be experiencing it. The Panel has an intervention plan in place for each young person on the tracker. Children and young people are assessed at three risk levels:</p> <ul style="list-style-type: none"> <li>• Level 1: there is no current information that they are at risk of child sexual exploitation but who have previously been linked to child sexual exploitation and/or are displaying the warning signs, such as missing episodes.</li> <li>• Level 2: there is information that suggests a current risk of child sexual exploitation but no disclosures or evidence of child sexual exploitation.</li> <li>• Level 3: there has been a disclosure of sexual offences perpetrated against them or where an active investigation is taking place due to corroborated intelligence or evidence regarding child sexual exploitation.</li> </ul> <p>At the end of September 2015, there were seven young people active on the tracker (five young people at level 1, one at level 2 and one at level 3). The number has fallen from the previous quarter's total of 11.</p>		





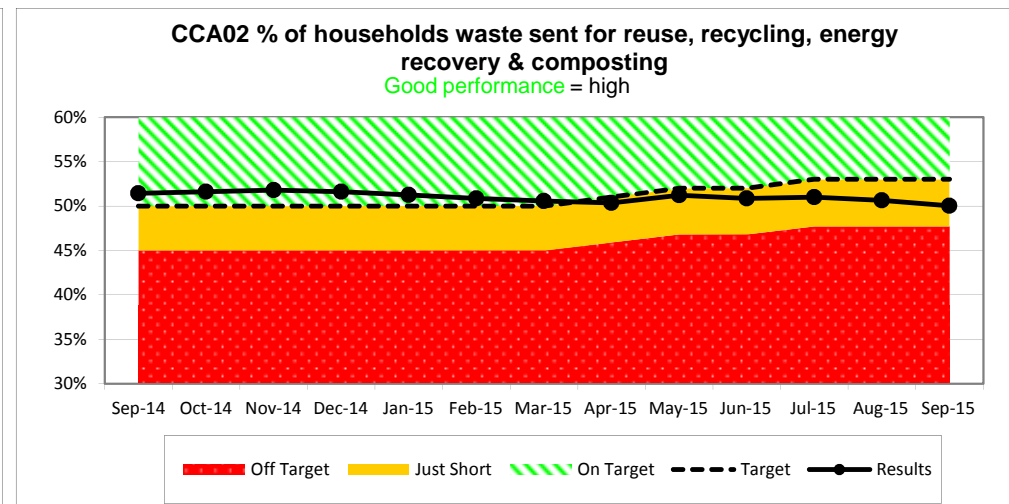
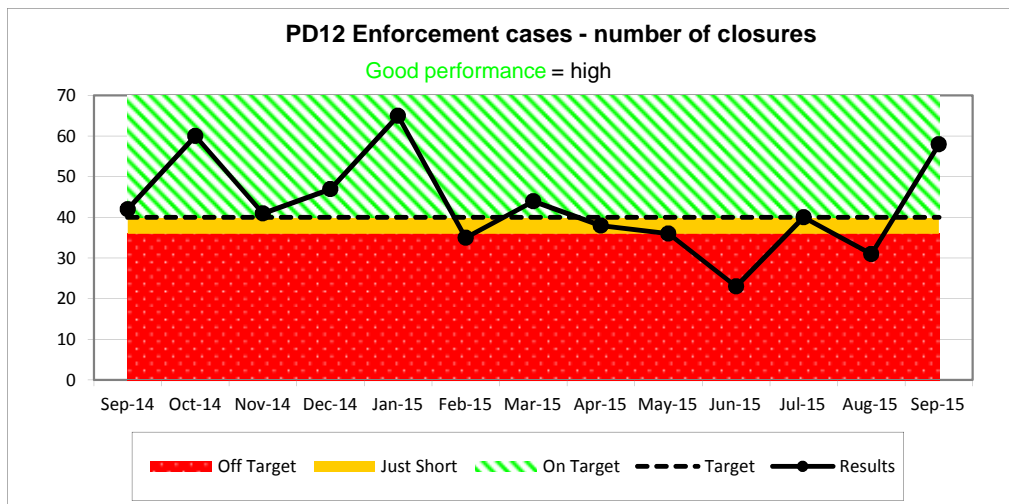
<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	This shows the speed of processing "Major" planning applications against their own target		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	77.59% (2014/15)		
<b>Current data:</b>	56.25% (Q2 15/16)	<b>2015/16 Target:</b>	70.00%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year's and current data are cumulative. National target is 60%. April and July 2015 dropped to zero as only one application for each month were not processed within time-scale.		
<b>Comments:</b>	<p><b>Work in Progress:</b> Major planning applications continue to be a prioritised as this is an area which Government monitors and over which there is a national target, from 20 July 2015, of 50% of applications determined over a rolling 2 year period; failure to meet this target will result in designation as a standards authority. This includes County Matters applications. Major applications are the most significant which are not capable of being determined under delegated authority and usually have Section 106 agreements associated to them which are only completed post Panel resolution. The Development Management review will cover major applications. The current TerraQuest contract does not include major planning applications. Officers intend to work towards putting Planning Performance Agreements in place for major applications where appropriate.</p> <p><b>Issues:</b> Performance can fluctuate significantly month-on-month. Key applications also involved very detailed and protracted pre application discussions and are consequently resource intensive. The current position on rolling two year performance for 'district matter' applications in the 24 months to the end of June is 66%. The county matters performance for the same period is only 1 application so falls below the 2 applications needed in the period to trigger the assessment.</p>		

<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	This shows the speed of processing "Minor" planning applications against their own target		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	65.60% (2014/15)		
<b>Current data:</b>	42.27% (Q2 15/16)	<b>2015/16 Target:</b>	75.00%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year and current data are cumulative. National target is 65%.		
<b>Comments:</b>	<p><b>Work in Progress:</b> TerraQuest has been appointed from 22 October 2015 for 16 weeks to validate and process applications. This will address the backlog of applications awaiting validation which is currently causing customer dissatisfaction. It is anticipated that performance will fall in the short term as a direct result of processing and determining planning applications in that backlog; this is likely to be evident in the Quarter 3 2015/16 statistics. However, the benefit of this additional resource will be apparent in Quarter 4 which should show improvement. A detailed review of Development Management is currently being scoped. This review is intended to put in place measures to ensure sustainable performance improvement which meets the national targets and the Council's own targets.</p> <p><b>Issues:</b> Applications which are capable of being determined under delegated powers are being called to Panel which results in a delay in the decision being made. Staff turnover has resulted in reduction in capacity.</p> <p><b>Success:</b> The rolling two year period performance for minor applications to June 2015 sits at 82% which is well outside any potential 40% threshold for under performance which the Government may introduce in future legislation.</p>		



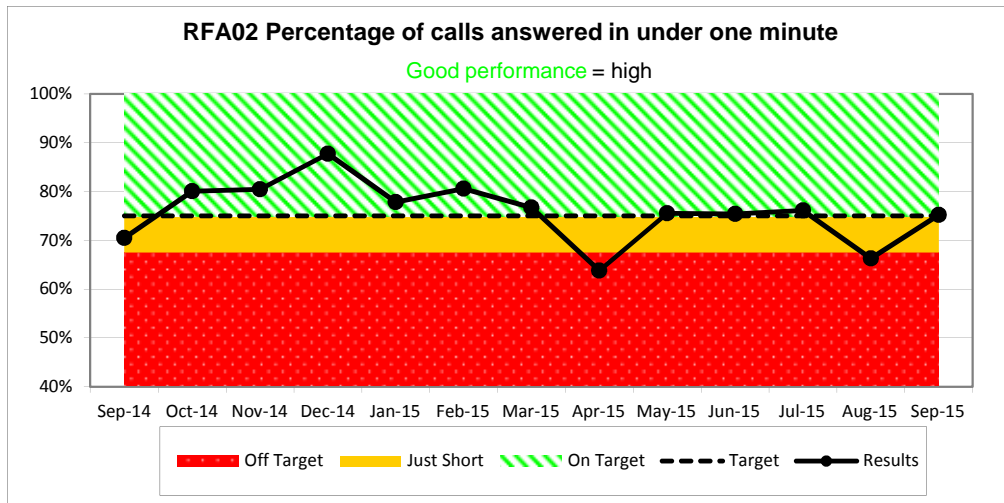
<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	This shows the speed that the Council is processing "Other" planning applications against their own target		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	89.98% (2014/15)		
<b>Current data:</b>	57.77% (Q2 15/16)	<b>2015/16 Target:</b>	90.00%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year and current data are cumulative. National target is 80%.		
<b>Comments:</b>			
<b>Work in Progress:</b>	TerraQuest has been appointed from 22 October 2015 for 16 weeks to validate and process applications. This will address the backlog of applications awaiting validation which is currently causing customer dissatisfaction. It is anticipated that performance will fall in the short term as a direct result of processing and determining planning applications in that backlog; this is likely to be evident in the Quarter 3 statistics. However, the benefit of this additional resource will be apparent in Quarter 4 which should show improvement. A detailed review of Development Management is currently being scoped. This review is intended to put in place measures to ensure sustainable performance improvement which meets the national targets and the Council's own targets.		
<b>Issues:</b>	Applications which are capable of being determined under delegated powers are being called to Panel which results in a delay in the decision being made.		
<b>Success:</b>	Additional resources is now available through TerraQuest.		

<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	This indicator measures the percentage of Planning appeals where the Council lost.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Lower percentage shows better performance		
<b>Last year's data:</b>	37.74% (2014/15)		
<b>Current data:</b>	36.84% (Q2 15/16)	<b>2015/16 Target:</b>	Less than 30%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year and current data are cumulative.		
<b>Comments:</b>			
<b>Work in Progress:</b>	Officers are working with Ward Councillors to produce appeal statements to explain the Council's decisions. All decisions are reviewed and learning points are taken forward and reported to Members.		
<b>Issues:</b>	The small number of appeals means that there is a greater impact on the percentage change (14 appeals lost out of 38 appeals during 2015/16).		
<b>Note:</b>	the figures in the graph dropped to zero in May and August 2015 as no appeals were upheld.		

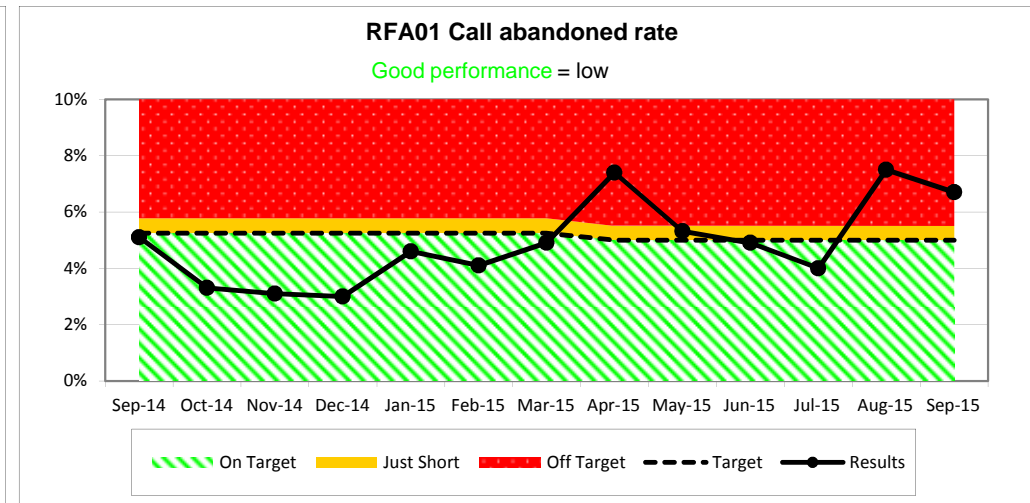


<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	Closing enforcement cases indicates the number of cases that the Council is dealing with. Enforcement cases can be a lengthy and very complicated process.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher number		
<b>Last year's data:</b>	N/A (2014/15)		
<b>Current data:</b>	226 (Q2 15/16)	<b>2015/16 Target:</b>	40 cases per month
<b>Note:</b>	This a new measure to be reported from 2015/16 which shows the scale and size of the caseload the Enforcement Team are dealing with. The graph shows <b>monthly</b> data only.		
<b>Comments:</b>	<p>This is a new performance indicator to be reported in 2015/16. The Enforcement Team investigates possible breaches of planning control and, where appropriate, aims to resolve them by using the most appropriate means or action.</p> <p>Despite the overall performance for 2015/16 is just short of target by 5.8%, the performance during September has improved with 58 closures. This is due to the replacing the loss of a permanent member of staff that the Council previously reported in Q1 IPMR report. It is expected that the Council will continue to improve their performance. Recent successes include taking direct action to secure compliance with the terms of an enforcement notice.</p>		

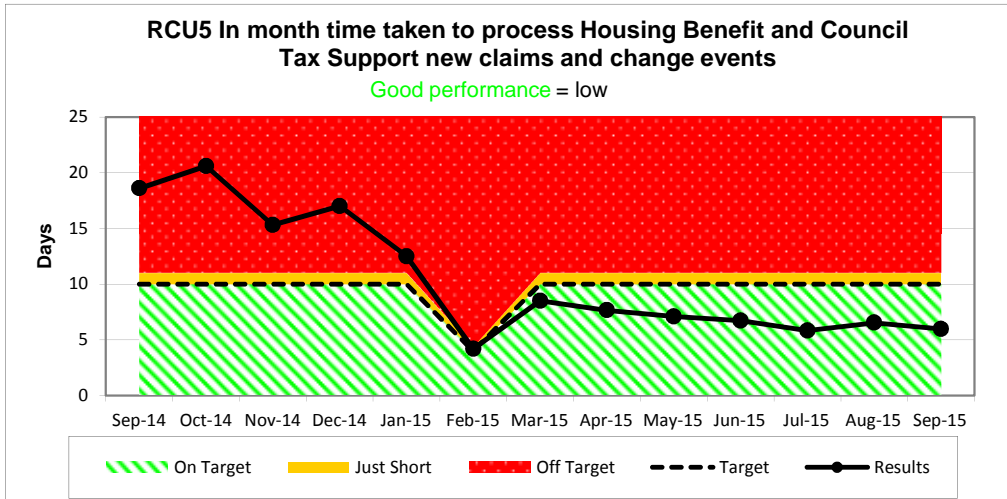
<b>Lead Officer:</b>	David Thompson	<b>Lead Member:</b>	Cllr Cox
<b>Why is this important?</b>	The Council want to encourage the recycling / reuse and composting of domestic waste.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher %		
<b>Last year's data:</b>	50.57% (2014/15)		
<b>Current data:</b>	50.03% (Q2 15/16)	<b>2015/16 Target:</b>	55%
<b>Note:</b>	Both data and graph are <b>cumulative</b> .		
<b>Comments:</b>	<p>The target for 2015/16 is 55% which has increased by 5% compared to last year's target. The recycling and recovery rate in Q2 2015/16 continues to be just short of target. A relaunch of the food waste collection service took place in September 2015 and the communications campaign associated with this is ongoing including door stepping to 30,000 properties, and delivery of food bin liners and information about food waste recycling to all street level properties. This will be completed by the end of October 2015. This should increase the recycling rate going forward as more food waste will be recycled by residents.</p>		



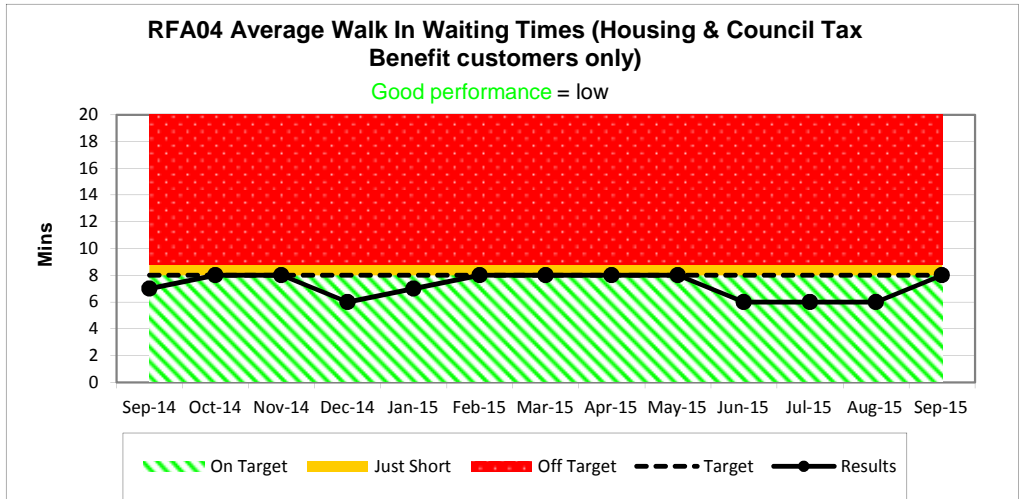
<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	It gives a good indication of the availability of the Contact Centre to handle customer enquiries.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Improved performance is typified by a higher percentage		
<b>Last year's data:</b>	72.9% (2014/15)		
<b>Current data:</b>	72.53% (Q2 15/16)	<b>2015/16 Target:</b>	75%
<b>Note:</b>	This is the percentage of calls into the Contact Centre which are answered in less than 1 minute. The graph & current data shows <b>monthly</b> data only.		
<b>Comments:</b>	<p>Performance was on target during July and on target again in September, however it dipped off target during August, reducing the overall Q2 performance below target. August was off target due in part to departure of a number of staff. Although recruitment was carried out promptly, and on occasion even in advance of an individual's departure, the lengthy training period required in this role resulted in performance dipping in this area.</p> <p>The Council took further steps during this period to ensure a swift return to target performance. For example, non-telephony and administrative tasks were restricted to evenings and weekends when telephone lines were closed. In addition, measurement shows that between 50%-60% of current contact is 'avoidable', that is, large numbers of customers are calling to check progress on an application, to check their understanding of the Council's correspondence, etc. More work is now being targeted to address some of this avoidable contact, which should result in achievement of the target and higher quality interactions with residents.</p>		



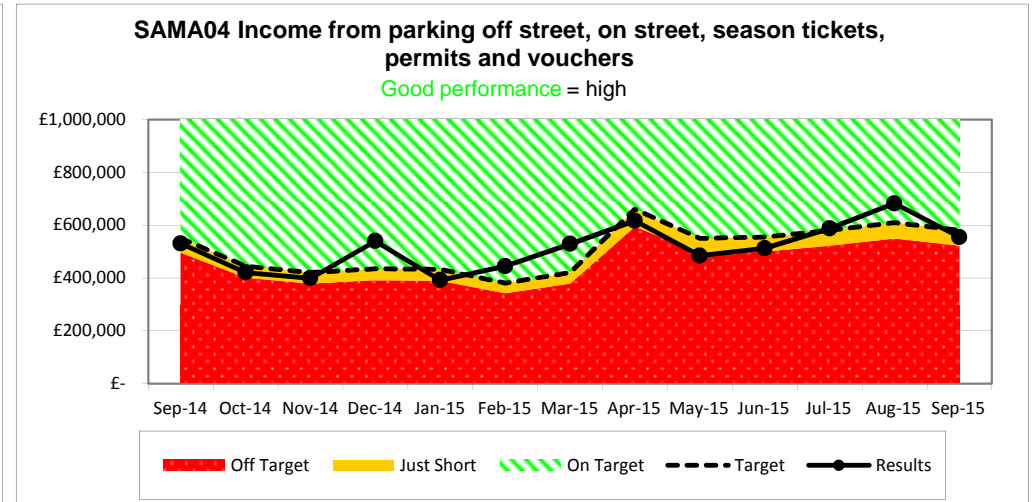
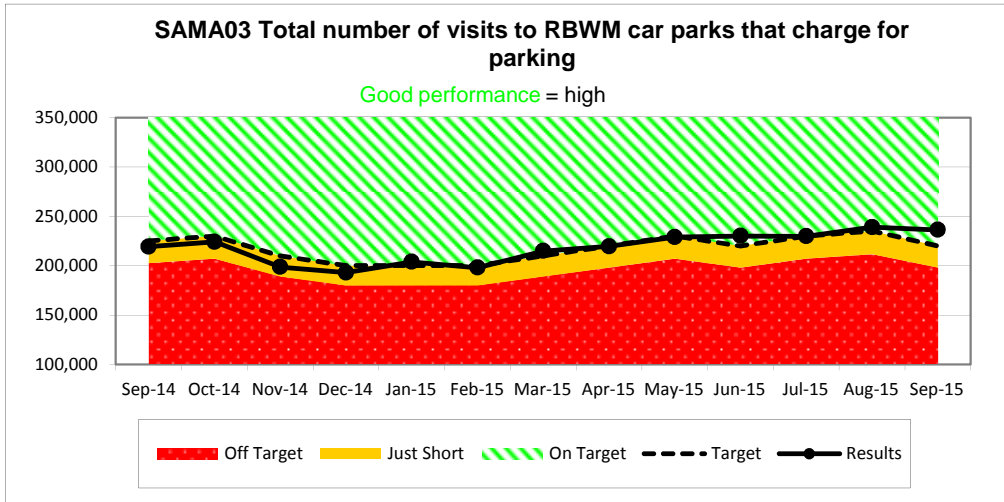
<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	To ensure that resources are in place to deal with customer queries and reduce waiting times.		
<b>Strategic Priority:</b>	Resident First		
<b>Good performance:</b>	Improved performance is typified by lower waiting time		
<b>Last year's data:</b>	4.91% (2014/15)		
<b>Current data:</b>	6.05% (Q2 15/16)	<b>2015/16 Target:</b>	Less than 5.0%
<b>Note:</b>	The graph shows <b>monthly</b> data.		
<b>Comments:</b>	<p>The target for 2015/16 has been raised to under 5.0% compared to under 5.25% last year.</p> <p>In April, the Council's resources did not match the demand for service in spite of advanced recruitment. Council Tax annual billing, implementation of the Care Act, approaching General Election and School allocation letters all contributed to call volumes being higher than usual and fewer working days due to the Easter Bank Holidays.</p> <p>Performance returned to target in June and July, however, with a number of key staff departing to new roles within and outside of the organisation, performance again dipped in August and September whilst the Council recruited and trained new staff, heightened by the peak 'Back to School' period.</p> <p>With adequate resources again in place, and following the steps outlined in RFA02, performance has returned ahead of target in October 2015.</p>		



<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	Ensure that resources are in place to process new claims/change events as quickly and efficiently as possible. Assists residents on low incomes to pay rents, offers assistance to those trying to get back into work and helps prevent homelessness.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by lower number		
<b>Last year's data:</b>	12.7 days (2014/15)		
<b>Current data:</b>	6.7 days (Q2 15/16)	<b>2015/16 Target:</b>	Less than 10 days
<b>Note:</b>	The figure shown is the combined in month processing time for new claims and change events.		
<b>Comments:</b>	<p>In Q2 2015/16, the combined processing time was 6.7 days, which is 3.3 days better than the 10 day target. In September 2015, the Council introduced a face to face assisted claim completion service for all new claims and changes in circumstances. This has enhanced significantly the residents experience of using the service and as helped to improve the speed of processing of claims even further.</p> <p>Note: The &lt;10-day target is an annual one and is based on the time taken to process all new claims and change events from 1 April to 31 March and is measured on 31 March each year. The monthly performance for February each year is lower as that is the month that the Council processes all the rent increases for tenants which as they are automated are all done in 1-day, hence the lower monthly performance and target in February</p>		

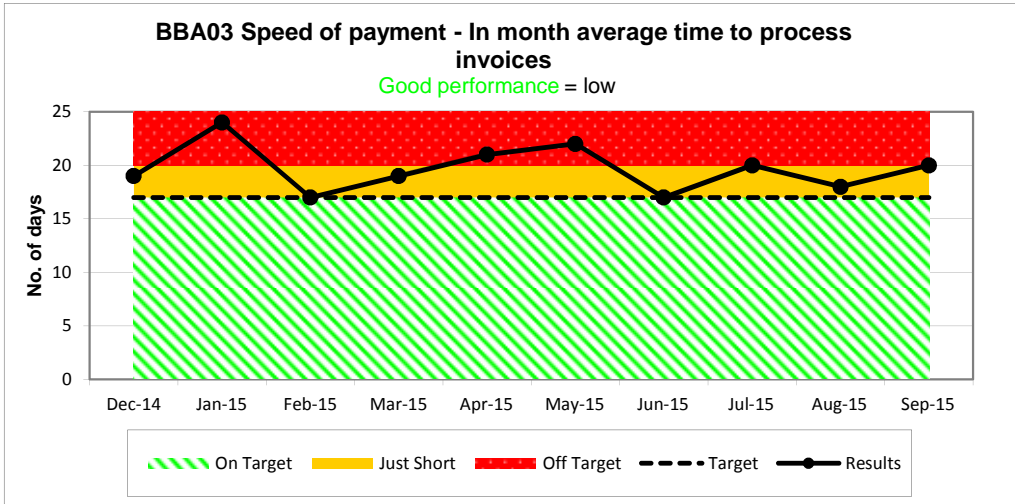
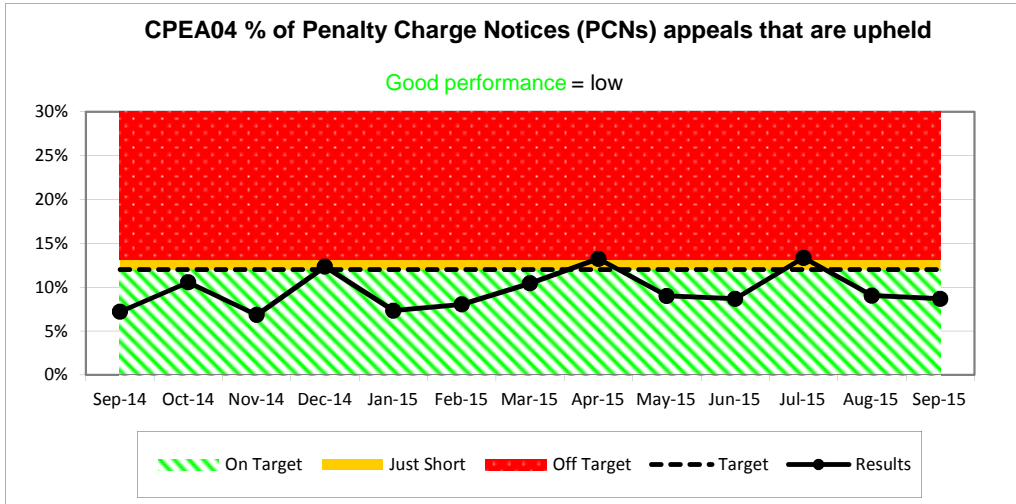


<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	To ensure that resources are in place to deal with customer queries and reduce waiting times.		
<b>Strategic Priority:</b>	Resident First		
<b>Good performance:</b>	Improved performance is typified by lower waiting time		
<b>Last year's data:</b>	8 mins (2014/15)		
<b>Current data:</b>	7 mins (Q2 15/16)	<b>2012/13 Target:</b>	Less than 8 mins
<b>Note:</b>	The graph shows <b>monthly</b> data only.		
<b>Comments:</b>	<p>Ongoing multiskilling of Front of House staff has given the Council more flexibility to react to demand within the working day. This has enabled the Council to maintain low waiting times more often, even during periods of increased demand.</p> <p>This target has now been achieved each month since May 2014, resulting in consistently low average wait times for customers visiting in person.</p>		



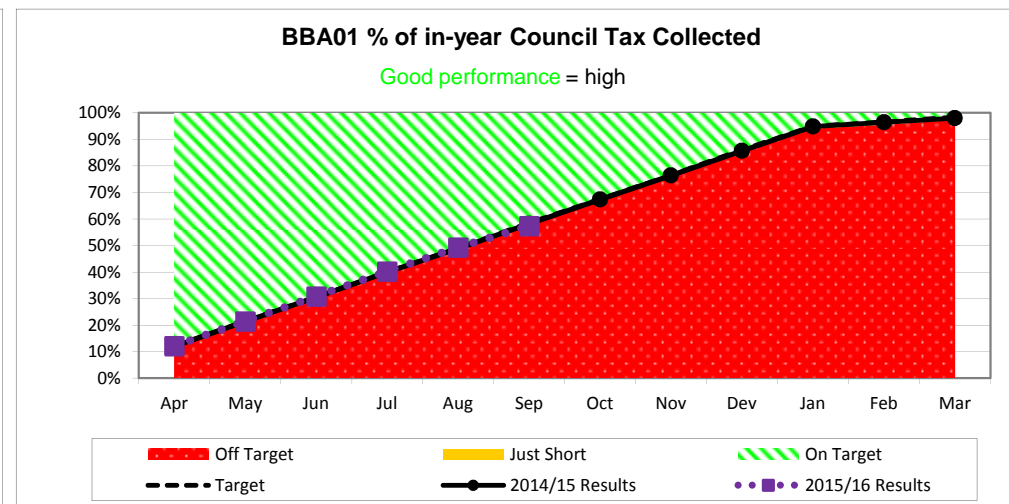
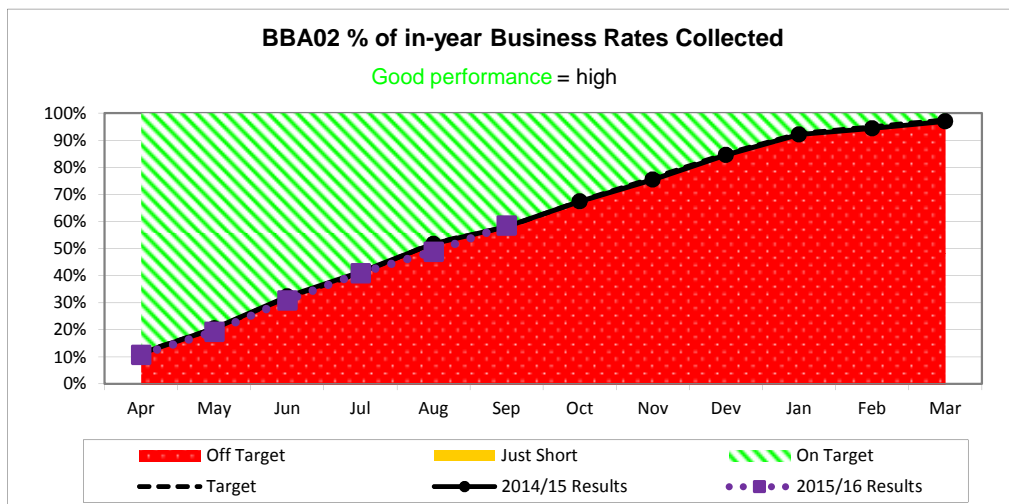
<b>Lead Officer:</b>	Neil Walter	<b>Lead Member:</b>	Cllr Rayner
<b>Why is this important?</b>	This gives an indicator that the car park charges are correct and how many people are using the towns.		
<b>Strategic Priority:</b>	Resident First		
<b>Good performance:</b>	Improved performance is typified by a higher number		
<b>Last year's data:</b>	2,573,569 (2014/15)		
<b>Current data:</b>	1,383,517 (Q2 15/16)	<b>2015/16 Target:</b>	2,580,000
<b>Note:</b>	The graph shows <b>monthly</b> data and target only. The above current data and last year's data are reported as <b>cumulative</b> for the year.		
<b>Comments:</b>	Car park usage for Q2 of 2015/16 is above the target of 1,355,000 (2.1%). However, usage figures for 2015/16 includes visits made by those with a season ticket which accounts for over 45,000 usages in Q2. Season ticket sales are slightly up on 2014/15 by 3.1%.		

<b>Lead Officer:</b>	Neil Walter	<b>Lead Member:</b>	Cllr Rayner
<b>Why is this important?</b>	This shows how much revenue is generated from the Council's car parks, season tickets, permits and vouchers during the financial year.		
<b>Strategic Priority:</b>	Value for Money		
<b>Good performance:</b>	Improved performance is typified by a higher number		
<b>Last year's data:</b>	£5,948,087 (2014/15)		
<b>Current data:</b>	£3,437,851 (Q2 15/16)	<b>2015/16 Target:</b>	£6,320,000
<b>Note:</b>	The graph shows <b>monthly</b> data and target only. The above current data and last year's data are reported as <b>cumulative</b> for the year.		
<b>Comments:</b>	The target for 2015/16 has increased by £370,000 above 2014/15 actual or £538,000 on last years budget. The main reason for the increase is the inclusion of the two leisure centre car parks. The total income received at end of Q2 of 2015/16 is £3,437,851 against a target of £3,535,000 or 2.7% down. Approximately £50k of this deficit is due to a change in the collection of season ticket income which will happen at the end of the financial year (March 2016) as opposed to at the beginning (April) of previous financial years. The Council continues to work closely with key partners to identify ways to increase footfall in the town centres in the Borough.		



<b>Lead Officer:</b>	Craig Miller	<b>Lead Member:</b>	Cllr Cox
<b>Why is this important?</b>	A low figure will show that the PCN is issued fairly and correctly. A high figure could show that PCNs are issued perhaps unfairly or incorrectly.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a lower %		
<b>Last year's data:</b>	9.36% (2014/15)		
<b>Current data:</b>	10.01% (Q2 15/16)	<b>2015/16 Target:</b>	Less than 12%
<b>Note:</b>	The graph shows <b>monthly</b> data only. The current data is <b>cumulative</b> .		
<b>Comments:</b>	<p>This is a new key performance indicator for 2015/16 IPMR which has replaced % of PCNs issued that are appealed.</p> <p>Out of the total of 12,333 PCN's issued during Q1-2 2015/16, 1,234 were cancelled after appeals, equating to 10.01%. Current performance is on track to exceed the year-end target.</p>		

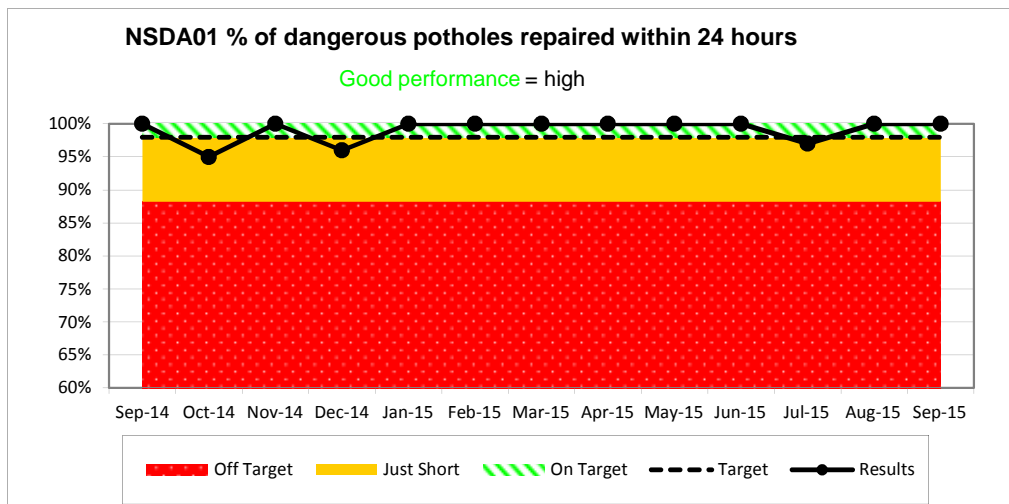
<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	This indicator reports on the average number of days in the month it has taken to pay invoices for goods and services.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by lower number of days		
<b>Last year's data:</b>	18 days (2014/15 from Sept to Mar)		
<b>Current data:</b>	20 days (Q2 15/16)	<b>2015/16 Target:</b>	Less than 17 days
<b>Note:</b>	The graph shows <b>monthly</b> data (from Sept 2014 onwards). The figure shown is the average number of days taken in the month to pay invoices received by the Council for commercial goods and services.		
<b>Comments:</b>	<p>In Q2, the average number of days to process invoices remained at 20-days, 3-days above the 17-day target.</p> <p><b>Work in Progress:</b> The service is working closely with officers across the Council to ensure that invoices are passed for payment promptly. The complete procure to pay process is being reviewed, which will lead to sustained improvements in the time taken to process and pay invoices.</p> <p><b>Issues:</b> Invoices that have been disputed and have taken time to resolve have not been correctly highlighted when passed for payment so they are skewing the actual reported performance.</p> <p><b>Success:</b> The Council's standard payment terms are 30-days so the Council is paying suppliers on average 10-days quicker than this in Q2 2015/16.</p>		



<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill			
<b>Why is this important?</b>	This performance indicator reports the cumulative in-year Business Rates collection.					
<b>Strategic Priority:</b>	Delivering Together					
<b>Good performance:</b>	Improved performance is typified by a higher %					
<b>Last year's data:</b>	97.00% (2014/15)					
<b>Current data:</b>	57.39% (Q2 15/16)	<b>2015/16 Target:</b>	97.50%			
<b>Note:</b>	The graph shows <b>cumulative data for both financial year 2014/15 and 2015/16</b> .					
<b>Comments:</b>	In Q2 2015/16, the Council collected 57.39% of the 2015-16 Business Rates. This is 0.61% just short of the Q2 target. To date, the Council has collected £46.155m out of the total of £80.429m (compared to £46.385m out of £79.925m in the same period last year). The Council continues to take appropriate recovery action on businesses that have not paid their Business Rates. This includes issuing reminders, summonses, and obtaining liability orders which are then issued to enforcement agents to collect.					
<b>Monthly Performance Data</b>	April	May	June	July	Aug	Sept
Last year's performance	11.29%	20.54%	32.37%	41.34%	51.80%	58.04%
Target (2015/16)	11.50%	20.50%	32.00%	41.00%	52.00%	58.00%
Performance 2015/16	10.89%	19.38%	30.92%	41.00%	48.89%	57.39%
Difference 2015/16	-0.61%	-1.12%	-1.08%	0.00%	-3.11%	-0.61%

<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill			
<b>Why is this important?</b>	This performance indicator reports the cumulative in-year Council Tax collection					
<b>Strategic Priority:</b>	Delivering Together					
<b>Good performance:</b>	Improved performance is typified by a higher %					
<b>Last year's data:</b>	98.02% (2014/15)					
<b>Current data:</b>	58.55% (Q2 15/16)	<b>2015/16 Target:</b>	98.30%			
<b>Note:</b>	The figures shown is the percentage of 2015-16 Council Tax collected by the Council. The graph shows <b>cumulative performance data for both financial year 2014/15 and 2015/16</b> .					
<b>Comments:</b>	In Q2 2015/16, the Council collected 58.55% of the 2015-16 Council Tax. This is 0.05% above the Q2 target. At the end of September 2015, the Council has collected £44.648m out of the total of £76.262m (compared to £44.245m out of £76.066m in the same period last year).					
<b>Monthly Performance Data</b>	April	May	June	July	Aug	Sept
Last year's performance	11.95%	21.37%	30.50%	39.92%	48.84%	58.17%
Target (2015/16)	12.00%	21.50%	30.50%	40.00%	49.00%	58.50%
Performance 2015/16	12.19%	21.45%	30.82%	40.30%	49.28%	58.55%
Difference 2015/16	0.19%	-0.05%	0.32%	0.30%	0.28%	0.05%





<b>Lead Officer:</b>	David Perkins	<b>Lead Member:</b>	Cllr Rayner
<b>Why is this important?</b>	This shows how quickly the Council repair all dangerous potholes within the Borough road network.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher %		
<b>Last year's data:</b>	99.6% (2014/15)		
<b>Current data:</b>	99.4% (Q2 15/16)	<b>2015/16 Target:</b>	98%
<b>Note:</b>	The graph shows <b>monthly</b> data only. The current data is <b>cumulative</b> .		
<b>Comments:</b>	During the first half of 2015/16, the Council repaired 160 out of 161 dangerous potholes within 24 hours, achieving 99.4% performance against the target of 98%. Repairs are undertaken using a proprietary material suitable for a first time permanent single layer repair.		

### Performance Indicators - secondary indicators

This shows a secondary set of indicators where monitoring of performance is important and where reporting may become necessary at a particular point in time (for instance underperformance over consecutive quarters). All figures are cumulative unless stated.

\* DOT (Direction of Travel) = Indicates whether performance has improved ↑ stayed the same ↔ or got worse ↓ based on previous quarter's performance

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Increase the proportion of adults with Learning Development Disabilities (LDD) needs in paid employment	Angela Morris	Adults, Culture & Health	21%	21%	20.6%	19.8%			↓	The data provided is a snapshot at that point of time. Current performance is below the target of 21%. Ways Into Work (WIW) has transferred out from RBWM and is now an independent social enterprise. The numbers have been affected due to a death, retirements and other issues. New people have been supported into employment and the performance should improve throughout October. There have been difficulties with Paris system and performance recording as WIW will shortly be transferring to a new recording system. The manager of WIW will meet with the Performance Officer from RBWM to help ensure accuracy of data.
Number of permanent admissions to residential or nursing care 65+ made in a year 138	Angela Morris	Adults, Culture & Health	98	Less than 95	38	77			↓	The total for Q2 2015/16 is 77. The Council have had additional resources from NHS to facilitate the discharge of people from Wexham Park Hospital (WPH). There was a spike in demand due to the increased number of admissions and consequent discharges from WPH. There have also been an increasing number of people whose wealth depletes and they are then considered to be 'admitted' when RBWM takes over the funding.
Number of people taking up health checks	Sue Longden	Adults, Culture & Health	3,146	3500	930	1830			↓	Performance during Q2 2015/16 is strong with 900 checks delivered against the quarterly target of 875. Based on current trajectory the Council should meet its annual target.  Along with continued community clinics, more GP surgeries now offering health checks. Pilots are also being held at satellite libraries. Given this the Council is well placed to ensure all eligible residents wanting to access checks are able to.
Number of residents who quit smoking for at least 4 weeks	Sue Longden	Adults, Culture & Health	866	750	235	305 (up to end of July)			N/A	Q1 total was 234 against a target of 188. Q2 data is incomplete but performance for July only was 70 quitters.
Childhood immunisation - MMR2 (measles, mumps and rubella)	Sue Longden	Adults, Culture & Health	86.3%	95% uptake	86.4%	N/A			N/A	Latest set of data available is for Q1 2015/16, data is for WAM CCG. Information about all childhood immunisations is being sent out to by RBWM school admissions in conjunction with the school packs for new starters in September 2016.

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of households prevented from becoming homeless by Housing Options	Nick Davies	Adults, Culture & Health	1,756	1000	481	833			↓	The target for 2015/16 has increased by 25% compared to last year. During Q2 2015/16, a total of 833 households have been prevented from becoming homeless with advice, deposits and mortgage rescue featuring. The Council continues to improve the performance as 2015/16 has increased by 41% compared to the same period last year. The homelessness prevention includes interest free loans, mortgage rescue, landlord & tenant intervention, nominations and DIYSO. A large increase is positive as this means that prevention and intervention is working positively.
Number of visitors to Windsor & Royal Borough Museum	Mark Taylor	Adults, Culture & Health	55,336	52,000	34,037	49,748			↓	Whilst the Q2 2015/16 performance was just under target, the Council has exceeded the profiled target by 63% for the first half of the year. The very high figures during June 2015 due to interest in Magna Carta events and higher than expected take up in August of the Summer holiday activities have contributed to a positive variance of just over 19K visits relative to the target for the half year.
% of all RBWM schools inspected by Ofsted to receive a Good or Outstanding Excellent judgement	David Scott	Children's Services	73% - All	73%	75.0%	75.0%			↔	There has been no reported inspections of schools as at 30 September 2015. Thirteen inspections of schools were undertaken by Ofsted in the 2014-2015 academic year. Eight schools retained their overall rating, two improved and three declined. 75% of schools are either Good or Outstanding; at the end of the previous academic year the comparable figure was 77%. Based on current projections, this figure is anticipated to have increased to 78% by December 2015 and 84% by July 2016.
Number of 0-4 year olds registered with Children's Centres in the top 8 deprived areas	Ann Domeney	Children's Services	935	960	864	881			↑	These areas are being targeted by Children's Centre by using a combination of volunteer parent champions, targeting services in these areas and using opportunities to attend local events for families with young children. The trajectory growth indicates that the target will be met.
Permanent exclusions from schools in RBWM	David Scott	Children's Services	15 (AY 2013/14)	12 (AY 2014/15)	11 (for AY 2014/15)	0 (for AY 2015/16)			↑	* AY = Academic Year. There has been no permanent exclusions to date in the current academic year of 2015/16.  There were 11 permanent exclusions during academic year 2014-2015 which is below the previous year's outturn. Five of the exclusions related to RBWM residents and the remaining reside in neighbouring boroughs. All of the exclusions were in secondary schools and none of them were children in care.

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
The total number of education health & care plans for pupils aged under 20	Ann Domoney	Children's Services	739	Less than 750	746	741				↑ This total includes existing statements of educational need as well as education, health and care plans for children and young people up to 25 years of age. New education, health and care assessments need to be completed within 20 weeks. Current performance is 50% in 20 weeks; the remaining cases are taking around four weeks longer. This new process has a shorter timescale of 20 weeks for this more complex piece of work - it was previously 26 weeks for education only. Securing wider professional input is a challenge as is the time it takes for parents to agree a final version of a more robust holistic plan. Remedial action continues to improve performance. Transfers from statements to education, health and care plans now need to be completed within 20 weeks and current performance is 18-20 weeks.
Keep the % of 16-19 year olds who are Not in Education, Employment or Training (NEET) below 5.25%	Ann Domoney	Children's Services	4.6%	Less than 5.25%	3.32%	5.8%				↓ The proportion of young people not in employment, education or training is currently off target. However, this is generally the picture at this time of year as young people start new courses at school/college and there is some drop out. It is anticipated that these young people will secure employment or alternative training provision within the next month.
140										
Child Protection Plans lasting two years or more	Ann Domoney	Children's Services	9.1%	Less than 4.5%	4.5%	0.0%				↑ There are no children with a child protection plan lasting two years or more.
% of care leavers in suitable accommodation	Ann Domoney	Children's Services	76.9%	100%	84.6%	97.6%				↑ As at 30 September 2015, one care leaver is designated as not being in suitable accommodation. The Personal Advisor is working closely with this young person to ensure that he finds suitable accommodation as soon as possible.
% of care leavers in education, employment or training	Ann Domoney	Children's Services	76.9%	80%	84.6%	65.9%				↓ Fourteen young people out of the cohort of 41 are not in employment, education or training. One young person is in prison, two are teenage parents and seven are unable to secure work or education/training due to sickness and/or severe disabilities. The Personal Advisors are working closely with the remaining four young people to secure appropriate education, employment or training for them.

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
% of children who have become the subject of a Child Protection Plan for the second time	Ann Domenev	Children's Services	11.4%	Less than 12%	22.9%	13.1%			↑	Eight children, comprising three sibling groups, have become subject of a child protection plan for the second time out of a total of 61 new child protection plans. The previous plans were more than five years' ago.
Number of young people, under 18, missing from home three times or more in a quarter	Ann Domenev	Children's Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	0	9			↓	Nine children or young people have been recorded as missing from home three times or more in the quarter. All of the children had return interviews and the intelligence from these interviews is used by the Missing Persons/Child Sexual Exploitation (CSE) Operational Panel to ensure timely support and appropriate interventions.
Number of young people, under 18, missing from care three times or more in a quarter  141	Ann Domenev	Children's Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	2	7			↓	Figures are reported quarterly. Seven young women went missing three times or more in the quarter. One of them is in secure accommodation in order to ensure her own safety. All these young women continue to be tracked by the Missing Persons/Child Sexual Exploitation Operational Panel given their high risk behaviour. In all cases, return interviews and risk assessments have been completed.
% of children / young people removed from the Child Sexual Exploitation (CSE) case tracker within three months of identification due to successful intervention	Ann Domenev	Children's Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	8%	14%			↓	Four young people have been removed from the case tracker in Q2 2015/16; in three cases - the risk had significantly reduced and in the other case - the young person has been placed in secure accommodation. However, even when children and young people are removed from active monitoring on the tracker, their position is noted in order to ensure that further support and interventions, if needed, can be provided in a timely way.
% of repeat referrals to the Child Sexual Exploitation case tracker within 12 months	Ann Domenev	Children's Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	8%	0%			↑	No young people have been re-referred to the tracker in the quarter.

All figures are cumulative unless stated.

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Rents receivable as a percentage of total rental value of commercial estate	Mark Shephard	Corporate Services	95.3%	92.0%	95.70%	94.80%				<p>The target of 92% has been chosen with due regard to commercial estates in the private sector where 85% and above is considered representative of a well managed commercial estate. This target is ambitious but it has been adopted to reflect the improving economic environment. The indicator would be at its theoretical maximum value of 100% if every property in the portfolio was let and produced income. In practice, a small proportion of property is usually held within the portfolio awaiting redevelopment.</p> <p style="text-align: center;">↓</p>
Number of milestones hit on Area Action Plan (AAP) sites	Chris Hilton	Corporate Services	New indicator for 2015/16	8	2	6				<p>During Q2 2015/16, 4 milestones hit on AAP sites being:-</p> <ol style="list-style-type: none"> <li>1) Landing outline planning application approved</li> <li>2) Nicholsons Multi-Storey car park full planning application approved</li> <li>3) Lambert Smith Hampton appointed as Development Manager (DM) for the Capacity Study</li> <li>4) GL Hearn appointed as DM for St Cloud Way.</li> </ol> <p style="text-align: center;">↑</p> <p>Milestones include:</p> <ol style="list-style-type: none"> <li>1. Development Manager appointed</li> <li>2. Feasibility study completed</li> <li>2. Development framework completed.</li> <li>3. Planning application in.</li> <li>4. Planning consent obtained.</li> <li>5. Contract in place with contractor or development partner.</li> <li>6. Contractor on site.</li> </ol>
Number of participants in the So Much Improvement with a Little Exercise (SMILE) programme	Kevin Mist / Sue Longden	Corporate Services	63,691	64,960	22,478	44,642				<p>The Council has increased the target for 2015/16 by 42% compared to last year. The total for Q2 2015/16 is 44,642 which is on track to achieve the year-end target of 64,960. The popular VE Day Celebration was held at Cox Green Leisure Centre with big band and activities.</p> <p style="text-align: center;">↓</p>
Percentage of empty shops in Maidenhead Town Centre	Steph James	Corporate Services	13.6% vacancy rate	Less than 10.9%	13.0%	10.9%				<p>Vacancy rate at the end of Q2 2015/16 is 10.9% which is on target. A number of units have been let in the Nicholsons Shopping Centre and so have some of the smaller units in the secondary retail areas of the Town Centre.</p> <p style="text-align: center;">↑</p>
Percentage of empty shops in Windsor Town Centre	Paul Roach	Corporate Services	5.8% vacancy rate	Less than 5%	4.57%	5.11%				<p>The target is a snap shot and will change subject to external market forces which can not be controlled. Vacancy rate in Windsor is 5.11%. There are 6 units under development in Windsor.</p> <p style="text-align: center;">↓</p>

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of footfall in Maidenhead Town Centre	Steph James	Corporate Services	5,616,573	5,728,904	1,392,006	2,717,891			↓	Target is to increase the footfall by 2% from 2014/15 baseline. The footfall for the first half of 2015/16 is just short of target by 5%. The performance is also down by 11.6% compared to the same period last year. Despite a decline in footfall, businesses attending the Nicholson's Shopping centre tenants meetings and the Maidenhead business forum are reporting good trading figures often in the top of their region. Events, when they are on, continue to increase footfall reflecting that they are attracting people to the Town Centre.
Number of footfall in Windsor Town Centre	Paul Roach	Corporate Services	New indicator for 2015/16	7,500,000	2,113,498	3,515,799 (up to end of August)			N/A	The footfall counter was only installed in November 2014, therefore, no comparison figures available for this area. Still awaiting September figure.
Reduction in the use of gas and electricity	Michael Potter	Corporate Services	3.3%	7% reduction on 2013/14 baseline	16% (up to end of May 2015)	N/A			↑	Please note that Q1 data is provisional as the Council has not received all invoices especially for June 2015. For the two months of 2015/16 financial year, the Council has reduced the energy use by 16% compared to the same period in 2013/14.
Number of volunteers supporting Council services	Harjit Hunjan / Debra Beasley	Corporate Services	3,200	4,000	3,388	3,418			↑	The Council has increased the target by 25% and continues to promote volunteering through local events such as the annual volunteer of the year awards and Big Society days. There are currently 3418 volunteers directly assisting Council services. Volunteering opportunities are promoted on the WAM Get Involved Website there are currently 160 opportunities from 70 different organisations advertised on the website. 248 groups are registered on the website. An Officers Volunteering Group has been set up and hold meetings every quarter to explore new volunteering opportunities.
Number of work placements offered within the Council	Harjit Hunjan / Joanne Horton	Corporate Services	79	75	17	36			↑	During Q2 2015/16, 19 placements were offered. All placements were offered through internal services and local employers combining the Elevate me/City Deal project. This is allowing the Council to provide a sustainable offer in light of the reduction of 18-24 year olds claiming JSA and the increase of employment and apprenticeship opportunities available across the local area. The Council still remain on track to achieve the year-end target of 75.

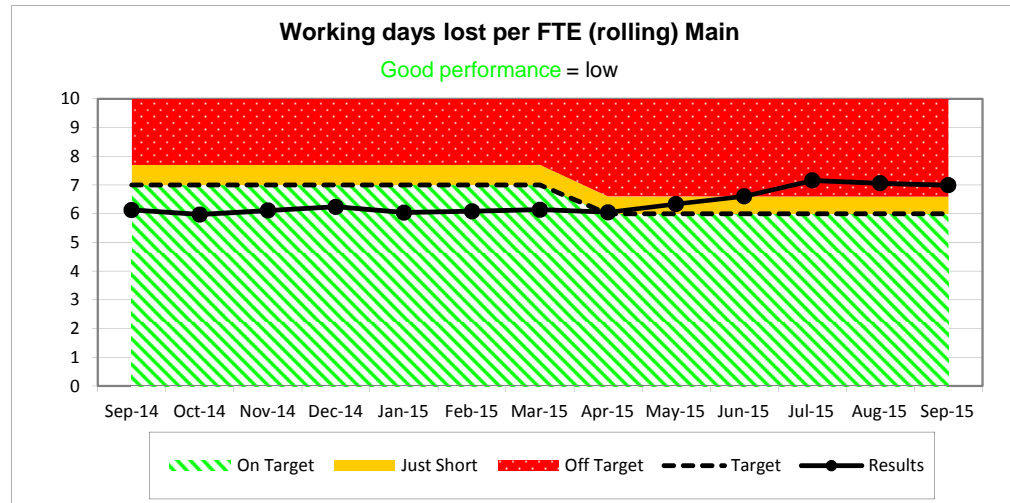
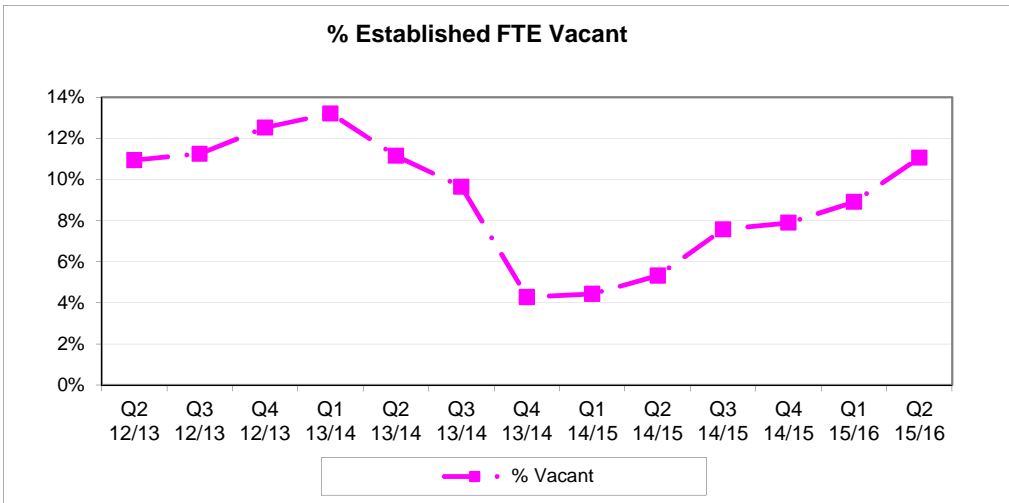
Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Amount of external funding drawn down	Harjit Hunjan	Corporate Services	£3,778,045	£225,000 (new target to be confirmed in Q3 2015/16)	£459,643	£761,208				<p>A new contract with Our Community Enterprise Ltd will commence from October 2015. New targets have been agreed - higher than in the previous contract - and these will commence from October 2015. This will be confirmed in Q3 2015/16.</p> <p>The total drawn down for Q1 2015/16 was £761k:  * Revenue funding drawn down - £416,698  * Capital funding drawn down - £344,510</p> <p>↓  Funding drawn down varies considerably month to month, as the timetable is determined by funders and is dependent on meeting their requirements (e.g. award of grant, completion of a stage of work or submission of final report). The high level of funding drawn down reflects success in securing several significant grants, i.e. central government.</p>
Percentage of calls answered in over 5 minutes	Edward Phillips	Operations	0.83%	Less than 1%	1.8%	2.64%				<p>↓  Maintaining target performance proved challenging during Q2 2015/16. This was due to staff turnover and subsequent training, and heightened by peak demand for service during the 'back to school' period. Steps were taken to improve performance, such as carrying out non-telephony and administrative tasks outside of office hours. This target represents one call in every 100 queueing for over 5 minutes.</p>
Number of Licensing compliance operations completed (across all towns and parishes)	Craig Miller	Operations	66	60	16	31				<p>↓  Thirty one licensing compliance operations were completed during the first half of 2015/16. This is has met the profiled half-year target and the Council is on track to meet the annual target</p>
Number of under age sales compliance operations completed by Community Protection and Enforcement Services	Craig Miller	Operations	11	12	1	2				<p>↔  The Council has completed two under age sales compliance operations during the first half of 2015/16. The focus thus far in terms of Licensing's work with children has been directed on other areas related to child sexual exploitation. However, it is expected that performance in terms of under age sales compliance operations will return to target levels within Q3 and Q4.</p>
Reduction in the number of food premises that have a rating of 0 or 1 out of 5, with five being very good. (34 premises due for inspection in 2015/16 have a 0 or 1 rating as of 01/04/15).	Craig Miller	Operations	6	26 premises to improve from a 0 or 1 rating to a rating of 2 or more	0	8				<p>↑  Premise visits are scheduled irregularly across the year so it is normal to see a slow progress at the start of the financial year (the same as last year). Q2 to Q4 will see the relevant inspections take place and performance on target and the Council is confident that the target will be achieved by year end.</p>



Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of Waste Awareness events undertaken by end of 2015/16	David Thompson	Operations	25	25	12	17			↓	An additional five waste awareness events were carried out during Quarter 2 2015/16 - speaking to residents about recycling and particularly encouraging food waste recycling. The target for the year will be met during Quarter 3. The quarter 2 figure is less than that for quarter 1 as less events occur over the summer period, and schools are closed for the summer break.
Number of Community Recycling Champions recruited by end of 2014/15	David Thompson	Operations	20	5 additional recycling champions	2	2			↔	The target for 2015/16 is find 5 additional recycling champions. Two additional community champions have been recruited so far this year. In addition to this existing community champions (20) have been assisting at community events over the summer, including at Windsor Summer Fayre and Sunningdale Area Carnival.
Number of highway schemes delivered	Christopher Wheeler	Operations	420	250	21	72			↑	The annual stretched target for 2015/16 is 250. The Cabinet Prioritisation Sub Committee (CPSC) has agreed the individual schemes within each capital code. The actual delivery at the end of Q2 2015/16 is 72 which was 6% ahead of the profile target of 68.

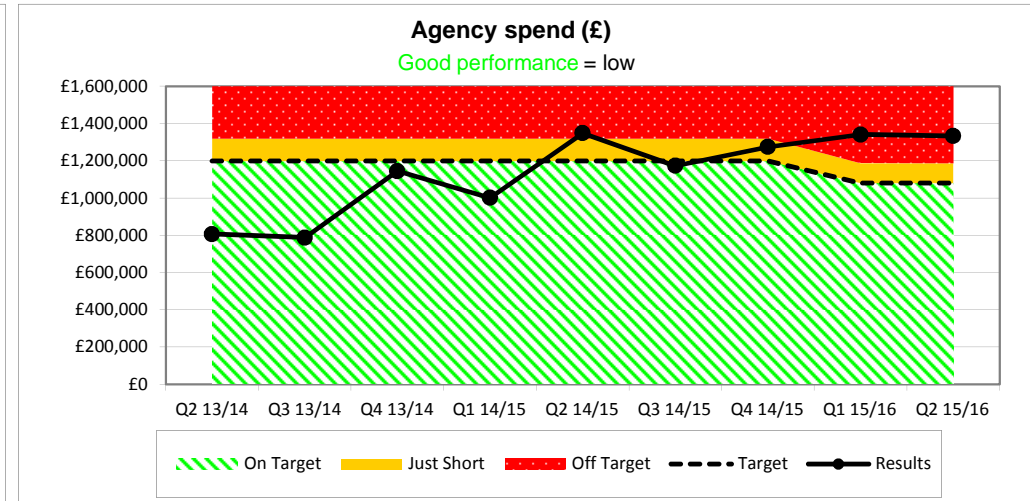
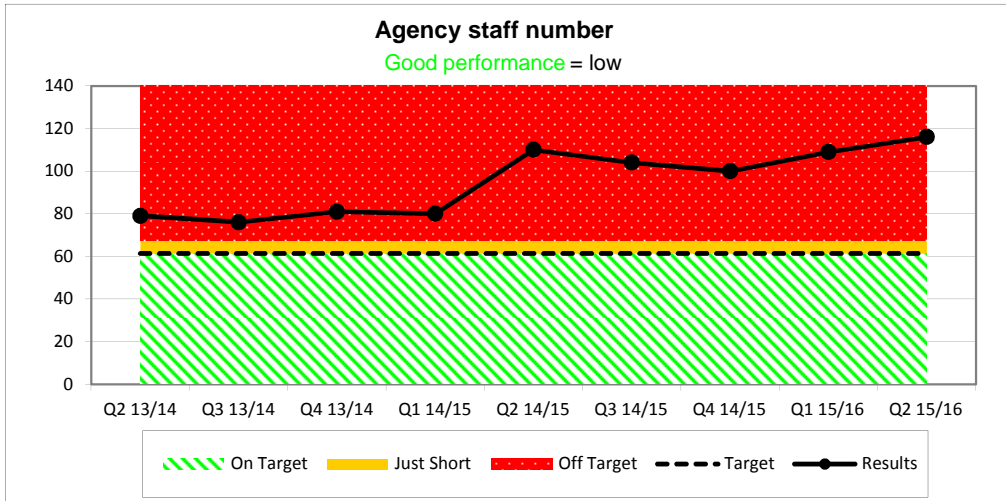
145

# The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile



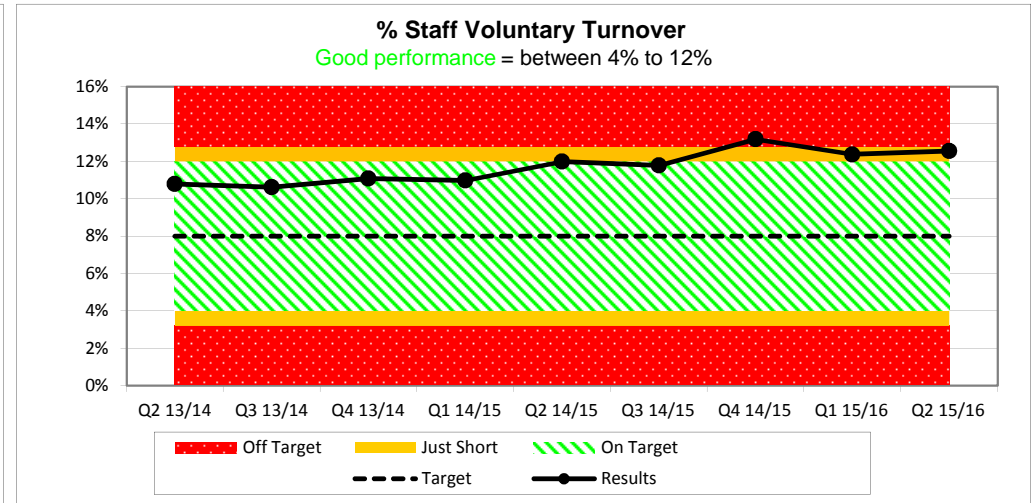
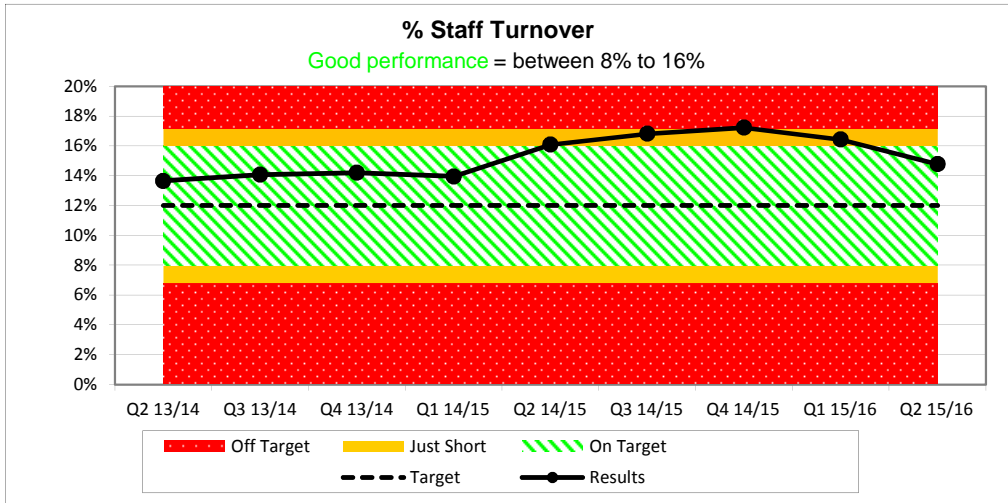
<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	To ensure efficient resources are available to meet service needs.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	N/A		
<b>Last year's data:</b>	7.90% (Q4 2014/15)		
<b>Current data:</b>	11.06% (Q2 15/16)	<b>2014/15 Target:</b>	No Target
<b>Note:</b>	Exclude schools. % established FTE (Full-Time Equivalent) vacant does not include agency FTE as the data is not available. There is no target available for this HR measure.		
<b>Comments:</b>	<p>The % established FTE vacant has increased this quarter and is up on the same quarter in the previous year. This is linked to service reviews in Regeneration and Economic Development and Children's Services following which a number of new posts have been created and are pending appointments. Once employees have been moved into these roles, the Council anticipate a reduction in budgeted FTE as posts are deleted.</p> <p>In addition, a reconciliation exercise is currently being undertaken by the HR Business Partner team to ensure that managers are reporting changes to their establishment correctly. This will help ensure the validity of this data.</p>		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Improved performance is typified by a lower rate		
<b>Last year's data:</b>	6.14 (2014/15)		
<b>Current data:</b>	6.99 (Sep 2015)	<b>2014/15 Target:</b>	Less than 6 days
<b>Note:</b>	Exclude schools. The 2014 absence survey report identified the days lost per employees for public sector as 7.9, and 5.5 for private sector for organisations.		
<b>Comments:</b>	<p>The target for 2015/16 has been reduced by 1 day per FTE compared to last year.</p> <p>Sickness levels have increased over the year, increasing from 6.13 days in September 2014 (based on a rolling year) to 6.99 days per FTE in September 2015. This figure is below the average for the public sector which is 7.9 (based on 2014 CIPD absence management survey), although slightly higher than the private sector, 5.5 days.</p> <p>Sickness absence is regularly reviewed at Directorate Management Teams and CMT (Corporate Management Team). HR will work with managers to ensure all cases are progressed within the policy requirements.</p>		



<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	To monitor the level of agency staff the Council are using.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Improved performance is typified by a lower number		
<b>Last year's data:</b>	100 (Q4 2014/15 agency staff)		
<b>Current data:</b>	116 (Q2 15/16)	<b>2014/15 Target:</b>	61
<b>Note:</b>	The target is based on no more than 5% of total workforce (the total workforce at end of 2014/15 was 1226).		
<b>Comments:</b>	Agency headcount has increased slightly in Q2 of this year and is slightly higher than the same period last year. This high figure is due to a number of the specialist vacancies that the Council have in Finance, Planning and Social Care still being covered by agency staff while the Council continue to recruit on a permanent basis.		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	To monitor the level of agency staff the Council are using.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Improved performance is typified by a lower spend		
<b>Last year's data:</b>	£4,797,087 (2014/15)		
<b>Current data:</b>	£1,332,510 (Q2 15/16)	<b>2014/15 Target:</b>	< £1.079m per quarter
<b>Note:</b>	The graph shows <b>quarterly data and target only</b> . The year-end target is less than £4.317m (based on 10% reduction on 2014/15 baseline).		
<b>Comments:</b>	Agency spend has increased slightly in Q2 of this year and remains higher than the same period last year. This is attributed to an increase in the number of agency staff.		



<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Between 8% and 16%		
<b>Last year's data:</b>	17.23% (Q4 2014/15)		
<b>Current data:</b>	14.77% (Q2 15/16)	<b>2014/15 Target:</b>	12%
<b>Note:</b>	Exclude schools		
<b>Comments:</b>	<p>There has been a slight reduction in RBWM staff turnover compared to Q1 2015/16. HR are monitoring the situation regarding leavers to see if the figure increases, which may then become a concern.</p> <p>30.6% of leavers in Q2 2015/16 (56 leavers in total in the quarter) undertook an exit interview (split between face to face and paper submission). The Council's new ExitView survey was launched at the end of Q2. This is a web based system of tracking organisation leaver data and it is anticipated that this will improve the quality and quantity of information that the Council is currently able to obtain.</p>		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Between 4% and 12%		
<b>Last year's data:</b>	14.20% (Q4 2014/15 % Turnover)		
<b>Current data:</b>	12.55% (Q2 15/16)	<b>2014/15 Target:</b>	8%
<b>Note:</b>	Exclude schools.		
<b>Comments:</b>	<p>The voluntary turnover during Q2 has remained static since the previous quarter. The largest proportion of voluntary leavers were in Children's Services with 41.1% of leavers (7 out of 17) citing career development at the main reason for leaving.</p> <p>Leavers in difficult to fill roles:  <b>Adults, Culture and Health</b> - 1 Approved Mental Health Professional, 1 Senior Practitioner, 1 Team manager, and 1 Head of Public Health.  <b>Children's Services</b> - 1 Social Worker, 2 Senior Practitioners, 1 Team manager, and 1 Service Lead.  <b>Corporate Services</b> - 1 Group Accountant.</p>		

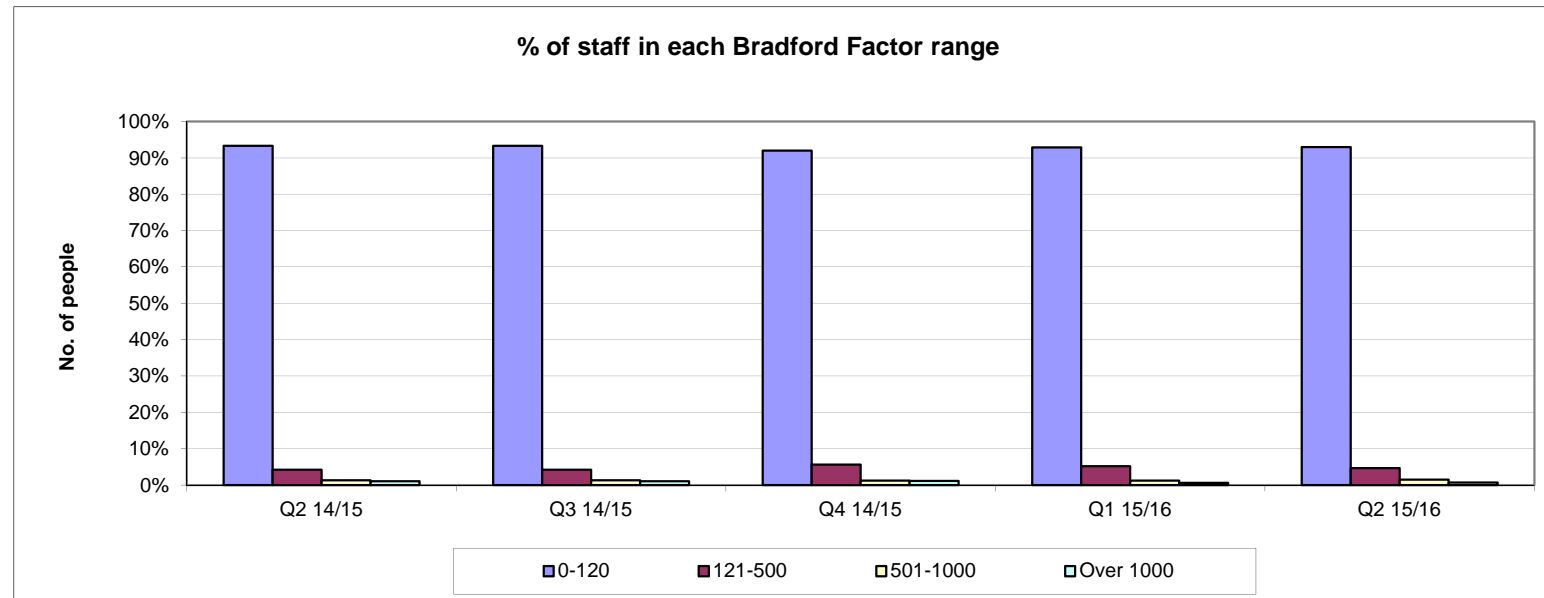
## The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile

### Number of people in each Bradford Factor range

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Note:</b>	"The Bradford Factor identifies persistent short-term absence for individuals, by measuring the number of spells of absence, and is therefore a useful measure of the disruption caused by this type of absence" - Chartered Institute of Personnel & Development.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Good performance:</b>	Improved performance is typified by a lower number in range 120+
<b>Comments:</b>	This indicator has decreased overall in the last 16 months and currently 93% of staff have a Bradford Factor score of 0 - 120. The total number of people whose Bradford Factor score is greater than 120 is 92, which shows a slight decrease on Q1. Please note the reporting bands changed from Q1 2014 so a direct comparison to 2013/14 is not available.		

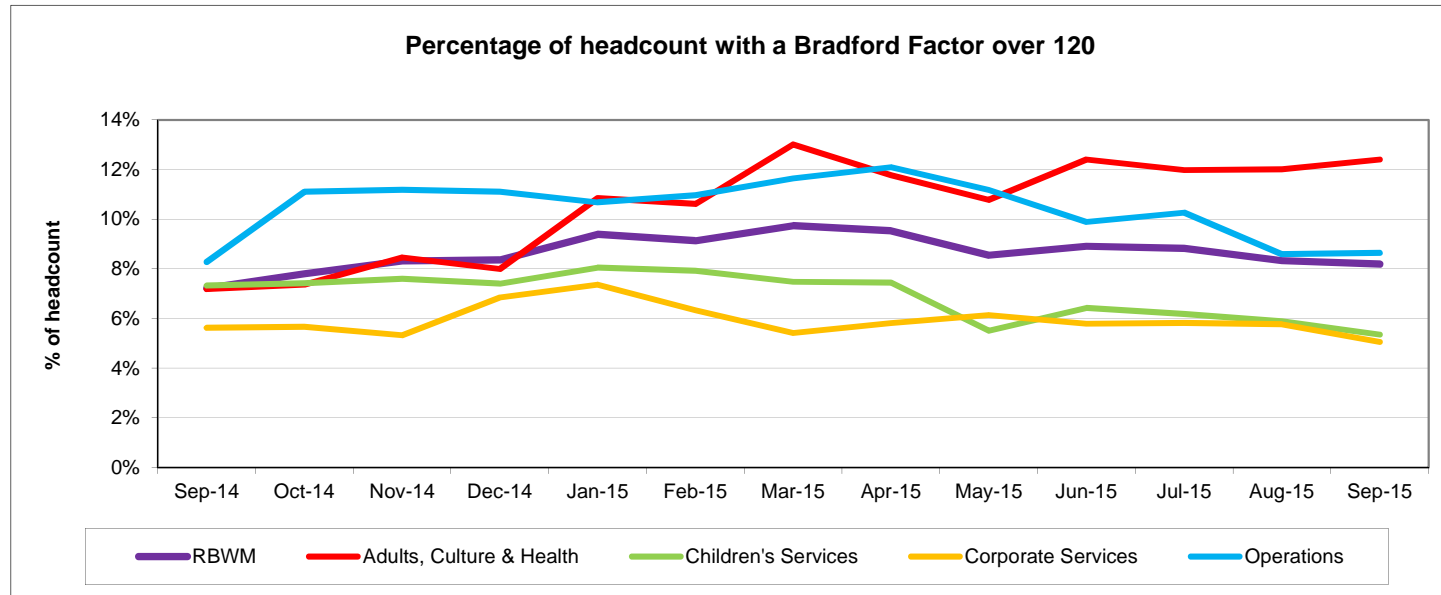
Bradford factor range	2014/15								2015/16							
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
0-120	1471	92.3%	1467	93.4%	1507	93.4%	1228	92%	1229	93%	1227	93%				
121-500	81	5.1%	59	4.2%	68	4.2%	75	6%	69	5%	62	5%				
501-1000	19	1.2%	20	1.3%	21	1.3%	17	1%	17	1%	20	2%				
Over 1000	23	1.4%	19	1.1%	18	1.1%	15	1%	8	1%	10	1%				
<b>TOTAL</b>	<b>1594</b>	<b>100%</b>	<b>1565</b>	<b>100%</b>	<b>1614</b>	<b>100%</b>	<b>1335</b>	<b>100%</b>	<b>1323</b>	<b>100%</b>	<b>1319</b>	<b>100%</b>				

149



**Bradford Factor - % of headcount with a Bradford Factor score over 120 - split by Directorate**

Directorate	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15
Adults, Culture & Health	7%	7%	8%	8%	11%	11%	13%	12%	11%	12%	12%	12%	12%
Children's Services	7%	7%	8%	7%	8%	8%	7%	7%	6%	6%	6%	6%	5%
Corporate Service	6%	6%	5%	7%	7%	6%	5%	6%	6%	6%	6%	6%	5%
Operations	8%	11%	11%	11%	11%	11%	12%	12%	11%	10%	10%	9%	9%
RBWM	7%	8%	8%	8%	9%	9%	10%	10%	9%	9%	9%	8%	8%



150

**Bradford Factor range split by Directorate** - the number of people in each range

<b>Quarter 1 2015/16 - Headcount</b>				
Directorate	BF 0-120	BF 121-500	BF 501-1000	BF Over 1000
Adults, Culture & Health	366	28	7	2
Children's Services	327	10	4	1
Corporate Service	263	7	4	2
Operations	275	23	2	3

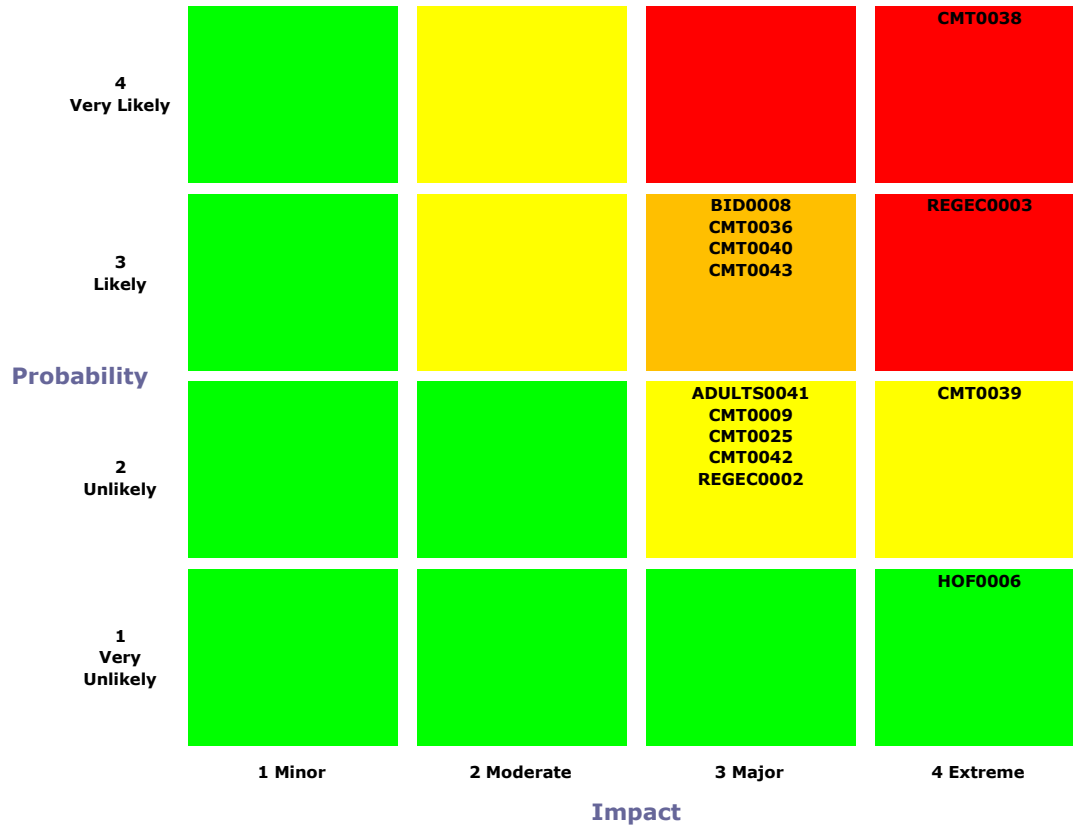
<b>Quarter 1 2015/16 - %</b>				
Directorate	BF 0-120	BF 121-500	BF 501-1000	BF Over 1000
Adults, Culture & Health	90.8%	7.0%	1.7%	0.5%
Children's Services	95.6%	2.9%	1.2%	0.3%
Corporate Service	95.3%	2.5%	1.5%	0.7%
Operations	90.8%	7.6%	0.7%	1.0%

<b>Quarter 2 2015/16 - Headcount</b>				
Directorate	BF 0-120	BF 121-500	BF 501-1000	BF Over 1000
Adults, Culture & Health	341	26	6	6
Children's Services	320	11	4	1
Corporate Service	242	8	4	1
Operations	323	17	6	2

<b>Quarter 2 2015/16 - %</b>				
Directorate	BF 0-120	BF 121-500	BF 501-1000	BF Over 1000
Adults, Culture & Health	89.97%	6.86%	1.58%	1.58%
Children's Services	95.24%	3.27%	1.19%	0.30%
Corporate Service	94.90%	3.14%	1.57%	0.39%
Operations	92.82%	4.89%	1.72%	0.57%

151

## Heat Map - Key Strategic Risk Status



### Key Strategic Risks (in order of risk rating from high to low)

This report provides detailed information on the following pages.

Risk Ref	Details	Trend	Changes in risk rating
CMT0038	Technology obsolescence/inadequate for task.	↔	Same
REGEC0003	Failure to adopt a new Community Infrastructure Levy (CIL) by April 2015.	↔	Same
BID0008	Data integrity and/or data security failure.	↔	Same
CMT0036	No overall strategic leadership for the Council leads to insufficient forward thinking and hence resource focussing overwhelmingly on the short term.	↔	Same
CMT0040	Resilience	↔	Same
CMT0043	Safeguarding failures leads to injuries with particular focus on issues identified nationally as part of recent reports published on safeguarding children and Child Sexual Exploitation (CSE).	↔	Same
CMT0039	The Council is at the heart of building a safe, secure and cohesive community.	↔	Same
ADULTS041	Adult Social Care demographic growth in number of older people with disabilities, transitions from Children's Services and long term condition leads to costs increasing beyond the capacity of Council to fund and the inability to meet even critical needs in the long term. Less acute for the wealthier members of the populace.	↔	Same
CMT0009	Failure to manage partnership relations.	↔	Same
CMT0025	Insufficient staff resources/capacity - That a coherent transformation programme fails to deliver efficiencies, improve service quality and manage organisational change in a controlled manner.	↔	Same
CMT0042	Demographic change - Significant increases of volume, complexity and in social cohesion of the Borough population.	↔	Same
REGEC0002	Failure to deliver Maidenhead regeneration programme on time and on budget.	↔	Same
HOF0006	Economic climate	↔	Same



**Key for Risk appetite**

Low appetite	Low / Medium appetite	Medium appetite	Medium / High appetite	High appetite
Avoidance of risk and uncertainty is a key organisational objective.	Preference is for ultra safe business delivery options that have a low level of inherent risk and only have a potential for limited reward.	Preference is for safe delivery options that have a low degree of inherent risk and likely to only have limited potential for reward in most circumstances.	Willing to consider all potential delivery options and choose the one most likely to result in successful delivery while also providing an acceptable level of reward.	Eager to be innovative and to choose options offering potentially higher business rewards despite greater inherent risks.

Note: The Risk Team will work with all Directorates during future reviews to ensure that all mitigations meet SMART criteria.

# Combined Savings Tracker Summary 2015/16

Directorate 2015/16	RBWM Target Saving (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)
Adults, Culture and Health	1962	1762	1022
Children Services	816	816	704
Corporate	771	591	320
Operations	1328	1328	486
<b>Total</b>	<b>4877</b>	<b>4497</b>	<b>2532</b>

Directorate	Risk Level	
	At Risk	Major Risk
Adults, Culture and Health		ST000974
Corporate	ST001156	
	ST000325	

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Adults, Culture and Health</b>									
<b>Adult Social Care and Housing</b>									
ST000972	<b>High Cost Placements</b> - Continuing the discipline of the review of high cost placements to reduce the costs and managing the demand for increased costs from service providers.	ST	Nick Davies	GREEN	300	300	97	June Cabinet report updated on progress. Month 3 sees the savings on track, further update at September Cabinet	
ST000974	<b>Shared Lives</b> - The expansion of the Shared Lives Scheme that supports residents to remain in the community in a family environment, and inception of a Homeshare scheme where older people with accommodation are matched with those requiring accommodation and able to provide support for their mutual benefit.	ST	Nick Davies	RED	300	100	40	.	1 new placement, new contract model planned. June 2015 Cabinet Report reported potential options for a new model either aligned with West Berks or Fostering service, update in September Cabinet report
155									
ST000976	<b>Homecare</b> - A new transformational model of homecare known as Outcome Based Commissioning is in process. New Contract from August 2015	ST	Nick Davies	GREEN	150	150	0	This efficiency is anticipated to be achieved by zoning post August 2015.	
ST000978	<b>Nursing Care Prevention</b> - Continued focus on delivering this project to avoid unnecessary hospital admissions through effective provision for people in their own homes.	ST	Nick Davies	GREEN	50	50	20	Nursing care prevention on track,	

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Adults, Culture and Health</b>									
<b>Adult Social Care and Housing</b>									
ST000981	Telecare/Telehealth - Continued development of successful Telecare programme alongside new assistive technology initiatives which promote independence.	ST	Nick Davies	GREEN	50	50	15	.	
ST000983	Review of training budget in light of recent grant allocations.	ST	Nick Davies	BLUE	50	50	50	.	
ST001140	Better Care Fund	ST	Nick Davies	BLUE	100	100	100	Made savings from Better Care Fund. Successful, impact overtaken by demography	
ST001141	New Target Operating Model (TOM) fit for Care Act.	ST	Nick Davies	BLUE	150	150	150	Care Act phase 1 implementation has been managed efficiently to deliver a saving, and with central government delay of phase 2 for 4 years this does not need further development	
ST001142	Care Act	ST	Christabel Shawcross	BLUE	182	182	182	Deferred payments admin not required for phase 1	
ST001143	Efficiency in mental health contract	ST	Nick Davies	BLUE	20	20	20	.	
ST001146	Saving following loss of Department of Work and Pensions (DWP) funding at the end of 2014/15. DWP have now had a judicial review and agreed to consult on whether to cease funding.	ST	Christabel Shawcross	BLUE	23	23	23	Post deleted.	
ST001148	Savings from service reviews	ST	Nick Davies	GREEN	100	100	15	Contract efficiency .	
ST001149	Reduce subsidy of "Repair with Care" scheme run by Housing Solutions	ST	Nick Davies	GREEN	70	70	20	Deliver efficiency maintain service.	

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Adults, Culture and Health</b>									
<b>Adult Social Care and Housing</b>									
ST001150	Efficiency in housing support contract	ST	Nick Davies	GREEN	20	20		On track .	
<b>Adult Social Care and Housing Total :</b>					<b>1,565</b>	<b>1,365</b>	<b>732</b>		
<b>All Services</b>									
ST000967	Reduction in print volumes	ST	Christabel Shawcross	GREEN	5	5	1	Reduced use of print volumes across directorates. Monitoring to ensure continues	
ST000971	Shared Legal Services efficiencies	ST	Christabel Shawcross	GREEN	4	4	1	Cost of legal has reduced so cost for case work reduces.	
157	<b>All Services Total :</b>				<b>9</b>	<b>9</b>	<b>2</b>		
<b>Commissioning</b>									
ST000985	Housing Benefit subsidy - Reduce loss by using private rented accommodation.	ST	Nick Davies	GREEN	100	100		On track Subject to revenues and benefits confirmation of subsidy claim level for April. and May. In July zero households in TA	
<b>Commissioning Total :</b>					<b>100</b>	<b>100</b>			
<b>Leisure Services Parks Open Space and Cemeteries</b>									
ST001147	Restructure in Leisure Centres	ST	Kevin Mist	BLUE	276	276	276	Parkwood operating centres, and lease in place guaranteeing rent	
<b>Leisure Services Parks Open Space and Cemeteries Total :</b>					<b>276</b>	<b>276</b>	<b>276</b>		

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Adults, Culture and Health</b>									
<b>Libraries, Information, Heritage &amp; Arts Services</b>									
ST001145	Convert Outreach Team to trading activity/shared service (agreed FSR) Full year effect of current agreed saving.	ST	Mark Taylor	BLUE	12	12	12	This additional income target is embedded in the Budget Build for 15/16 and going forward	
<b>Libraries, Information, Heritage &amp; Arts Services Total :</b>					<b>12</b>	<b>12</b>	<b>12</b>		
<b>Directorate Adults, Culture and Health Total :</b>					<b>1,962</b>	<b>1,762</b>	<b>1,022</b>		

158

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Children Services</b>									
<b>All Services</b>									
ST001134	Reduction of 7% in hourly rate charged by Shared Legal Services	ST	Alison Alexander	BLUE	5	5	5	The hourly recharge rate has been reduced by 7%.	
<b>All Services Total :</b>					<b>5</b>	<b>5</b>	<b>5</b>		
<b>Children &amp; Young People Disability Services</b>									
ST001137	Transfer expenditure on family workers supporting children with SEN and disabilities in schools and early years settings to High Needs Block of Dedicated Schools Grant	ST	Debbie Verity	BLUE	74	74	74	Family workers are now being funded from the High Needs Block of Dedicated Schools Grant to achieve the saving.	
ST001138	Efficiency Savings in Children and Young People Disability Service	ST	Debbie Verity	GREEN	72	72	20		Individual care packages are currently being robustly scrutinised in order to realise the efficiencies, particularly where we having multiple placements with the same provider.
<b>Children &amp; Young People Disability Services Total :</b>					<b>146</b>	<b>146</b>	<b>94</b>		
<b>Early Help &amp; First Response</b>									
ST001125	Remodel delivery of Family Support Services through securing efficiencies by reducing duplication of parenting provision and redistributing the work of the Intensive Family Support Project's therapist.	ST	Simon McKenzie	BLUE	108	108	108	Services within the Family Support Service have been remodelled for 2015-2016 and therefore, the savings have been achieved.	Plans in place to secure savings in 2015/16, no anticipated issues.
<b>Early Help &amp; First Response Total :</b>					<b>108</b>	<b>108</b>	<b>108</b>		

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Children Services</b>									
<b>Early Help Youth Support</b>									
ST001132	Reduction in the contributions made to running costs in RBWM's smaller youth centres - Cox Green	ST	Daniel Houston	BLUE	25	25	25	The running costs in the youth centres have been reduced to achieve the saving.	
ST001133	Remodel delivery of Youth Support Services	ST	Daniel Houston	BLUE	180	180	180	The posts necessary to remodel delivery of the Youth Support Service have been deleted in order to achieve the saving.	
<b>Early Help Youth Support Total :</b>					<b>205</b>	<b>205</b>	<b>205</b>		
<b>Education Standards</b>									
ST001139	Reduce non statutory bursary allocations for Early Years providers	ST	Carol Pearce	BLUE	48	48	48	No new allocations will be made for Early Years providers.	
<b>Education Standards Total :</b>					<b>48</b>	<b>48</b>	<b>48</b>		
<b>Education Strategy &amp; Commissioning</b>									
ST001135	Cost efficiencies in relation to delivery of traded services	ST	David Scott	GREEN	40	40	20		Early indications suggest income from buy back by schools is being maintained at previous levels so the anticipated savings are on track to be delivered.
ST001136	Extension to School Meals contract	ST	David Scott	GREEN	96	96	56	Initial savings has already been made. The remaining savings will not be fully known until September 2015 when the 5p rebate is notified.	
<b>Education Strategy &amp; Commissioning Total :</b>					<b>136</b>	<b>136</b>	<b>76</b>		



# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Children Services</b>									
<b>Safeguarding &amp; Children in Care</b>									
<b>ST001129</b>	Reduce reliance on independent fostering agency placements by growing the number of in-house foster carers	ST	Hilary Brooks	BLUE	168	168	168	The budget has been removed. New local foster carers have been recruited and therefore we anticipate that spend on IFAs will be reduced. However, because of the need for high cost residential care, placement budget is highly likely to be over the existing allocated baseline budget, currently predicted at £325,000.	
<b>Safeguarding &amp; Children in Care Total :</b>					<b>168</b>	<b>168</b>	<b>168</b>		
<b>161</b>	<b>Directorate Children Services Total :</b>				<b>816</b>	<b>816</b>	<b>704</b>		

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered	
<b>Corporate</b>										
<b>All Services</b>										
ST000993	Reduction in print volumes	ST	Andrew Brooker	GREEN	9	9	3		The adoption of F2 for document management internally and Modern.Gov for Members should, together with clear policies and support from senior management and Lead Members, deliver significant reductions in print volumes.	
ST000994	Shared Legal Services efficiencies.	ST	Andrew Brooker	BLUE	33	33	33	Price reduction has been agreed. Hourly charges for 14/15 are already agreed and these savings are expected to be available in 15/16.		
ST000995	Savings generated from staff turnover.	ST	Andrew Brooker	GREEN	260	260	76	£76k reflects the saving made in Q1 on vacancies.	Staff turnover is generating savings in 14/15 though this is the first time a budget reduction target has been set.	
ST001156	Efficiencies in the management of support services	ST	Andrew Brooker	AMBER	100	20	20	Increased saving from shared audit service	Mitigation at present is to manage shortfall across the Directorate. As at 31 July projected Directorate overspend only £40k	
<b>All Services Total :</b>					<b>402</b>	<b>322</b>	<b>132</b>			
<b>Finance &amp; Procurement</b>										
ST000997	Shared Audit Service	ST	Andrew Brooker	BLUE	20	20	20	Audit Shared Service implemented during 14/15.		
ST001159	Review of structures and other non-salary costs	ST	Andrew Brooker	BLUE	17	17	17	Structure has been reviewed. We are looking at streamlining processes and as a result trying to manage workload without recruiting to a vacancy that has recently occurred in the Financial Control team.		

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Corporate</b>									
<b>Finance &amp; Procurement</b>									
ST001160	Review of the activities within the Business Development team	ST	Andrew Brooker	BLUE	35	35	35	Post removed.	
<b>Finance &amp; Procurement Total :</b>					<b>72</b>	<b>72</b>	<b>72</b>		
<b>HR</b>									
ST000998	Shared Payroll Service	ST	Terry Baldwin	BLUE	20	20	20	Savings will be delivered by the deletion of a post as we move to more automation and self service in schools. Most academies will be using self service by the end of December and schools will follow. All to be on self service by end of May 2015. Plan is on track to deliver these savings in 2015/16. Post has been removed from budget for 2015/16 and therefore the savings have been achieved.	
163									
ST001161	HR Staff efficiency	ST	Terry Baldwin	GREEN	47	47		These savings are part of the plan to mitigate any loss of income from schools. We are now aware that the majority of schools have signed up for our service again and therefore we will not be losing income. In addition, some schools have asked if they can come back and buy our HR service again from September. Therefore mitigating actions are not required as we are generating sufficient income to achieve the target.	The saving target of £47k is due if we lose significant school income. We have now had the buy back statement and while income is down slightly overall, there are other schools and academies planning to rejoin our payroll, which will cover the small reduction. No other mitigating action is required as at October 2015.
<b>HR Total :</b>					<b>67</b>	<b>67</b>	<b>20</b>		

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered	
<b>Corporate</b>										
<b>Legal</b>										
ST000999	Additional Land Charges Income, based on continued strength in property market.	ST	Andrew Brooker	GREEN	50	50	16	Income projected to hit budget	Land charge income accumulates during the year and the market remains buoyant so the increase seen in 2014/15 is likely to continue. There is a risk however that the anticipated takeover of land charges by the Land Registry will occur in 2015/16, which will mean the savings (and income) will not be achieved from that date.	
<b>Legal Total :</b>					<b>50</b>	<b>50</b>	<b>16</b>			
<b>Planning and Property Services</b>										
ST001162	Building Services shared service	ST	Chris Hilton	BLUE	80	80	80	Good progress on shared services - saving delivered from resultant review of regen and development structure.		
<b>Planning and Property Services Total :</b>					<b>80</b>	<b>80</b>	<b>80</b>			
<b>Regeneration and Economic Development</b>										

# Combined Savings Tracker Report 2015/16

165	<p><b>ST000325</b> Reduce Tourism budget by £100k through an increased commercial approach (C/O 13/14-ST000095)</p>	POL4	Julia White, Kevin Mist	AMBER	100	0	0	<p>This savings target is unlikely to be achieved as this year because:</p> <ul style="list-style-type: none"> <li>• we do not produce the biennial Official Venues Directory which provides around £15k profit</li> <li>• we don't have the flood recovery funding of £49k as we did last financial year</li> <li>• we have no large scale events using our box office service</li> <li>• years of inflationary increases on our income lines have pushed some targets to unachievable levels</li> </ul> <p>We are implementing new activities with an aim of achieving additional income as follows:</p> <ul style="list-style-type: none"> <li>• Seeking new events to use box office service - A feasibility study has been carried out and a plan to attract more events is being developed. We are in discussions with Energise Windsor Music festival and are bidding to be their box office.</li> <li>• We are joint box office for Royal Windsor Horse Show and HMQ90 celebrations in 2016 and have secured an accommodation contract for the event. The bulk of this income however will come next financial year.</li> <li>• Advertising sales canvass is well under way.</li> <li>• The visitor season is in full swing and the VIC team is working hard to increase sales.</li> </ul>
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# Combined Savings Tracker Report 2015/16

							<ul style="list-style-type: none"> <li>Windsor Guildhall marketing is ramping up and the business pipeline is growing.</li> </ul>
<b>Regeneration and Economic Development Total :</b>				<b>100</b>	<b>0</b>	<b>0</b>	
<b>Directorate Corporate Total :</b>				<b>771</b>	<b>591</b>	<b>320</b>	

166

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Operations</b>									
<b>Benefits &amp; Business Services</b>									
ST001151	Savings from new bailiff services legislation	ST	Andy Jeffs	GREEN	60	60	30	As part of the keeping the borough moving transformation stream we are considering bringing enforcement services back in house as there are significant opportunities for additional income and increased collection. Paper being produced - Updated October 2015 Savings will be achieved in 2015-16.	
ST001152 167	Team structure from fundamental service review	ST	Andy Jeffs	GREEN	75	75	38	We have continued to achieve the savings in this area and these will continue throughout 2015-16 - Updated October 2015	
ST001153	System developments to streamline processes, supporting drive 24/7 Council	ST	Andy Jeffs	GREEN	100	100	50	The savings associated with this are linked with the delivery of PR001121. The capital budget has been approved and a contract put in place with the supplier. Implementation has commenced. 80% of testing completed. Final 20% by end of October 2015. Go Live November 2015 - Updated October 2015	
<b>Benefits &amp; Business Services Total :</b>					<b>235</b>	<b>235</b>	<b>118</b>		

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Operations</b>									
<b>Commissioning &amp; Contracts Services</b>									
ST000989	Waste Disposal contract re-procurement	ST	David Thompson	GREEN	200	200	0	Re-procurement preferred bidder approved at July 15 Cabinet (Contract award to be approved September Cabinet). New contract starts 29.11.15, and new rates allows confidence that target savings will be delivered in year. Reviewed 18.09.2015	
ST000990	Waste Disposal - Composting street sweeping waste	ST	David Thompson	GREEN	120	120	56	Projections based on the first 5 months' tonnages show we will deliver the full year requirement if processed street sweepings volumes are maintained throughout the year. Updated 18/09/15.	
168									
ST001154	Savings from installing LED lamps in street lights	ST	David Thompson	GREEN	100	100	40	This will be achieved in year by reducing revenue maintenance spend to essential levels only, and by not filling the vacant Principal Lighting Engineer post. Updated 18.09.15	
<b>Commissioning &amp; Contracts Services Total :</b>					<b>420</b>	<b>420</b>	<b>96</b>		
<b>Cross Directorate</b>									
ST000986	Reduction in print volumes	ST	Simon Fletcher	GREEN	5	5	3	This saving is on target for completion by the end of the year. Reviewed 18/09/2015	
ST000987	Shared Legal Services efficiencies.	ST	Simon Fletcher	BLUE	11	11	11	Recharge rates have reduced so this element of the spend reduction is effectively achieved for the year.	



# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Operations</b>									
<b>Cross Directorate</b>									
ST000988	Savings generated from staff turnover.	ST	Simon Fletcher	GREEN	100	100	39	Vacancy savings for the directorate recorded to date; we expect to achieve the full saving in year. Reviewed 18/09/2015	
ST001164	Savings from first stage of Better Connected (previously Channel Shift) Programme	ST	Barry Dickson	GREEN	50	50	25	Delivery of this saving is on target for the year. Reviewed 18/09/15	
<b>Cross Directorate Total :</b>					<b>166</b>	<b>166</b>	<b>78</b>		
<b>Highways &amp; Transport</b>									
ST000992 169	Operational savings / increased income (17/07/15)	ST	Ben Smith	GREEN	50	50	30	This saving will be achieved in the year either through increased income and service efficiencies (energy and operation costs). Reviewed 14/10/15.	
ST001155	<p>Range of options developed which cut across four themes:</p> <ul style="list-style-type: none"> <li>school &amp; children's social care transport</li> <li>adult and community transport</li> <li>staff travel and fleet</li> <li>concessionary fares</li> </ul> <p>CMT agreed to manage and report on transport as a category from 1st April 2016. Cross-directorate project established to deliver this.</p> <p>Extended pool car scheme procured to reduce costs.</p> <p>(14/10/15)</p>	ST	Ben Smith	GREEN	100	100	35	On track for delivery of a suite of cross-council savings, either agreed or proposed. Reviewed 14/10/15.	

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Operations</b>									
<b>Highways &amp; Transport</b>									
ST001710	Additional Nicholson's Car Park Income	ST	Ben Smith	GREEN	120	120	20	Current, and projected, car park activity indicates that the increased income target will be achieved  Interim solution in place; new equipment procured for 25 January 2016 implementation  Updated: 14/10/15	
<b>Highways &amp; Transport Total :</b>					<b>270</b>	<b>270</b>	<b>85</b>		
<b>Neighbourhood &amp; Streetscene Delivery</b>									
ST000991 170	Cash Office review	ST	David Perkins	BLUE	65	65	65	The Cash Collection service transferred to an external provider on 1st October 2014 therefore achieving this saving for 15/16. Reviewed 09/02/15	
<b>Neighbourhood &amp; Streetscene Delivery Total :</b>					<b>65</b>	<b>65</b>	<b>65</b>		
<b>Technology and Change</b>									
ST000996	Lotus Notes (Members Minutes)£3,420.00Work Together£3,591.36Battle Baton£3,900.00Reddot £10,498.75Gov Metric £18,000.00	ST	Rocco Labellarte	GREEN	42	42	22	Gov Metric £18,000.00 Battle Baton £3,900.00	It is likely that the savings can be achieved through a reduction in costs due to running in the Cloud. We need six months of run-rate to project savings. These should come through at the end of September.  On the specific target of network rationalisation, this is due to begin in November with some initial savings coming in then and the rest as the various network contracts come up for renewal.

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Operations</b>									
<b>Technology and Change</b>									
171 ST001003	Cloud Telephony (AK80 recharged corporately and therefore isn't part of ICT monitoring return) - No savings in 14/15	ST	Rocco Labellarte	N/A	0	0	0	None to date. This saving target is no longer achievable as the cost of a new telephony system will be the same or greater than the current system as the current one has very little of the functionality required to deliver a digital-by-choice solution. Hence the new platform will not be a like for like replacement, having much more functionality and as a consequence, be of higher cost.	We are currently reviewing the cost of provision of telephony as the Cloud provider solutions are significantly more expensive than the existing system. Savings will only come in 16/17. As a consequence other savings need to be identified. These will be achieved by accelerating the decommissioning of applications and by reductions in cost as a result of moving to the Cloud. These cost reductions will start to become visible after September when the annual trend of cost can be profiled more accurately. Replaced with ST001003
ST001158	Transfer aspects of support to other areas a reduced cost to the internal service	ST	Rocco Labellarte	N/A	0	0			A review of the Schools and Care Support Team will now follow Operations review of Structures, due in November 2015. New ST raised ST001158a.
ST001003 a	Application Rationalisation and Cloud Cost Savings - replacement savings for ST001003  Achieve Bookings £4000 Achieve Forms £9000 ITBM £11000 Hyperwave £25000 Cloud Savings £46000	ST	Rocco Labellarte	GREEN	95	95	4	We have not renewed the Achieve Bookings license for £4000. As each contract comes up for renewal, we will not be doing so. As such savings may not be full in year savings.	

# Combined Savings Tracker Report 2015/16

Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2015/16 Savings (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)	Comment Savings Delivered	Comment Savings Not Delivered
<b>Operations</b>									
<b>Technology and Change</b>									
<b>ST001158</b> a	Reduce costs of internal service, including decommissioning software.	ST	Rocco Labellarte	GREEN	35	35	18		This saving replaces ST001158 as the review of the Schools and Care support team will now follow Operations review of structures, due in November 2015, meaning the anticipated savings will not be made in 2015/16
<b>Technology and Change Total :</b>					<b>172</b>	<b>172</b>	<b>44</b>		
<b>Directorate Operations Total :</b>					<b>1,328</b>	<b>1,328</b>	<b>486</b>		

172

# Project Summary Report

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>													
<b>G1 - Pre Live</b>													
PR000305	Ray Mill Road East	Chris Hilton	01/09/13	31/07/18	Current	GREEN	GREEN	GREEN	AMBER	GREEN	BLUE	March Cabinet paper approved to appoint DM from the Framework Panel. DM brief to be scoped as soon as new Regeneration Manager is in position in November 2015. E-Petition to be debated at December Council.	16/10/2015
					Previous	GREEN	GREEN	GREEN	AMBER	GREEN	BLUE		
PR000481	Stafferton Way Multi Storey Car Park	Chris Hilton	30/11/14	30/11/16	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	<p>The final feasibility report has been issued. The report looks at the option of developing a multi storey car park on the Land Rover site to provide 1000 car park spaces. This is a deliverable option which can be achieved in the timeframe required to meet the parking needs of Maidenhead before the arrival of Crossrail. This does not preclude the option of extending or demolishing and rebuilding a car park on the existing multi storey site.</p> <p>Meetings have been held with Royal London Mutual to discuss opportunities to work together and if a phased approach to bring forward the development of the car park could be agreed. RLM tabled a basic level sketch of what could possibly be developed within the boundaries of thier site. This was an unambitious scheme and they were advised to re-think this proposal with taller buildings in mind, potential for high density housing and also look at bringing in Braywick Gate (office to the west). The substation was discussed and moving this could cost in the region of £5m which may make any comprehensive development unviable. RML were going to look into this further.</p> <p>A site visit was carried out to a number of car parks constructed by Huber who construct car parks at a much lower £ per space. Huber are being asked to design and cost the construction of a 1000 space multi storey car park on the Land Rover site.</p> <p>The brief currently excludes the broader exercise to integrate the car park with improvements at Maidenhead Station which Lambert Smith Hampton will incorporate within the wider Station OA feasibility study.</p>	19/8/2015
173					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>													
<b>G1 - Pre Live</b>													
PR000751	Borough Local Plan	Chris Hilton	01/01/08	31/07/16	Current	AMBER	AMBER	GREEN	AMBER	AMBER	GREEN	LPWG met on 1 October 2015 to agree a revised timetable for the Borough Local Plan. After discussion it was agreed to produce a detailed timetable within two weeks based on members requirements.	7/10/2015
					Previous	GREEN	GREEN	GREEN	AMBER	AMBER	GREEN		
PR001108	Direct Payments Project	Christabel Shawcross	03/11/14	01/06/15	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Decisions around how to progress a direct payment support service and internal management on DPs made.	16/10/2015
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001179	The Windsor Learning Partnership expansion / Holyport College	Ann Pfeiffer	18/09/14	26/08/16	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	The feasibility report is underway and the outline presentation prepared.	1/10/2015
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001174	Dedworth Middle School expansion	Ann Pfeiffer		25/08/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Initial discussions with school. Project added to work programme.	1/10/2015
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001182	Furze Platt Senior School Expansion	Ann Pfeiffer			Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Budget approval given to proceed with expansion by 1 form of entry.	7/10/2015
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	AMBER		
PR001183	Charters School	Ann Pfeiffer			Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	RBWM has approved expansion project at Charters school.	7/10/2015
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001274	Moorbridge Gateway	Ben Smith	18/06/15	31/03/16	Current	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN	Scheme details: - open the junction of Moorbridge Road and the A4 Bridge Road to westbound traffic, including works to facilitate the A4 cycle route to town centre. Detailed design work in progress, works to be programmed to co-ordinate with other major town centre highway schemes and developments.  Budget includes contribution from Waitrose, which is not currently achievable.	15/10/2015
					Previous	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN		

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
G2 - Live Projects													
PR000303	CRM Platform Upgrade	Jacqui Hurd	01/02/14	08/10/15		RED	RED	RED	RED	AMBER	GREEN	<p><b>Milestones:</b> Milestones replanned based on current timeline. Remains Red until decision made on product has been chosen and timeline approved</p> <p><b>Budget:</b> Capital required for delivery will be greater than originally estimated with the principle of end to end touchless processes. Lead member has stated that no further expenditure should take place until the whole life costs for the delivery for the 14 processes can be established and options provided.</p> <p><b>Risks:</b> Additional risks that are operationa have been added to highlight the impact of delays</p> <p><b>Issues:</b> Originally agreed solution is now not affordability due to scope changes to include touchless processes which increases cost.</p>	19/10/2015
					Previous	RED	RED	RED	RED	AMBER	GREEN		
PR000306	New Oldfield Primary School	David Scott	31/05/12	30/06/15		GREEN	GREEN	GREEN	GREEN	BLUE	BLUE	Practical completion has been achieved and school is now in occupation.	1/10/2015
					Previous	GREEN	GREEN	GREEN	GREEN	BLUE	BLUE		

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
G2 - Live Projects													
PR000486	Waterways	Chris Hilton	20/01/14	15/11/16		GREEN	GREEN	AMBER	AMBER	GREEN	GREEN	<p>Greenford have commenced piling in section E and moved into section D (chapel arches section).Golder are working on providing the drawings for each section and costs for these have been requested from Greenford as well as a programme.</p> <p>There are immediate concerns with the interface between the Shanly chapel arches scheme as there is conflict with the works on site. Discussions are ongoing with Shanly Group to resolve these issues asap to ensure that Greenford keep costs to a minimum.</p> <p>A meeting was held with Thames Water to progress the issues with working close to their assets and the necessary applications have been submitted.</p> <p>A BAPA is still outstanding with Network Rail as Greenford still need to provide the details of the work the NR have requested.</p> <p>A budget report is being taken to teh project board to look at the cost of the future stages and funding for the scheme.</p>	16/9/2015
176					Previous	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN		



Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>													
<b>G2 - Live Projects</b>													
PR000587	Windsor Parking Strategy	Ben Smith	01/04/14	31/03/19	Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	<p>Manifesto Outcomes associated with parking in Windsor agreed with Lead Member:            '...Review and increase parking provision in Windsor - including Meadow Lane car park in Eton: minimum of 200 additional parking spaces in Windsor and Eton by April 2019...'            '...Introduce 'pay on exit' in RBWM controlled car parks (Windsor): 'pay on exit' installed in 3 Windsor car parks by April 2019...'</p> <p>Project integral to the Transformation Workstream - 'Realising Windsor's Potential'</p> <p>Borough-wide parking strategy currently being developed, including a specific strategic approach for Windsor - target date for submission to Lead Members for review is November 2015</p> <p>Meadow Lane, Eton car park extension - mobilisation period with start date of 2 November 2015 with completion (March 2016)</p> <p>River Street car park - new equipment procured, target date for installation rescheduled to January 2016 to avoid Christmas trading period (agreed with Lead Member)</p> <p>(14/10/15)</p>	14/10/2015
						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	

177

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>													
<b>G2 - Live Projects</b>													
PR000588	Stafferton Way Link Road	Ben Smith	01/07/13	31/10/15	Current	AMBER	AMBER	AMBER	AMBER	AMBER	GREEN	<p>Planning permission - secured</p> <p>Detailed design - complete</p> <p>Procurement - complete</p> <p>Balfour Beatty appointed as main contractor</p> <p>Finance strategy agreed to achieve balanced budget / budget pressures exist from increased utility costs</p> <p>Main Contract Start date - 26 January 2015</p> <p>Works on site, construction activity in all areas - significant progress during this reporting period</p> <p>Resources and working hours increased during this period seeking to accelerate programme. Performance management of utilities has improved performance and resolved issues which created delays to overall programme.</p> <p>A target completion date of 27th November has been agreed. Current programme completion date is 18th December. Options and opportunities being identified to accelerate programme</p> <p>Property / Land agreements - all land / property agreements concluded.</p> <p>Construction Phase of Communication Plan with residents and stakeholders started w/c 19/1/15</p> <p>Project Scope expanded to include a new footway on Oldfield Road (west side) from railway viaduct to Forlease Road - design in progress / engagement with residents commenced - and rediesng of Lassel Gardens junction</p> <p>(16/10/15)</p>	16/10/2015
						AMBER	AMBER	AMBER	AMBER	AMBER	GREEN		

178

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>													
<b>G2 - Live Projects</b>													
PR000620	RBWM CMS replacement and Website Refresh Project	Andrew Elkington	01/07/14	31/10/15	Current	AMBER	AMBER	GREEN	AMBER	AMBER	GREEN	<p><b>Milestone:</b></p> <p>Milestone 124: The third party sites were not all branded by the end of September. This does not impact the overall project as we expect these to be completed by the end of the year when the entire project closes, however, does mean that not all council branded sites are consistent.</p> <p><b>Risk:</b></p> <p>1. Possible design changes: This will be a change of scope and will require funding to change as we do not own the code (project not signed off) and will increase the time and cost of the project</p> <p><b>Issues:</b></p> <p>1. Not all systems have been upgraded. This is reliant on the third party suppliers that are currently upgrading and so a date cannot be provided.</p> <p>2. The project has not been signed off although the design has been signed off. This will mean that the council does not have access to the source code and cannot make any changes to the code, create microsites or change design if required.</p>	16/10/2015
						AMBER	AMBER	GREEN	AMBER	AMBER	GREEN		
						AMBER	AMBER	GREEN	AMBER	AMBER	GREEN		
PR000621	Town Centre WiFi Concession Award	Simon Fletcher	01/07/14	15/03/16	Current	RED	RED	GREEN	AMBER	AMBER	GREEN	<p><b>Milestone:</b> 003 - Contract signed by the council but not by Purple WiFi</p> <p><b>Risks:</b> Purple WiFi may not sign if funding is not released meaning that project may not continue if an alternative is not found</p>	16/10/2015
				Previous	RED	RED	GREEN	AMBER	AMBER	GREEN			
PR000636	Procurement and Implementation of Outcome Based Commissioning of Homecare	Christabel Shawcross	01/04/12	31/03/16	Current	AMBER	AMBER	AMBER	GREEN	AMBER	GREEN	<p>The contract has now been signed and Carewatch are in the process of finalising sub contractors. The pause on new referrals has been lifted.</p>	16/10/2015
				Previous	AMBER	AMBER	AMBER	GREEN	AMBER	GREEN			

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>													
<b>G2 - Live Projects</b>													
PR001230	Building LED lighting project	Andrew Elkington	01/08/15	31/03/16		GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	Since last update on 07/10/15 signed contracts have been received. Initial phase of surveys required at all sites- to be complete by the end of the month. Savings figures and work programme will then be finalised once information has been fed back. Some initial works will be starting at Hines Meadow Car Park - week beginning 19th October.	16/10/2015
					Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		
					Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		

<u>Key: BRAG Status</u>	
180	BLUE (B) – Complete
	RED (R) – Off Target
	Amber (A) – At Risk
	GREEN (G) – On Target

Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	October 15 end Commentary
149	02/08/2012	Thin Client Workstation Acquisition	Operations	Rocco Labellarte	Produce £500k savings	£500k savings	2015/16		Orange	Thin client savings are based on four factors, the lower unit cost compared to standard desktop computers, the longer life expectancy, the reduction in staffing levels due to lower maintenance requirements. The fourth factor is an increase in servers, as more are required for thin clients than standard desktop computers. Based on these parameters, the annual savings are £113k for the thin clients, £221k for the staff and an increased cost of £15k for additional servers. This makes for a full year saving of £318k, of which £221 revenue and £98k capital. However, as the staff savings have not been realised yet, this reduces to £98k for the period 14/15 and a similar amount for 15/16, totalling £196k. <b>*Assuming staff savings are realised from the start of 15/16, this should deliver future year savings of £318k per annum and therefore exceed the target in future years as the savings accrue.</b>
157	02/08/2012	Borough Local Plan –Consultation Report	Corporate Services	Simon Hurrell	An adopted Borough Local Plan	75% planning appeals upheld based on the strength of the Borough Local Plan policies. (Based on total of 107 appeals 2011-2012, with 64% upheld.)	31-Jul-15	Borough Local Plan in preparation. Sites consultation undertaken late 2012.	Red	The Borough Local Plan programme is currently being formulated in consultation with BLP working Group and Lead Members
159	02/08/2012	Borough Local Plan –Consultation Report	Corporate Services	Simon Hurrell	An adopted Borough Local Plan	CIL operating with an income stream of approximately £4m/annum.	31-Jul-15	CIL cannot be implemented until Borough Local Plan adopted.	Red	CIL is being progressed in advance of the local Plan. A Steering Group was established. On programme to adopt CIL by March 2016. There is a paper due to the November Cabinet titled 'CIL Approval of Rates to Submit for Examination'
257	22/02/2013	Berkshire-wide Procurement Arrangements for the "Superfast Berkshire" Broadband Project	Corporate Services	Harjit Hunjan	90% Borough's residential and commercial properties to have access to superfast broadband* with the remaining 10% being able to access broadband at speeds of at least 2Mbit/s by 2015.	90% of properties have access to superfast broadband. 10% have access to broadband speeds of at least 2Mbit/s.	From 2015.	With 'clawback' from phase 1 and implementation of phase 2 by July 2016 coverage across the borough expected to meet 95%.	Light Green	
324	23/05/2013	Local Bus Services - Procurement	Operations	Ben Smith	Increase in bus patronage.	Bus patronage increases by 2%	By Sept 2015 (reflecting the first year of the new contracts, commencing February 2014)	5% increase in patronage on contracted services	Dark Green	The following initiatives have been delivered contributing to increased patronage: increased marketing and promotion; improved vehicles and route branding.
448	27/02/2014	Declaration of Air Quality Management Areas: 1) Wryasbury Road/M25 2) St Leonards Road/Imperial Road junction	Operations	Craig Miller	Declaration of Two AQMA's and commitment to develop an AQAP to pursue compliance with the AQO for NO2	AQMA's declared and Air Quality Action Plan finalised 18 months from the date of declaration.	31-Sep-15	AQAP submitted to DEFRA.	Light Green	AQMA's were declared 14 April '14. AQAP is therefore required in Oct '15. An AQAP Progress Report was submitted and approved by DEFRA in Feb '15 setting out the proposed actions for the new AQMA's and connectivity with the Borough's LTP and Local Plan. The full AQAP is now finalised and will be submitted to DEFRA w/c 12/10/15.
449	27/02/2014	Home to School Transport Policy - September 2014	Children's Services	Ann Pfeiffer	If a revised policy is adopted, transport would only be provided for pupils attending their nearest school, when living over the statutory distance	Transport policy reflects statutory duty only	31-Sep-15	Cabinet decided on 27 Feb 2014 not to implement this change.	N/A	Members will be able to reconsider the issue if required, as part of the wider review of transport arrangements underway in 2015/16
459	27/03/2014	Standards and Quality of Education in Royal Borough Schools - A Review of the Academic Year 2012-13	Children's Services	Simon Evry	Increase % all schools judged at least good by Ofsted: from current 83% to 90%.	90%	30-Sep-15	75% of RBWM Schools Good or Outstanding at the end of 2014/15 Academic Year.	Red	The March 2015 report confirmed the 2013-14 performance had declined to 77%. There has been a further slight decline in overall school performance during the 2014/15 academic year, during which 14 schools were re-inspected. Nine maintained their previous judgement, 2 improved and 3 declined their performance rating by Ofsted.
494	27/03/2014	Stafferton Way Link Road – Procurement and Progress Report	Operations	Ben Smith	Contractor appointed; construction commences in September 2014; with the project programme delivered	Project delivered in accordance with the project programme (Overall completion by September 2015)	01-Sep-15		Red	Member / officer discussions August - November 2015 seeking to reduce costs to align with budget. Member approval received on 25th November 2014; appointment letter issued on 17th December; thereby deferring start date of main contract to January 2015 (from September 2014) - revised completion date December 2015.
495	27/03/2014	Stafferton Way Link Road – Procurement and Progress Report	Operations	Ben Smith	Increase in economic growth within the Town Centre	Economic growth delivered in line with the Area Action Plan	01-Sep-15		Red	This measure cannot be measured until completion of the link road project.
496	27/03/2014	Stafferton Way Link Road – Procurement and Progress Report	Operations	Ben Smith	Congestion journey times reduced (refer to Appendix B for baseline)	Journey times reduced in line with projections	01-Sep-15		Red	This measure cannot be measured until completion of the link road project.
498	24/04/2014	Furze Platt Community Leisure Facility Proposal	Corporate Services	Kevin Mist	Additional community leisure facilities would be available for residents	All the new facilities are opened to the public in September 2015	01-Sep-15	Leisure Centre opened to the public on September 1st 2015. Official launch 17th September (All Weather Pitch was made available in phase 1 in 2014)	Green	
520	26/06/2014	Changing the Designated Areas of Riverside Primary School and Nurseery and St Luke's Church of England Primary School	Children's Services	Ann Pfeiffer	That changes are made to the designated areas for Riverside and St Luke's Primary Schools.	By September 2016.	September 2015, subject to decision by the Schools' Adjudicator.	The revised designated areas have been implemented.	Green	The revised designated areas have been implemented with agreement of the Schools Adjudicator.
529	26/06/2014	Maidenhead Waterways Construction Contract Procurement	Corporate Services	Gail Kenyon	Completion of Stage 1 of waterway	Stage 1 constructed in full	01-Aug-15		Red	Stage 1 commenced and due for completion March 2016. Delay occurred due to discharge planning application conditions and redesign required.
550	29/07/2014	Transforming Adult Social Care Services - to meet the care needs of local residents – Quarterly progress report – Quarter 1 2014/15.	Adults, Culture & Health	Nick Davies	The proportion people who use services and carers who find it easy to find information about services	68%	01-Sep-15		Green	The survey scores equal 67.5% and 80%, giving a final outcome of 77.8%.

Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	October 15 end Commentary
570	21/08/2014	Extension of the RBWM School Meals Catering Contract	Children's Services	David Scott	Percentage of KS1 pupils signed up to receive free school meals during Year 1 of UIFSM Programme	50-59%	31-Jul-15	The revised arrangements for the UIFSM were implemented with effect from September 2014. The percentage of KS1 children taking up the UIFSM by the end of the 2014/15 academic year was 55% overall.	Light Green	Uptake of UIFSM continues to grow and is monitored on a monthly basis.
596	30/10/2014	Anti-Social Behaviour, Crime and Policing Act 2014 –Key Implications for the Borough	Operations	Craig Miller	100% of actions in the implementation timetable delivered by	31-Jul-15	31-Jul-15	Cabinet & Council agreement in Sept '15	Red	The final agreement by Cabinet and subsequently Council slipped to Sept '15 to allow for legal clarifications to be incorporated into the document. All PSPO signage will be in place by 30 October.
642	29/01/2015	Airports Commission Consultation: Proposals to Increase the UKs long-term Aviation Capacity	Operations	Chris Nash	Recommendations made by the AC to the Government reflect the views expressed by RBWM residents	Recommendations made by the AC are consistent with RBWM's resident's views	30-Sep-15	Final Government Decision on R3 Expected Dec 2015.	Orange	AC recommendation for R3 at Heathrow not consistent with resident views. However key aspects of our response acknowledged; such as recommendations for guaranteed respite, no scheduled night flights and a revised noise envelope - which are consistent with resident views. The Borough (as part of 2M group) will be submitting a critique of AC recommendation to Government in October 15.
671	27/02/2015	Future Use of the Chiltern Road Site	Children's Services	Ann Pfeiffer	Chiltern Road site is leased to Forest Bridge Free School for a term of 2 years enabling 38 new places to be available:	September 2015	September 2015	New lease in place for Forest Bridge School use for a two year period whilst long term new school site is built	Green	Forest Bridge School opened for pupils with effect from September 2015 start of the new academic year.
694	26/03/2015	The Future Use of the Site at Ray Mill Road East - Update	Corporate Services	Mark Shephard	Development Manager appointed by	31-Jul-15	31-Jul-15		Red	Development Manager brief prepared and approved by 30 October 2015. Development Manager procured and appointed by end November 2015. Development partner procured and identified by 31 August 2016.
708	28/05/2015	Airports Commission: Consultation on Air Quality Assessment	Operations	Chris Nash	Recommendations made by the AC to the Government reflect the views expressed by RBWM residents	Recommendations made by the AC are consistent with RBWM's resident's views	30-Sep-15	Final Government Decision on R3 Expected Dec 2015.	Red	AC recommendation for R3 at Heathrow not consistent with resident views. Furthermore the Borough (as part of 2M group) will be commenting to Government on the mis-interpretation of air quality standards used by the commission - particularly in reference to the AQMA declared around J13 of M25.

Red	"Not Met" (or worse)
Orange	Between "Not Met" and "Met"
Light Green	Met
Green	Between Met and Exceeded
Dark Green	Exceeded
Purple	Beyond exceeded (whether or not significantly exceeded has been met)
N/A	Original target/end date superseded by a further report



Report for: <b>ACTION</b>
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<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>Night Time Economy Enforcement Pilot – Interim Review and Report</b>
<b>Responsible Officer(s)</b>	Craig Miller, Head of Community Protection & Enforcement Services Simon Fletcher, Director of Operations
<b>Contact officer, job title and phone number</b>	Craig Miller, Head of Community Protection & Enforcement Ext 3598
<b>Member reporting</b>	Cllr Carwyn Cox
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	Not applicable
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Enforcement, Night Time, Night Time Economy

**Report Summary**

1. This report is a mid point review of the Night Time Economy (NTE) enforcement pilot approved by Cabinet at its meeting of 26 February 2015. The purpose of the report is to update Cabinet on the pilot. It is recommended that the Pilot continue until its scheduled conclusion in December 2015.
  
2. The report summarises the progress of the pilot to date and covers five main areas:
  - i. background
  - ii. performance
  - iii. patterns of enforcement
  - iv. pilot outcomes
  - v. future options
  
3. Initial findings from the first phase of the pilot suggest a night time economy function is a positive addition to the council’s enforcement services. To date, more than 100 hours of foot patrols and just over 180 hours of vehicle patrols have been undertaken as part of the pilot resulting in over 300 licensing checks being completed and 135 environmental protection investigations undertaken. Anti social behaviour complaints associated with the NTE in the period between July to September 2015 have decreased by 27% compared to the same period in 2014. Whilst this can not solely be attributed to the NTE pilot it is likely to have been a contributory factor.
  
4. Issues have been identified during the first phase of the pilot. Many of these are operational issues. They are not insurmountable and do not suggest the pilot should be ceased at this point.

5. It is hoped that the pilot will continue to be a success and become a permanent solution into the future. The final phase of the Pilot will be reviewed alongside the information in this paper and it is proposed that a further report be brought to Cabinet in February 2016 to propose the final configuration of the service e.g. operating hours, full scope of service etc. The final three months will also enable any seasonal influence to be accounted for.
6. It is proposed that the Lead Member for Environmental Services, the Strategic Director of Operations and the Head of Service for Community Protection and Enforcement have a delegation to allow them to continue the service if it is deemed to continue to be successful at the end of the Pilot until Cabinet finalises the service configuration in February 2016.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Residents continue to have greater accessibility to enforcement services that can respond to issues at the time and point of need.	01 January 2016

## 1. Details of Recommendations

### RECOMMENDATION: That Cabinet:

- i. Approves the continuation of the Night Time Economy service until the conclusion of the pilot period in December 2015;
- ii. Requests that a further report be presented to Cabinet in February 2016 to determine whether the Night Time Economy service is continued as a permanent arrangement including confirmation of the final service configuration if it is to continue;
- iii. Delegate authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services and the Head of Service for Community Protection and Enforcement to continue to operate a service if it is deemed a success at the end of the Pilot until Cabinet finalises the service configuration in February 2016.
- iv. Delegate authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services to prepare a media statement for release to communicate and promote the permanent Night Time Economy service.

## 2. Reason for Recommendation(s) and Options Considered

### Background

- 2.1 Members will recall that Cabinet approved the implementation of a Night Time Economy Enforcement Pilot staffed by the council's existing Community Warden resource at its meeting of 26 February 2015.
- 2.2 The pilot was to be based on a service that would be operational during night time and early morning hours providing residents and local businesses with access to council resources with the capability to investigate issues connected to the NTE e.g. noise nuisance, under-age sales of alcohol, access management into licensed premises, taxi licensing and enforcement. The trial was launched on 1 July 2015 with service being provided between 7pm and 3 am on both Friday and Saturday nights. The pilot was specifically mandated to undertake and enhance the council's enforcement coverage and did not aim to address public disorder or crime which is the responsibility of Thames Valley Police.



- 2.3 The trial has received positive media coverage and has run smoothly since launch providing coverage to the NTE locations in Windsor & Eton, Maidenhead town centre, and Ascot. It has also been possible to deploy resources on a reactive basis to other areas on occasion to deal with issues or concerns tasked from our licensing or Environmental Protection functions.
- 2.4 The service is always staffed by two Community Wardens who work as a pair on patrols and investigations. Both weekend shifts will commonly be undertaken by the same officer pairing.
- 2.5 All officers received appropriate training and briefings in advance of the launch date and full operating procedures and risk assessments were produced and have subsequently been reviewed and improved in light of operational experience.
- 2.6 Whilst the council's pilot is not intended to take on Police functions the NTE personnel do on occasion work closely with the Police as the issues in hand can be related or span both enforcement environments. The council's NTE resource has a standing invite and does attend the weekly Police NTE briefing at 10pm on Fridays and Saturdays as appropriate to their shift operations and tasking.
- 2.7 Each NTE shift is briefed prior to patrol on complaints received from residents and businesses. In addition they are provided with information from other teams within the council. Complaints and/or issues raised via the council's control room are also investigated on a reactive basis. The NTE resource will also report issues that lie outside of their sphere of control via the control room or to the appropriate organisation or agency e.g. Police and Street Angels.
- 2.8 NTE incident reports are sent out at the end of each shift so that if a particularly significant issue has arisen on a Friday night (e.g. a noise problem with a licensed premise) action can be taken by the relevant department to prevent the issue reoccurring on the Saturday.

### **Performance**

- 2.9 The NTE pilot is monitored through a number of performance metrics that offer a statistical overview of service impact and value. Appendix 1 sets out the performance data for the service so far. Current performance data shows a number of positive outcomes e.g. over 300 licensing checks have been completed and 135 environmental protection investigations undertaken. Anti social behaviour complaints attributable to the NTE are down by 27% for the period between July and September 2015 when compared to the same period in 2014.
- 2.10 It is recognised that this information alone would not necessarily provide a compelling case for a service however the pilot is only three months old and will require further bedding in and exposure to residents before we can be confident that we have a truly representative data set. Members should be aware that the Mantra nightclub was fully closed and the Liquid nightclub was closed for a number of weeks during the initial phase of the pilot. These premises are two of the main nightclub establishments in Windsor and their closure may have affected the number of cases that were reported during this period. It is therefore important that some of the softer information and measures available are considered when assessing success at this point e.g. over 100 hours of foot patrols and just over 180 hours of vehicle patrols have been undertaken within the NTE since the pilot commenced. This is a level of service and accessibility that has not been provided to residents before. The presence of council resources in the NTE is also likely to positively encourage a greater degree of self compliance.
- 2.11 Officers have also received various anecdotal reports about the impact of the service. NTE patrols have reported that parking behaviour especially within Thames Street,

Windsor is much improved when the NTE patrols are on shift. This historically has been a problem resulting in numerous complaints from residents.

- 2.12 As with any project or initiative approved by Cabinet the NTE pilot has an agreed set of defined outcomes. These are detailed below in table 1 and a summary of performance to date has been included in the final column.

<b>Table 1 – NTE Pilot Defined Outcomes</b>					
Outcome	Measure of Success				Performance Jul – Sept '15
	Unmet	Met	Exceeded	Significantly Exceeded	
Introduce a NTE pilot by:	Post 01/05/15	01/05/15	13/04/15	01/04/15	Trial commenced on 01/07/15 with member agreement
Reduce NTE noise & nuisance complaints by:	<10%	10-15%	16-20%	21-25%	47% reduction on '14-'15 performance
Reduce NTE ASB complaints by:	<10%	10-15%	16-20%	21-25%	27% reduction on '14-'15 performance
Reduce taxi-related NTE complaints by:	<10%	10-15%	16-20%	21-25%	12% reduction on '14-'15 performance

- 2.13 If the trial is continued it is recommended that performance is assessed by considering long run data (e.g. 12 month moving totals) which remove seasonality.

#### **Patterns of Enforcement**

- 2.14 The performance data provided at Appendix 1 highlights that the majority of work undertaken by the NTE function has been associated with parking issues (predominantly in Thames Street, Windsor) and noise complaints associated with NTE premises across all of the patrolled areas.
- 2.15 The NTE patrols have also recently been tasked with investigating and evidencing problems associated with businesses leaving trade waste out overnight on main public thoroughfares in the main NTE locations.
- 2.16 Current intelligence highlights that the bulk of complaints relate to Windsor and Maidenhead town centres with the majority of incidents relating to issues that occur prior to midnight. This position is corroborated by our personnel who have feedback that workloads reduce after midnight. Whilst this could inform a review of the hours of operation at this stage it is proposed that the second half of the pilot be continued on the same basis as the first in order that we capture full intelligence including any seasonal influence of the winter months on a like for like basis.

#### **Pilot Outcomes**

- 2.17 The number of complaints made to the council regarding taxis, anti social behaviour and noise etc. has reduced in the first three months of the NTE pilot based on comparative data for the same period last year. Whilst this cannot be attributed solely to the NTE pilot it is likely to be a contributory factor.
- 2.18 The pilot has provided an unprecedented level of accessibility and service provision to local residents, businesses and visitors at times that historically have not been routinely resourced.
- 2.19 The pilot has enhanced the enforcement capability of the council and its ability to react, deal with, investigate or evidence problems that historically would have taken much longer to determine. This in turn means the council will be able to bring issues

that affect our residents to a point of resolution or conclusion much quicker than before.

2.20 The council has received anecdotal information to suggest levels of self compliance within the NTE community are improved when the resource is present in the NTE locations.

2.21 The pilot provides the ability to dynamically task council resources e.g. being able to check issues beyond the boundaries of the NTE locations and being able to pick up issues from other council service areas e.g. business waste investigations as referred at 2.15 above. There is scope for further development and enhancement of this capability as the pilot matures.

### Options

Option	Implications	Cost pa (£) – provisional estimates
<p>1. Cease the NTE service at the end of the six month pilot period.</p> <p>This option is not recommended</p>	<p>The information contained within this report suggests that an NTE service does provide value to Borough residents, visitors and businesses and this will continue to develop if the service is carried on and continues to mature. Ceasing the service would be contrary to the councils drive to increase residents accessibility to services and 24/7 service provision.</p>	<p>No further costs</p>
<p>2. Continue with the pilot in its current form (incorporating all existing Community Warden personnel and all additional Community Wardens when delivered as per the administrations manifesto).</p> <p><b>This is the recommended option</b></p>	<p>Residents, businesses and visitors will continue to benefit from increased accessibility to council enforcement services;</p> <p>The council will look to continue the service as a voluntary agreement with the existing Community Warden personnel in the first instance. However, there is a risk that these officers may not wish to continue this voluntary arrangement on a permanent basis. If this risk is realised the council will need to utilise the flexibility clause contained within the standard terms and conditions of employment. This approach would require a dialogue and consultation process with a timeframe of at least 12 weeks to allow reasonable notice of the change.</p> <p>There is a risk that this approach could detrimentally affect officer goodwill and morale and could result in some officers discontinuing their employment with the council.</p> <p>There is also a risk that a formal consultation process will result in a temporary stop in service until terms and conditions are formally changed. Temporary arrangements will as per recommendation iii be implemented where possible so services are maintained.</p> <p>The council will ensure that any new appointments to the existing and future Community Warden resource (as it increases) will be subject to terms and conditions that enable the provision of services in this way.</p>	<p>£7,000 full year salary cost – based on current service configuration</p>
<p>3. Continue NTE service provision beyond the pilot period utilising permanent Community Warden</p>	<p>Residents, businesses and visitors will continue to benefit from increased accessibility to council enforcement services;</p>	<p>Supplementary resource costs would be</p>

Option	Implications	Cost pa (£) – provisional estimates
<p>resource bolstered by supplementary resource from a wider pool on a voluntary arrangement.</p> <p>This is not the recommended option</p>	<p>This option could help mitigate any potential impact on daytime Community Warden services. However it would incur additional cost as any supplementary resource would be remunerated on an overtime basis. NTE shifts would be undertaken over and above the supporting officer's normal contractual obligations and 37 hour working week.</p> <p>This option would also not provide any guaranteed additional resource as the arrangements would be voluntary and subject to the personal and external commitments of the supplementary resource.</p> <p>This option would also require the continuation of the arrangement with the Community Warden resource and carries the same risk as detailed in option 2 above should a formal dialogue and consultation process be required.</p>	<p>dependant on the resource used and the number of shifts undertaken. By way of example an LP3 officer undertaking just 10 of the potential 208 shifts would equate to approximately £3,200.</p>
<p>4. Continue to provide NTE patrols but cease patrols at midnight.</p> <p>This is not the recommended option</p>	<p>Whilst this option is a possibility the pilot has yet to conclude and the current data and intelligence is not considered sufficient at this stage to support this decision. A paper is proposed for Cabinet in February 2016 to confirm the final specification of the service based on the findings of the full trial including any seasonal influences should Cabinet be minded to continue the service.</p>	<p>£2,500</p>
<p>5. Continue to provide the NTE service utilising resource from a wider staff base but ceasing patrols at midnight.</p> <p>This is not the recommended option</p>	<p>As for option 4 above.</p>	<p>Dependant on the resource but utilising the same example as detailed in option 3 the cost would equate to approximately £2,000.</p>
<p>6. Cease NTE Patrols at the end of the pilot with a final decision to be agreed at the February 2016 Cabinet.</p> <p>This is not the recommended option</p>	<p>This option would allow time for a detailed cost benefit analysis to be undertaken using intelligence from the whole pilot. This option would however cause a break in services to residents, visitors and businesses whilst the future of the service is determined. The intelligence from the pilot so far suggests that the service is and will increasingly add value for residents and as such it is anticipated that services will be continued on an ongoing basis from the end of the trial period.</p>	<p>n/a</p>

### 3. Key Implications

Defined Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Delivery Date
Reduce NTE noise & nuisance complaints by:	<10%	10-15%	16-20%	21-25%	31/03/2016
Reduce NTE ASB	<10%	10-15%	16-20%	21-25%	31/03/2016

Defined Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Delivery Date
complaints by:					
Reduce taxi-related NTE complaints by:	<10%	10-15%	16-20%	21-25%	31/03/2016

#### 4. Financial Details

##### a) Financial impact on the budget (mandatory)

Costs allocated to the 6 month pilot when approved are provided below. Expenditure is currently within budget.

	2015/16
	Capital £000
<b>Addition</b>	£4,000
<b>Reduction</b>	£0

	2015/16
	Revenue £000
<b>Addition</b>	£2,500
<b>Reduction</b>	£0

The financial impact of the proposed option is currently projected to be £7k for salary costs. The actual costs will of course be determined by the final specification agreed for the service. It is proposed that this will be set out in detail within the Cabinet report suggested for consideration by Cabinet in February 2016.

#### 5. Legal Implications

This pilot was implemented in accordance with the enforcement powers detailed in the scheme of delegations within the council's constitution.

Trained Community Wardens have executed these functions in order to mitigate any legal risk to the council in respect of enforcement functions not being implemented or utilised correctly. Appropriate training and instruction may be required if a wider resource pool is utilised.

#### 6. Value for Money

As per 4 detailed above.

#### 7. Sustainability Impact Appraisal

None required.

#### 8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Risks to staff safety whilst patrolling NTE.	HIGH	An extensive risk assessment was completed and staff were fully consulted about both the risks and mitigating action that was required	MEDIUM

## **9. Links to Strategic Objectives**

### **Our Strategic Objectives are:**

#### **Residents First**

Improve the Environment, Economy and Transport  
Work for safer and stronger communities

#### **Value for Money**

Deliver Economic Services

#### **Delivering Together**

Enhanced Customer Services  
Deliver Effective Services

#### **Equipping Ourselves for the Future**

Equipping our Workforce  
Developing our systems and Structures  
Changing our Culture

## **10. Equalities, Human Rights and Community Cohesion**

Not required.

## **11. Staffing/Workforce and Accommodation implications**

- 11.1 The pilot has highlighted that the operation of a NTE service draws 28 hours from the normal daytime Community Warden service. This represents 4% of the total daytime service hours for the warden service (based on 18 FTE working 37 hours a week). This draw can reduce the flexibility and resilience that the daytime service has compared to operation without NTE. This has meant that some requests for warden service could not be fulfilled. The operation of a NTE service also means that service coverage is slightly reduced in the daytime when an area officer is deployed to night time shifts and means unplanned or more reactive tasks can sometimes stretch resources. However this is managed across the resource that serves the Borough as a whole rather than being concentrated solely from one area. Consideration could be given to widening the current resource pool in order to improve flexibility and resilience for both daytime and night time operations should Cabinet be minded to continue the NTE service. Consideration could also be given to an alternative two shift configuration for daytime Community Warden services as opposed to the current three shift format. This arrangement could provide greater flexibility and ability to deploy resources to cover peak demand periods and ensure service coverage. Looking forward to the future, the council will also have greater ability to mitigate this impact as the number of Community Wardens is increased in line with the administrations manifesto.
- 11.2 The NTE service is currently resourced by Community Wardens through voluntary agreement. Some officers have expressed concern about the pilot becoming permanent due to the level of remuneration offered and the impact of working unsociable hours on a continued basis. The council may need to utilise the flexibility clause included within the standard terms and conditions of employment if the current voluntary staffing arrangements cannot be maintained. In such instance the council has to ensure that there is sufficient consultation and dialogue on the proposed change and that reasonable notice is provided to the personnel involved. Best practice is to reflect the time period associated with a contractual change. This is likely to require a 12 week timetable as a minimum. Consultation would need to commence imminently from the point that Cabinet determines the outcome of this report. As with any change mechanism there is a risk that some officers may choose not to continue their employment with the Borough.

## 12. Property and Assets

The Tinkers Lane depot is the operational base for this resource.

## 13. Any other implications

None

## 14. Consultation

This report is scheduled to be considered by the Crime & Disorder Overview & Scrutiny Panel at its meeting of 24 November 2015. The Panels comments will be made available to Cabinet when this report is considered on 26 November.

## 15. Timetable for Implementation

Action	Date
Cabinet agree continuation of NTE services beyond the current pilot stage.	26 November 2015
Conclusion of the NTE pilot	31 December 2015
Cabinet considers a report to determine the final specification and configuration of the NTE service.	25 <sup>th</sup> February 2016

## 16. Appendices

Appendix 1 – Statistics for the NTE Pilot (July – September 2015)

## 17. Background Information

Out of Hours Cabinet Report – July 2014

Night Time Economy Enforcement Cabinet Report – February 2015

## 18. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	30/10/15		
Cllr Cox	Lead Member, Environmental Services	27/10/15	27/10/15	
Michaela Rizou/Christopher Targowski	Cabinet Policy Assistant/Cabinet Policy Manager	26/10/15 & 27/10/15	27/10/15	
Alison Alexander	Managing Director	27/10/15		
Simon Fletcher	Director of Operations	26/10/15	27/10/15	
Sean O'Connor/Neil Allen	Shared Legal Services	27/10/15	28/10/15	
Andrew Brooker	Head of Finance	27/10/15		
Mark Lampard	Finance Partner	27/10/15		
Terry Baldwin	Head of HR	27/10/15	27/10/15	
Michelle Dear	HR Business Partner	27/10/15	27/10/15	

## Report History

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Brian Martin Craig Miller	Community Safety Manager Head of Community Protection & Enforcement	01628 796337



## Appendix 1

### Statistics for the Night Time Economy Pilot (July – September 2015)

Hours Spent	July	August	September	Total	%age times spent on patrol
- In vehicle	46	73	62	181	50%
- On foot	40.5	41	26	107.5	30%
- Compiling Reports	16	15	16	47	13%
- Other	9.5	11	8	28.5	8%
<b>Total</b>	<b>112</b>	<b>140</b>	<b>112</b>	<b>364</b>	
Number of times visited	0	0	0	0	
- Windsor	23	28	28	79	
- Maidenhead	11	23	16	50	
- Ascot	14	20	12	46	
Eton Wick	18	17	6	41	
Number of following performed					
- Taxi checks	118	134	126	378	
- Taxi issues	21	13	16	50	
- Environmental Protection Checks	33	60	42	135	
- Environmental / Streetcare issues reported	10	10	4	24	
- No Trading standards issues reported	0	0	0	0	
- Potential trouble making groups called through to the control room	0	0	0	0	
- Unplanned requests from the police / members of the public	1	1	1	3	
- Other incidents of note	6	3	2	11	

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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	<b>Furthering the Principles of Love Dedworth across the Royal Borough of Windsor and Maidenhead.</b>
<b>Responsible Officer(s)</b>	Kevin Mist, Head of Community Services
<b>Contact officer, job title and phone number</b>	Harjit Hunjan, Community Partnership Manager, 01628 796947
<b>Member reporting</b>	Councillor Claire Stretton, Principal Member for Culture and Communities
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	Clewer North and South/all
<b>Keywords/Index</b>	Dedworth, community planning

## Report Summary

1. This report details the outcomes of the Council's Love Dedworth project launched in May 2012 to make local improvements identified by residents as being important to them.
2. Consultation with local residents undertaken by the Council and the Radian Group Ltd in May 2012 gave people an opportunity to identify the key priorities for their areas. Their responses were incorporated into an action plan summarised by 11 priority areas to be delivered by the Council and supporting partner organisations.
3. The action plan and progress made in delivering residents' priorities are attached in Appendix A. The project has met its defined outcome for 80% of priority actions to be achieved.
4. The report also gives options for further extending the approach followed for the Love Dedworth project to other areas within the Borough and recommendations for a phase 2 project are detailed at point 3 of the report.

## If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Building on and extending the principles of the Scheme will provide opportunities for residents from other areas within the Royal Borough to help shape and benefit from the local	31 March 2016

improvements made on the issues that matter to them in their communities.	
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## 1. Details of Recommendations

### RECOMMENDATION: That Cabinet:

1. **Members note the positive outcomes made to the Dedworth area through the completion of the Love Dedworth project.**
2. **Approves work to identify other areas within the Royal Borough that would benefit from a similar project.**
3. **Delegate authority to the Principal Member for Culture and Communities, Head of Community Services and the Community Partnerships Manager to consult with Ward Councillors to confirm these areas and initiate activity to make local improvements.**

## 2. Reason for Recommendation(s) and Options Considered

- 2.1 The Love Dedworth project was initiated to enable local communities to have an opportunity to help shape their local areas and remove some of the perceived negative perceptions of Dedworth. The starting point for the project was engaging with and consulting local residents' views on how they felt the area could be improved to identify the local issues important to residents.
- 2.2 The issues identified by residents through a local survey were translated into the Dedworth Action Plan summarised into 11 key priority areas to be delivered by a Council-wide steering group chaired by the Lead Member for Policy and Performance and supported by partner organisations.
- 2.3 The Dedworth Action Plan and the progress made in delivering the outcomes identified by local people is attached in Appendix 1 with project having met its defined outcomes for 80% of priority actions being achieved,
- 2.3.1 Ward Members however will continue to work closely with local communities to initiate further improvements to the area. Recent activities include the Dedworth Good Business Neighbour Scheme; Adopt a Street and volunteering initiatives.
- 2.4 A summary of the key local improvements made is detailed below:
  - Additional street lighting installed/upgraded to address concerns around anti-social behaviour
  - Improvements made to the physical environment including additional litter bins, planters along the Dedworth Road
  - Jubilee Willow Arch commissioned by Royal Windsor Rose and Horticultural Society (purchased by Centrica) installed in Dedworth Manor Park
  - Mural installed by Radian
  - The toilet block and landscaping at Clewer Memorial Park upgraded
  - A new ten year lease secured on land at the rear of Broom Farm with a plan being drawn up to improve this area and provide sports facilities, wild flower area, fruit tree area and additional tree planting.
  - A range of additional public health projects initiated to improve the health and well being of local residents

- Additional library services for local people including extended opening hours and increased activities at Dedworth Library
- Motor programme for moped maintenance for young people to address associated antisocial behaviour.

## 2.5. Lessons Learnt

- I. The project has achieved over 80% of the outcomes for the improvement of the area identified by residents; however it took over 3 years to complete the outcomes from the initial consultation to the closing of the project. The next project(s) should seek to establish clearly defined start and end dates.
- II. Regular communication with local residents on the progress of the project would be beneficial.
- III. The role of Ward Councillors has been critical to the success of the Love Dedworth project, in extending the principles to other areas of the borough the project will seek to ensure that local Ward councillors are fully briefed and engaged with the project specific to their areas

## 3. Extending the principles of the Love Dedworth scheme.

- 3.1 Extending the principles of the Love Dedworth approach to other areas of the Royal Borough is a Council manifesto commitment; “Extend the “Love Dedworth” scheme to other areas of the Borough”. In considering local areas to include as a phase 2 of the initiative, it is suggested that the local data included within the Joint Strategic Needs Assessment (JSNA) Ward Profiles is used as an initial reference point.
- 3.2 The JSNA Local Profiles are available for each of the borough’s wards using data available from a range of sources. These profiles are split into nine topics accompanied by a summary of key findings and provide a reference points highlighting the local issues and available on the councils’ website at: [http://www.rbwm.gov.uk/web/jsna\\_ward\\_profiles.htm](http://www.rbwm.gov.uk/web/jsna_ward_profiles.htm)

The topics are:

- a) Deprivation & access - Indices of multiple deprivation
  - b) Economy & enterprise - unemployment/adult skills.
  - c) Education - Key Stage 2/GCSE attainment.
  - d) Health - life expectancy/hospital admissions.
  - e) Housing - occupancy rates, socially rented properties.
  - f) Community Safety - crime rates, antisocial behaviour.
- 3.3 There are number of options in using ward profiles to identify new areas to be included as a phase 2 of the initiative. These include identifying:
    1. Wards similar to Clewer North and South to see if the project could be replicated in these wards. This would build on the on the experience of setting up the services and local improvements, whilst addressing any different needs that are local to the new areas.
    2. Those wards having the most needs across specific topic(s) for example the highest multiple indices of deprivation, highest crime level, unemployment etc.
    3. Wards having low performance across all ward profile topics.

4. Local demographics for example wards having the highest number of residents aged over 65, children aged under 16 etc.

3.4 The council will consult with Ward Councillors to draw up a shortlist of areas for consideration within the borough that could be included within a phase 2 project.

#### 4. Options

Option	Comments
Extend the project to other area(s) within the Royal Borough.	<b>This is the recommended option.</b> Extending the project to include new areas is a manifesto commitment. This will provide opportunities for residents in other areas to help shape their local communities by identifying those issues important to them and to benefit from the improvements made. Working closely with partner organisations local residents will benefit from additional resource and support leveraged.
Do nothing.	Residents within the local areas identified as having the greatest need within the Borough will not have an opportunity raise the issues and their concerns for their areas or in shaping their localities on the things that are important to them.

#### 5. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Number of new areas identified and included within a phase 2 Love Dedworth project.	0	1-2	3-4	4 or above	1 March 2015
Percentage of actions set out within local action plans delivered	Below 60%	60-69%	70-80%.	Above 80%	31 March 2017

#### 6. Financial Details

##### a) Financial impact on the budget (mandatory)

- i. A number of the priorities identified fall naturally into the mainstream work of the Royal Borough or partners and are covered by existing budgets and resource. The partnership approach can leverage more resources to the area by funding or in kind support.

- ii. Funding has been requested as part of the council’s capital bid process for 2016/17 to undertake local consultation with residents within the extended areas. Subject to the local improvements identified by residents a request for further funding of up £100k will be made to implement the improvements.

**b) Financial Background**

Many of the local improvements made within the Dedworth area through this project have been achieved through existing funding streams and resource.

£100k was allocated to the Love Dedworth project during its lifespan. This was part of the Council’s commitment to support community-based initiatives throughout the Borough and deliver better services to residents.

**7. Legal Implications**

The Council is enabled, by section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

Section 2 (1) of the Local Government Act 2000 gives the Council the power to promote or improve the economic, social or environmental well-being of its area (the “well-being power”). The well-being power is very broad and includes, but is not limited to, incurring expenditure, providing staff, goods or services to any person and entering into partnership arrangements. Section 2(3) of the Local Government Act 2000 requires the Council to have regard to its sustainable community strategy in determining whether or how to exercise the power.

**8. Value for Money**

The consultation process and planning with residents of Dedworth was intended to ensure that the Royal Borough and partner activity in the area was closely aligned to priorities identified by the local community, thus contributing to the value for money obtained from projects.

The partnership approach leveraged more resource from external partners and focussed the Royal Borough’s activity to be aligned more closely with the aspirations identified by the local community.

In extending the project to include new areas for local intervention the Council will continue to engage with and involve partner’s organisations to leverage resource for the benefit of the resident within the project areas. In addition opportunities to secure eligible funding opportunities to support local improvements will be explored on an on going basis by the Council’s funding and development service (Our Community Enterprise).

**9. Sustainability Impact Appraisal**

No sustainability issues arose from the outcome of the project.

**10. Risk Management**

Risks	Uncontrolled Risk	Controls	Controlled Risk
Residents will not be aware of the	Medium	Ensure that the positive outcomes of the Love	Low

principles of the Love Dedworth project and choose not to participate in a similar project.		Dedworth project and local improvements made are communicated through local media, partner organisations and Ward Councillors.	
Partner organisations are unable or unwilling to continue to allocate resources or funding to support the delivery of local improvements.	Medium	The actions identified in the action plan(s) will have clearly defined benefits for partners The Council will continue to maintain an on- going dialog with supporting organisations.	Low
The Council is unable to deliver the local improvements and residents' expectations are not met.	Medium	An officer group has been established to deliver and monitor the delivery of specific actions.	Low

## 11. Links to Strategic Objectives

The outcomes of the projects links to all of the strategic objectives.

### Our Strategic Objectives are:

#### Residents First

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

#### Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

#### Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

#### Equipping Ourselves for the Future

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture



## 12. Equalities, Human Rights and Community Cohesion

The engagement and consultation process was designed to contribute to the equality and cohesion agendas through enabling a wide variety of opinion to be obtained and shared priorities to be developed.

## 13. Staffing/Workforce and Accommodation implications:

None

## 14. Property and Assets

None

## 15. Any other implications:

None

## 16. Consultation

The Love Dedworth survey - around 60 responses received from residents and these were summarised into a survey response document.

Radian Community Planning Day held 1 March 2012 and invited a number of Councillors and officers from the Council.

## 17. Timetable for Implementation

Report to cabinet	26 November 2015
Confirm areas/wards to be included within a phase 2 project	1 January 2016
Residents consulted	31 March 2016
Action plan(s) developed	31 May 2016
Year 1 review	31 March 2016
Project outcomes achieved	31 March 2017

## 18. Appendices

Appendix 1 - The Dedworth Action Plan

Appendix 2 - Media/Photographs

Appendix 3 – Media/photographs

## 19. Background Information

Love Dedworth Project report to Cabinet (25 April 2013)

Love Dedworth Project progress report to Cabinet ( 14 April 2014)

## 20. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	02/11/15	03/11/15	
Cllr Stretton	Principal Member for Culture and Communities	16/10/15	16/10/15	
Cllr E Wilson	Ward Councillor Clewer South	16/10/15	16/10/15	
Andrew Brooker	Interim Director of	02/11/15		

	Corporate Services			
Kevin Mist	Head of Community Services	16/10/15	16/10/15	
Michael Llewelyn	Cabinet Policy Office	16/10/15	23/10/16	
<b>External</b>				

### Report History

<b>Decision type:</b>	<b>Urgency item?</b>
Non-key decision	No

Full name of report author	Job title	Full contact no:
Harjit Hunjan	Community Partnerships Manager	01628 796947

## Appendix A

### Dedworth Action Plan: Residents' priorities

203

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
1. Local parking issues	Address residents' concerns around residential parking, schools, double parking etc.	Thames Valley Police/RBWM	Operations	July 2014/on going	Enforcement Officers within existing budgets	St. Edwards school kiss and drop and café fully operational  <b>On going</b>
	Consider use of existing car parks (e.g. Manor Youth Centre)	Windsor Community Centre car park	Operations	By July 2014	Parking Management existing resource	The Manor car park is the property of the New Windsor Community Association who will review the issue of parking.  <b>On going</b>
	Parking wardens to tackle on pavement parking		Operations (Parking Enforcement Officer)	By March 2014/on going	Enforcement Officers within existing budgets	No requests for specific areas to have verge/footway restrictions for Ward Councillors.  <b>Completed</b>
2. Request for information by residents on	Motor programmes moped maintenance for young people	Thames Valley Police (Dedworth)	Youth Services, Grow our Own	By September 2015	Youth Services Shared Adult Learning Service	Project started (July 2015) and running during the school summer

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
anti-social behaviour (e.g. people drinking and loitering and taking short cuts through the parks, moped riders causing a nuisance in the local area) and other crime statistics		FE Colleges including East Berkshire College			Further Education funding	holidays
	Community Safety (CS) team to organise burglary prevention road shows , also featuring information on vehicle crime.  Community Safety to liaise with Thames Valley Police HQ to see if it is feasible for them to provide a breakdown of exactly what anti-social behaviour occurs in the Dedworth area.	TVP, Neighbourhood Action Group	Community Safety	On-going	RBWM Community Safety team resource	CS has established good links with Thames Valley Police (TVP) regarding the area. Community Wardens are in regular communication with PCSOs and run joint local events e.g. the burglary prevention road show. One roadshow on 3 <sup>rd</sup> December 2014 at Tesco, Dedworth. Residents continue to be encouraged to engage with TVP and the council. Burglary has decreased.  Statistics on crime and ASB for the area are now provided by TVP monthly <b>Completed</b>
	Address problem with speeding cars by schools				to PCSOs and Community Wardens within existing budgets	Speed gun is used in partnership with local residents if a warden identifies a problem.

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
						Speeding measures take place frequently in Dedworth. No specific speeding issues have been reported. <b>On going</b>
	Consider possibility of additional lighting to discourage loitering	Neighbourhood Watch	Operations (Street Lighting)	On going	RBWM Street Lighting existing budgets.	Street Lighting has been upgraded in the Dedworth Road area included: <ul style="list-style-type: none"> <li>• Testwood Rd</li> <li>• Pearson Rd</li> <li>• Redford Rd</li> <li>• Hayes Hill</li> </ul> The councils capital works will cover the following roads: <ul style="list-style-type: none"> <li>• Ruddlesway plus spur roads</li> <li>• Copper Beach Close</li> <li>• Birch Grove</li> <li>• The parade plus associated footpaths</li> <li>• Maidenhead Road Spur</li> </ul> New lighting to British standards with increased light levels and white light. LED lanterns allow

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
						<p>for greater energy savings and constant remote monitoring.</p> <p>Future Works include but not limited to (subject to budget)</p> <ul style="list-style-type: none"> <li>• introduce all new columns and lanterns relevant standards</li> <li>• Kenton Lane</li> <li>• Removal of all concrete columns in the Gallys Road area upon removing dangerous and life expired infrastructure.</li> </ul> <p><b>Completed</b></p>
	Liaison with licensing re: pubs with ASB problems	TVP	Licensing	By April 2014/ ongoing	Existing budgets	<p>Only two pubs in Dedworth. Both premises are kept under scrutiny and appropriate action will be taken should any problems arise. There have been no reported incidents of ASB linked to either premise. The Queen Pub is now closed.</p>

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
3. Improvement of the physical environment	Encourage Adopt-A-Street scheme in Dedworth	Local Businesses , community Groups, schools & residents groups	Community Partnerships	By December 2013 and ongoing	Streetcare (for litter kits) existing resource/budget and local employer sponsorship	15 schemes in the area 11 in Clewer North 4 in Clewer South Scheme promoted via Guardians in the Park project & Community Wardens. Additional funding provided for litter picking equipment & Litter Bins. Cllr. E Wilson and 4 other local Councillors have signed up to the scheme in Dedworth and Clewer. <b>On going</b>
	More litter bins (consider corporate sponsorship)  More Flowers, planters, trees etc.	Local Businesses	Streetcare	By August 2015  Sites have been identified – 4 new litter bins on order.	RBWM	Additional funding allocated for new litter picking equipment and additional bins.  Planters have been put along the Dedworth Road (30-40 new planters)  Mural art complete between Dedworth Road and Hanover Way.  Jubilee arch installed by

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
						Radian. <b>Completed</b>
4. Community Projects and Events		Partners: Radian Tesco West Windsor residents association	Community Partnership Community Wardens	On-going	RBWM Annual grants Quarterly grants	Windsor Youth will be holding another tournament in 2015 Windsor Youth have been offered the use of the Manor on Sundays. Windsor Youth for the 2014/15 season have 48 teams and agreement to use Windsor Girls School rear field for this season. Radian has created a Community Investment Plan for Sawyers Close  Love your Community Event held 18 <sup>th</sup> &-23 <sup>rd</sup> Feb 2013
Enhance local Library services	Dedworth Library to extend opening hours and increase activities		Library Services		Existing Budgets	Festival of Events to mark the opening of the Dedworth Library Feb-Aug 2013  Library hours have been extended Mon 2-7pm,



Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
						<p>Tues and Wed 2-5pm, Thur and Frid 8.45am-5pm, Sat 10am-4pm. This has been completed.</p> <p>Events: 7 author events, 4 had over 80 attendees, 3 over 40 attendees. Film club restarts in September 2015.</p> <p>A Young People's Reading group established -the Dedworth Teen Read Group has 11 members. All from Dedworth Middle School, comprising of Year 6 and 7 students. The group meets every 3 weeks at Dedworth Library during term time, 1.15-2pm.</p> <p>Two staff members who work with the film club will be trained in the discover and explore categories. This will</p>

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
						increase the profile and help educate students. <b>Completed</b>
5. Revamp of Dedworth Road	<p>More seating – area for this would need to be identified and agreed by local residents and NAG/Parish Council</p> <p>Local improvements to enhance the look and feel of the area.</p>	Local employers and other groups for sponsorship	Operations (Environmental Services) Planning Highways	April 2014	No Neighbourhood Plan for Dedworth to be able to link S106 to. RBWM Annual and Quarterly grants.	<p>Toilet block and landscaping at Clewer memorial park have been completed.</p> <p>The Broom Farm funds have been spent on maintenance this year</p> <p>The balance of funding allocated from the “unwanted” skate park has been spent on floral towers, hanging baskets and barrier planting.</p> <p>Radian have planted shrubs in front of the flats on Dedworth Road, <b>Completed</b></p>
	Improvements to Clewer Memorial park and toilet block		Outdoor Facilities Team	By April 2014	S106 being collected for this project for Leisure Services RBWM Annual Grants	<p>The MUPA is completed.</p> <p>There will be a new linking path to it with trees and shrubs, modelled around the MUPA.</p> <p>a coronation arch willow arch (from Windsor Castle) has been</p>

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
						installed in the Dedworth park opposite Centrica this should be erected by Easter.  <b>Completed.</b>
	Plant more flowers	Radian	Outdoor Facilities Team	October 2014	Leisure Services existing budgets Radian.	Additional shrub planting in Clewer Rec as part of the multi unit play area (MUPA). Further landscaping to take place in the area.  Wildflower planting day held in Hanover Way and Hanover Close  <b>Completed</b>
	Encouraging shops and businesses to improve the appearance of the town center by running a good local shopfront competition.		Planning	October 2015	Community Partnerships existing budgets	Annual Good Business Neighbour scheme launched closing date October 2015.  <b>Competed</b>
	Address overgrowing		Operations	On-going		Work recently undertaken Dedworth Rd/Wolf Lane,

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
	hedgerows					Dedworth Road by the church and A308 Sutherland Grange area. <b>On going</b>
	Community hubs	Radian	Youth Services Planning	April 2014	If added as a project S106 could be used once collected	The Manor YC now has a Children's group and afterschool club running multiple sessions from the centre on a weekly basis from 4/11/13. The Muslim Association also continue to use the Manor YC. Citizens Advice Bureau hold regular advice sessions. Part of the Manor has been revamped and is now being used by more groups. <b>Completed</b>
7. Encourage local firms to offer work experience places and apprentice schemes	Links with local businesses Links with schools Brokerage of relationships	Radian (Employment and Skills Team) Local employers National Apprenticeship	Grow Our Own/ City Deal partners	By March 2014 on going	Employers Job Centre Plus National Apprenticeship Service City Deal Funding	City Deal & Elevate me RBWM website now in place. Grow Our Own holding weekly employment and skills job clubs in Dedworth.

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
		<p>Service Job Centre Plus</p> <p>City Deal for 16-24 year olds. East Berkshire College and Berkshire College of Agriculture</p>				<p>City Deal partners work directly with local employers &amp; schools.</p> <p>Promotion of work experience has taken place with hospitality employers and we are delivering more skills training from Alma Rd venue.</p> <p>GROW hosts a weekly job search workshop at Alma Road.</p> <p>Radian are supporting the Strive Start Your Own Business scheme &amp; working with Grow to provide work experience opportunities for young people. Radian's Employment, Support and Training team work with a number of residents to provide opportunities with Radian</p>

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
						and other companies <b>Completed</b>
8. Identify Community Leaders in the Dedworth area to ensure two way communication is achieved	Liaise with Community Wardens and PCSOs to help identify Community Champions in Dedworth	TVP (NHPT) Radian	Community Safety Team	By December 2014/on going	This can be tasked to PCSOs and Community Wardens within their existing budget	Community Wardens liaise directly with local residents. Ward Councillor's activity engaged with local communities and businesses on a range of local projects.  Community Safety team have identified a new community champion at Tesco in Dedworth.  Liaising with West Windsor Residents Association who wish to be more involved in promoting local services for residents.  <b>Completed</b>
9. Improving services and activities for young people	Meeting place for young people/pop up café/local facilities.	TVP Radian	Youth Services Outdoor Facilities	On-going	Children's Services S106 possibility if related to capital expense and not running costs	Café in the pavilion with a community room/teenage café with new relocated public toilets. 2 hard courts with play

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
	Windsor area management committee responsible for the Manor Youth Centre and Windsor Youth Centre are keen to support this project.				Army Covenant funding.	area.  Esteem Project set up in the Manor YC for young people aged 8-13 and 13+ with low self esteem.  Sawyers Close Residents Association has a new Chair and is going from strength to strength and Radian are supporting their work. <b>Completed</b>
	Look at young people's programme for providing activities	Radian	Youth Services Grow Our Own	By April 2014	Children's Services Army Covenant funding	Radian looking at a possible outdoor venue for "Movies in the Park" in  Radian is supporting Sawyers Close with their youth activities. Radian also provided Kick Start funding for their young residents age 8-18 giving them up to £300 to kick start an activity or training option of their choice. <b>Completed</b>
	Pitstop/Road Safety	RBWM	Youth Services	By April	TVP	Updated briefing note

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
	messages (Roadwise)		Community Safety	2014	Community Safety existing resource	(Oct 14) regarding this at the end of the action plan.
	Involve young people in helping the environment (e.g. clear ups) offer incentive (discounted gym membership etc.)	Conservation Volunteers	Youth Services Community Safety Leisure Services	By April 2014/ ongoing	Community Safety existing resource	CS work with the YOT and invite them to any clean ups. Clean ups have taken place in Sawyers Close and encourage local schools to join A-A-S ( 2 have joined the scheme ) Radian is initiating an intergenerational planting projects ( held in June/July 2015). Radian is working on positive promotion which coincides with the youth strategy. <b>Completed</b>
10. Project on Broom Farm and Covenant	Develop a local plan for the site detailing specific facilities/areas that will be improved/ upgraded and seek funding through the Armed Forces Covenant to		Community Partnership Youth Services Outdoor Facilities	2014/15	Army Covenant	Following negotiations with Addingtons property company, the council has secured a 10 year lease of the land at Broom Farm. This addresses the initial Love Dedworth campaign to provide additional open spaces to



Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
Armed Forces Community fund/Covenant  Seek ways in which the	achieve.  Secure funding for local projects that meet the aims of the Armed Forces Community Covenant. Fund					<p>the west of Dedworth which could provide football facilities for the Windsor community as a whole.</p> <p>The lease should include a commitment to continue the arrangement for an additional 10 years &amp; a master plan for the 5 Ha of land which will incorporate the existing MUPA and grass football pitch a wild flower area, community fruit tree area and some additional tree planting will be developed.</p> <p>local residents will be consulted once the formal lease has been signed .</p> <p>Family Friends have secured Covenant grant funding to run a range of community activities designed to bring together and support</p>

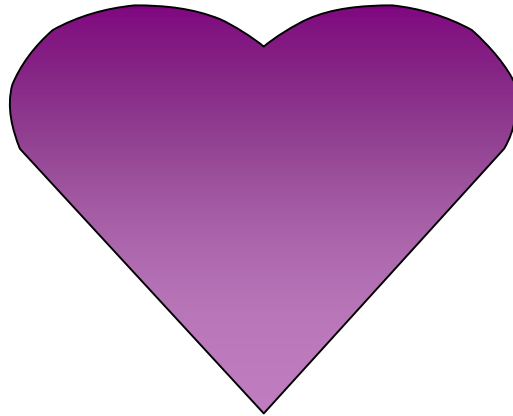
Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
armed forces community and wider community can be more mutually supportive and work together						<p>local families.</p> <p>To date over £300,000 of funding has been secured by the RBWM Schools Service Children's Partnership to enable schools in Windsor to target support for the children of Service families. Dedworth is a significant area of benefit for this funding.</p> <p>The Depression Alliance has received funding from the CCG to develop a "Friends in Need" community network in the Dedworth area which will deliver a coordinated programme of activities.</p> <p><b>Completed</b></p>
11. Health initiatives support the health and wellbeing of local resident	A breast feeding programme. Practices can refer patients from CHD or Diabetes register or people can self-		Public Health			<p>58 mothers supported since turn of new year in 2015. Volunteers are running this clinic. 6 people were referred to free Slimming World</p>

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
	<p>refer.</p> <p>Easy access to Health checks</p> <p>Support that assists local residents to stop smoking.</p> <p>Addressing the issues of Drugs and alcohol abuse</p> <p>Promote physical</p>					<p>scheme for weight loss.</p> <p>Health checks now delivered through Dedworth Medical Centre so eligible residents between 42-74 eligible for NHS Health MOT. 201 residents have been offered Health Checks.</p> <p>A smoking cessation clinic is available to patients registered at the surgery on an appointment basis</p> <p>Smoking cessation mobile clinic continues to be provided from Tesco offering free support/advice for local residents.</p> <p>SMART drugs and alcohol bus provides free drug and alcohol advice and support in Dedworth.</p>

Priorities – identified by residents	Actions Identified	Other partners	RBWM Directorate/Dept	Timescales Next Steps	Funding	Outcomes
	<p>activity.</p> <p>Mental health support services young people</p>					<p>Fire Fit course being delivered in conjunction with Dedworth Middle School and RBFRS offering physical activity and healthy living advice to 60 young people. This is planned for Autumn term 2015/16.</p> <p>CALM supporting young males with depression &amp; Mental Health First Aid delivery.</p>

# Love Dedworth?

**Tell us why!**



**Let us know how we can  
make it better!**

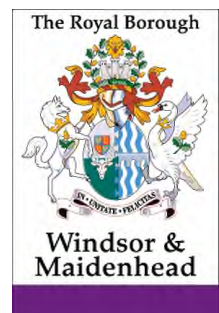
The Royal Borough of Windsor and Maidenhead is asking each resident for your views on how to improve your local area and address any concerns.

- **Tell us what you love about Dedworth!**
- **What do you like most about living in Dedworth?**
- **What you would like to see improved?**

Fill in the questionnaire online at [www.surveymonkey.com/s/Dedworth](http://www.surveymonkey.com/s/Dedworth)

You will also find the questionnaires in the Library on Smith's Lane, York House on Sheet Street, Tesco on Dedworth Road, Age UK Spencer Denney Centre and the post office on Dedworth Road where you can complete it by hand if you prefer.

**This is your chance to have  
your say - don't miss out.**



## Appendix C Pictures

### 1. Launch Dedworth Action Planning launch



## 2. Local improvement – Planters installed along Dedworth Road



### 3. Local Improvements – Clewer Memorial Park facilities





#### 4. Local Improvements– Clewer Memorial Park Landscaping



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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	<b>Flood Risk Management: Monitoring Report</b>
<b>Responsible Officer(s)</b>	Simon Fletcher - Strategic Director of Operations
<b>Contact officer, job title and phone number</b>	Ben Smith - Head of Highways & Transport (01628) 796147
<b>Member reporting</b>	Councillor Rayner, Lead Member for Highways & Transport
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	Not Applicable
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Flooding; risk; management; Environment Agency

## Report Summary

1. Flood risk management is a key priority for the Royal Borough of Windsor and Maidenhead with a strong focus on scheme delivery

This is combined with partnership working with Parish Councils, Environment Agency and the emergency service to reduce the dangers of flood risk.

*'...Ensure flood schemes and maintenance are delivered on time to better protect homes and highways...'* is a commitment within the Council's manifesto.

This focus is reflected by Cabinet receiving a report on a 6-monthly basis which provides an update on flood risk management activity.

This report offers the next update in this series focussing on performance and the River Thames Scheme.

2. This report recommends that:

- the positive progress in delivering the manifesto commitment be noted
- a 'River Thames Scheme' Member / officer project team be established to support, develop and maximise benefits to residents, business and visitors.

3. This recommendation is being made as it reflects the Royal Boroughs commitment to reducing the risk and impact of flooding.

Additionally a strong performance management focus has been adopted to

deliver outcomes for residents, business and visitors helping to ensure that in the times of flood we are well placed to help our residents and work in partnership with other agency to reduce the impact of flooding.

4. The approved budget for 2015/16 includes a financial commitment of approximately £475k (revenue and capital).
5. Additional points to note are that the Environment Agency and Thames Water are primary stakeholders in managing flooding and the associated impacts. Strong relationships are in place enabling collaborative working to support residents, business and visitors.
6. Headlines from this period:
  - Scheme delivery: we are on track to meet, or exceed, agreed outcomes by the 31 March 2016.
  - A Sustainable Urban Drainage (SUDs) service has been established as a formal consultee on major planning applications.
  - Members and officers have been working with partners to develop and deliver the 'River Thames Scheme'.
  - Cabinet approval of a 3-year investment programme in flood prevention and highway drainage schemes.

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
1. Maintaining the focus and approach outlined in this report seeks to deliver reduced levels of flooding and increased protection for residents	November 2015 and ongoing
2. Residents will benefit from an improved response to future flood events as good practice is embedded; lessons are learnt and improvements are identified for future events	Commenced Summer 2014

## 1. Details of Recommendations

### RECOMMENDED: That:

- (i) **the positive progress in delivering the manifesto commitment ('...Ensure flood schemes and maintenance are delivered on time to better protect homes and highways...') be noted.**
- (ii) **a 'River Thames Scheme' Member / officer project team be established to support, develop and maximise benefits to residents, business and visitors.**

**This will help to ensure that in the times of flood we are well placed to help our residents and work in partnership with other agency to reduce the impact of flooding.**

## 2. Reason for Decision and Options Considered

- 2.1 Flood risk management is a key priority for the Royal Borough of Windsor and Maidenhead with a strong focus on scheme delivery.

This is reinforced in the Council’s manifesto with a commitment to ‘...*Ensure flood schemes and maintenance are delivered on time to better protect homes and highways...*’

2.2 This commitment is reflected by Cabinet receiving a report on flood risk management activity on a 6-monthly basis.

In times of flooding the reporting period is significantly increased.

2.3 This report offers the next update in this series of reports focussing on:

- performance for the first 6-months of the current financial year
- River Thames Scheme

## 2.4 Performance Headlines

- Scheme delivery: we are on track to meet, or exceed, agreed outcomes by 31 March 2016. A full breakdown of the status of each scheme is available in Appendix A.

The performance target of 85-89% was achieved in 2014/15 – outturn 88%

Summary table

Year	Total Schemes	Scheme Status					Performance Target: 85–89% by 31 <sup>st</sup> March
		Complete	On Site	Start date agreed	Design Phase	Not Started	
2014-15	49*	43 (88%)	1 (2%)	4 (8%)	1 (2%)	0	Target Met
2015-16	15	2 (13%)	2 (13%)	4 (27%)	6 (40%)	1 (7%)	On Target

\* Scheme numbers include projects carried forward from previous years

- A Sustainable Urban Drainage (SUDs) service has been established as a formal consultee on major planning applications.

In the period April to November 2015, comments have been provided on 48 applications. We are on track to achieve the performance target of 85-89% of responses provided on time.

- On 28 May 2015, Cabinet approved a £300k capital investment programme for flooding and highway drainage schemes.

Additionally, Cabinet approved indicative programmes on 30 July 2015 for a further 2 years. A 3-year commitment is now in place enabling longer-term planning; transparency and confidence to residents and opportunities to increase the pace of delivery.

- We have successfully recruited to a long-standing vacancy for a flood risk engineer. This appointment increases capacity, resilience and underpins the strong focus on scheme delivery.
- The Borough Flood Group (which includes representatives from the Environment Agency; Thames Water; Parish Councils and community

groups) meets on a quarterly basis with the most recent meeting on 5 October 2015.

## 2.5 **'River Thames Scheme'** (refer to Appendix B for background information)

The River Thames Scheme is a large programme that will reduce flood risk to all communities between Datchet and Teddington, including Datchet, Wraysbury, Egham, Staines, Chertsey, Shepperton, Weybridge, Sunbury, Molesey, Thames Ditton, Kingston and Teddington.

The scheme consists of:

- major engineering work to construct a new flood channel between 30 to 60 metres wide and 17 kilometres long, built in three sections:
  - Section 1: Datchet to Hythe End flood channel
  - Section 2: Egham Hythe to Chertsey flood channel
  - Section 3: Shepperton flood channel
- improving the flow capacity of three existing weirs on the River Thames
- installing property level products for up to 1,200 homes to make them more resistant to flooding
- improving multi-agency flood incident response
- creating over 40 hectares of wildlife habitat
- working with communities to raise flood awareness and support them in flood preparedness, response and recovery

The following organisations are working together to develop the scheme: Environment Agency (Lead Authority); Royal Borough of Kingston upon Thames; Elmbridge Borough Council; London Borough of Richmond upon Thames; Runnymede Borough Council; Royal Borough of Windsor and Maidenhead; Spelthorne Borough Council Surrey County Council

This project is complex and challenging to develop and deliver and impacts upon a number of disciplines across the Royal Borough, including planning; finance; leisure and economic development.

In addition to the direct flood related benefits the project will seek to identify opportunities which support economic and social objectives.

In order to ensure that we are fully engaged; sighted on issues and represented to secure and maximise benefits for residents, business and visitors it is recommended that a Member / officer project team be established.

## 2.6 In summary, the following is recommended to Cabinet:

- (i) the positive progress in delivering the manifesto commitment ('...*Ensure flood schemes and maintenance are delivered on time to better protect homes and highways...*') be noted.
- (ii) a 'River Thames Scheme' Member / officer project team be established to support, develop and maximise benefits to residents, business and visitors.

It is proposed that the River Thames project team, be chaired by the Lead M Member for Highways and Transport with the Lead Member for Planning being the Vice Chairman. Members of the group will include the Chairs of

Wraysbury, Horton, Datchet Parish Council and senior Environment Agency representation.

This recommendation is being made as it reflects the Royal Boroughs commitment to reducing the risk and impact of flooding.

Additionally a strong performance management focus has been adopted to deliver outcomes for residents, business and visitors helping to ensure that in the times of flood we are well placed to help our residents and work in partnership with other agency to reduce the impact of flooding.

2.7 The focus for the next period will be based on:

- continued local scheme delivery.
- implementation of prioritised actions arising from the Horton and Wraysbury Drain assessment and the area studies in Fifield/ Oakley Green and White Waltham/Waltham St Lawrence.
- partnership support for the River Thames Scheme ensuring that quality; programme and financial targets are achieved.
- influencing and ensuring that partner agencies (primarily the Environment Agency and Thames Water) develop and deliver commitments which benefit Royal Borough residents, business and visitors.
- partnership working with Parish Councils and community groups to ensure that plans are develop and adopted in preparedness for future flood events

Option	Comments
The governance model and performance management approach be maintained and positive progress be noted	This approach will enable priorities to be identified; resources to be allocated and progress to be monitored effectively preparing the Royal Borough for further flooding in advance of delivery of the River Thames flood alleviation scheme. <b>This option is recommended.</b>
Consider an alternative approach to flood risk management	Alternative models / working practice could be developed to deliver reduced flood risk and protection for residents.
Withdraw partnership support for the River Thames Scheme	This is not recommended as reduced flood risk and increased protection for residents will not be achieved until an alternative proposal is developed and implemented

### 3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Investment of the approved capital and revenue budgets to	< 85%	85 – 89%	90 – 95%	>95%	31 March 2016

deliver benefits for residents, business and visitors					
Delivery of approved flood related schemes to deliver benefits for residents, business and visitors	< 85%	85 – 89%	90 – 95%	>95%	31 March 2016
Creation of a Sustainable Urban Drainage process which responds to major planning applications within the statutory timescale	< 85%	85 – 89%	90 – 95%	>95%	31 March 2016

#### 4. Financial Details

##### 4.1 Revenue Funding

Approved revenue budget 2015/16 for flood management is as follows:

	<i>Budget</i>
Flood Management (PS25) / Land Drainage (PS30)	£118k

##### 4.2 Capital Funding

Approved capital budget 2015/16 includes the following capital schemes:

	<i>Budget</i>
Highway Drainage (CD18,CD19)	£150k
Flood Prevention (CD43)	£150k
River Thames Scheme (CD54)	£285k
Total	£585k

Cabinet (30 July 2015) agreed to accelerate the flood / drainage scheme in Shepherds Lane, Hurley to enable delivery in Winter 2015/16. Funding of £55k was advanced accordingly.

#### 5. Legal Implications

5.1 The Royal Borough has the following statutory duties:

- Adopt and publish a Local Flood Risk Management Strategy (Section 9, Flood and Water Management Act 2010 (Complete)
- Develop a Register of Structures and Features with a significant effect on flooding (Section 21, Flood and Water Management Act 2010) (In progress)



- Adopt a consenting policy relating to S.23 of the Land Drainage Act 1991 (Complete)
- Provide comment on the drainage implications of major planning applications

5.2 The Council is charged with a legal duty to maintain highways maintainable at the public expense within the Borough under section 41 of the Highways Act 1980. The duty extends to the proper drainage of the highway.

## **6. Value for Money**

6.1 Schemes will be investigated to identify cost-effective solutions which will be prioritised and delivered in a manner which delivers the best value for money.

## **7. Sustainability Impact Appraisal**

7.1 The sustainability impacts will be embedded within each scheme, policy or strategy adopted.

## **8. Risk Management**

8.1 The Corporate Risk Register includes a risk entitled 'Impact of Flooding'.

The risk of failing to satisfactorily mitigate the impact of flooding is one of the key risks contained in the Operations Directorate key risk register. The risk is therefore reviewed quarterly by the Operations Directorate DMT (last review 29<sup>th</sup> October 2015) and the Lead Member briefed on the content.

The uncontrolled risk – arising if all our mitigations fail - is assessed as high with likely extreme impacts for the council in terms of service delivery and finance with associated major reputational damage.

In the light of the current progress with the mitigation measures, the current risk rating is medium which means the risk is unlikely to occur, but if it does, major service and financial impacts are expected. This risk rating is as low as it could be in terms of the practical mitigations undertaken and the prevailing appetite for this risk.

## **9. Links to Strategic Objectives**

**Our Strategic Objectives are:**

### **Residents First**

- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

### **Delivering Together**

- Strengthen Partnerships

### **Equipping Ourselves for the Future**

- Developing our systems and structures

## **10. Equalities, Human Rights and Community Cohesion**

None

## 11. Staffing/Workforce and Accommodation implications:

11. Resource implications with respect to capacity and capability are regularly reviewed and adjusted to ensure that performance targets are achieved.

## 12. Property and Assets

12.1 Drainage assets form part of the overall highway asset and are incorporated within the Highways Asset Management Plan.

## 13. Any other implications:

None.

## 14. Consultation

14.1 This report will be considered by members of the Highways, Transport and Environment Overview and Scrutiny Panel on 25 November 2015 with comments reported to Cabinet for consideration.

14.2 With respect to the River Thames Scheme, the project team are working closely with communities to help them plan and prepare for flood events and engaging with them directly in the longer-term development of the scheme. A “Berkshire Design Working Group” has been established which is showing signs of positive support in terms of consultation and engagement.

## 15. Timetable for Implementation

Stages	Timescale
Delivery of schemes and area studies	In line with each individual commission.  Overall delivery of approved capital programme schemes by 31 March 2016

## 16. Background Information

16.1 Appendix A offers a performance update with respect to flood risk activity. The following offers detailed examples of activity in the last reporting period,

- Prides Crossing and Sainsbury Pumping Stations refurbished
- New modular storage / soakaway system installed to improve highway drainage at Blackmoor Lane, Maidenhead
- Installation of trash screen grill on the watercourse upstream of Francis Chichester Close (Oliver Road), Sunninghill
- Installation of trash screen grill on the Battle Bourne, Datchet Road, Old Windsor
- Upgrade of telemetry system at Tinkers Lane
- Ditch clearance works
- Grant funding (match-funded by residents) provided to support residents with flood repairs in private road (including Wraysbury, Windsor, Datchet, Fifield, Sunninghill and Cookham Dean) – all schemes complete
- Clearance works commenced on the Horton and Wraysbury Drains in September, ongoing until December 2015
- Highway drainage improvements at Straight Road Old Windsor
- Appointment of a flood risk engineer to increase capacity and resilience
- Ongoing flood risk input into major planning applications

- Cabinet approval of 3-year programme
- Continuing multi-agency engagement through the Eton Wick Flood Forum
- Borough Flood Group meetings
- Engagement with Parish Councils on flood resilience plans (including the recommendation to create a River Thames project team to help reduce the risk and impact of flooding)

## 17. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Rayner	Lead Member for Highways & Transport	23.10.15	30.10.15	Comments throughout the report
Cllr David Burbage	Leader of the Council	30.10.15	03.11.15	Report approved
Michael Llewelyn	Cabinet Policy Office	23.10.15	26.10.15	Summary of performance targets included / minor amendments to text
Gareth Rees	Shared Legal Solutions	23.10.15	30.10.15	Approved with no further comment
Dave Perkins	Neighbourhood and Streetscene Services	23.10.15	26.10.15	Report approved
Craig Miller	Community Protection and Enforcement	23.10.15	Comments awaited	
Mark Lampard	Finance Partner	23.10.15	30.10.15	Financial Implications updated to include commitment to River Thames Scheme
Sue Fox	Strategic Assets	23.10.15	23.10.15	Appendix A updated
Simon Lavin	Strategic Assets	23.10.15	27.10.15	Updates to scheme details and SUDs
Steve Mappleby	Insurance and Risk Manager	23.10.15	29.10.15	Paragraph 8.1 updated

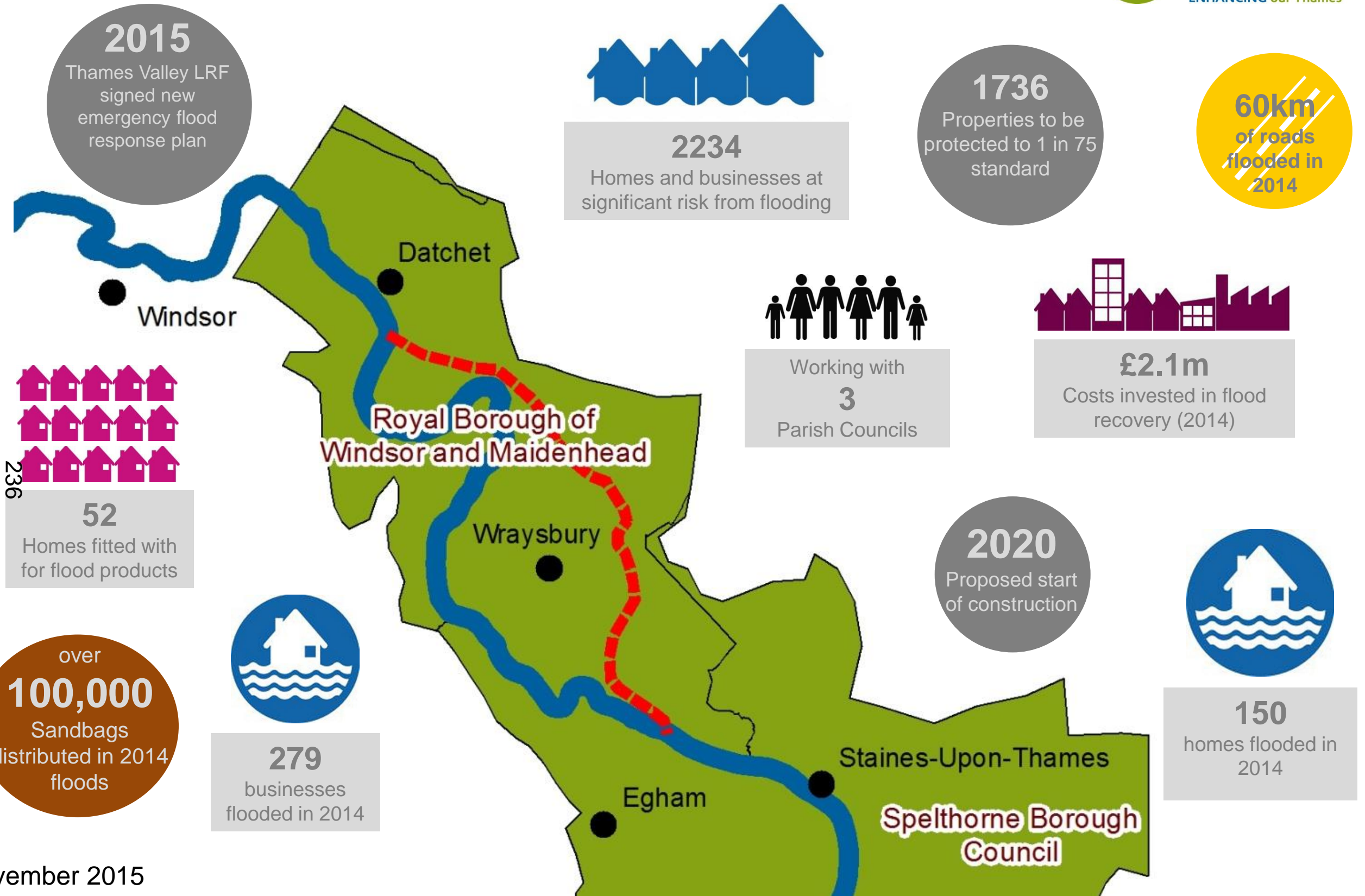
## Report History

<b>Decision type:</b>	<b>Urgency item?</b>
	No

Full name of report author	Job title	Full contact no:
Ben Smith	Head of Highways & Transport	01628 796147

# River Thames Scheme (Datchet to Teddington)

## Key Facts for Royal Borough of Windsor and Maidenhead





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Report for: ACTION

<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>Annual Consultation on School Admission Arrangements</b>
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director and Strategic Director Children's Services
<b>Contact officer, job title and phone no.</b>	David Scott, Head of Education
<b>Member reporting</b>	Cllr Phillip Bicknell, Lead Member for Education
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	8 December 2015
<b>Affected Wards</b>	All wards
<b>Keywords/Index</b>	Schools, admissions, consultation, primary, middle, upper, secondary, criteria, oversubscription

## REPORT SUMMARY

1. The Royal Borough of Windsor and Maidenhead is the admissions authority for all community and voluntary controlled schools in the borough, and sets the admissions criteria for those schools. The borough has a duty to determine those admissions arrangements by 28<sup>th</sup> February 2017, and if significant changes to those criteria are proposed, the admissions authority must consult on the changes.
2. Voluntary Aided, Academy and Free schools are their own admissions authorities and are responsible themselves for consulting on any proposed changes to their criteria. The Local Authority has a statutory duty to co-ordinate applications for Phase Transfers (e.g. from Primary to Secondary school), and some schools buy into the Admissions Service for additional support.
3. This report recommends two changes to the admissions arrangements:
  - a. Following the recent expansion of All Saints Junior school from 67 places to 90 in order to accommodate pupils from Burchetts Green School, it is proposed that the designated areas (DA) be adjusted to match the number of places available.
    - All Saints Junior School DA to be extended to include Burchetts Green Infant School
    - Courthouse Junior School DA to be reduced so that it no longer includes Burchetts Green Infant School.
    - Burchetts Green to be identified as a feeder school for All Saints instead of Courthouse.
  - b. The removal of the single-sex / co-educational admissions rule, as there is no

longer any RBWM admitting authority school for which it can apply.

4. This report seeks approval to consult on the proposed revised Admission Arrangements (Appendix 1.) including these proposed changes. Following the consultation, it seeks delegation to the Lead Member and Director of Children's Services to approve the revised arrangements having taken into account consultee views.
5. This report also comments on the recent government statement about the school starting age of summer born children.

**If recommendations are adopted, how will residents benefit?**

<b>Benefits to residents and reasons why they will benefit</b>	<b>Dates by which they can expect to notice difference</b>
Residents whose children attend Burchetts Green Infant school will have access to sufficient Junior school places.	September 2017

**1. DETAILS OF RECOMMENDATIONS**

**RECOMMENDATIONS: That Cabinet:**

- i) **Approves public consultation on the Admissions Arrangements set out at Appendix 1.**
- ii) **Delegates authority to the Lead Member for Education and the Managing Director / Strategic Director for Children's Services to approve and thereby determine the revised admissions arrangements by the February 2016 deadline, having first considered any further amendments needed following public consultation.**

**2. BACKGROUND**

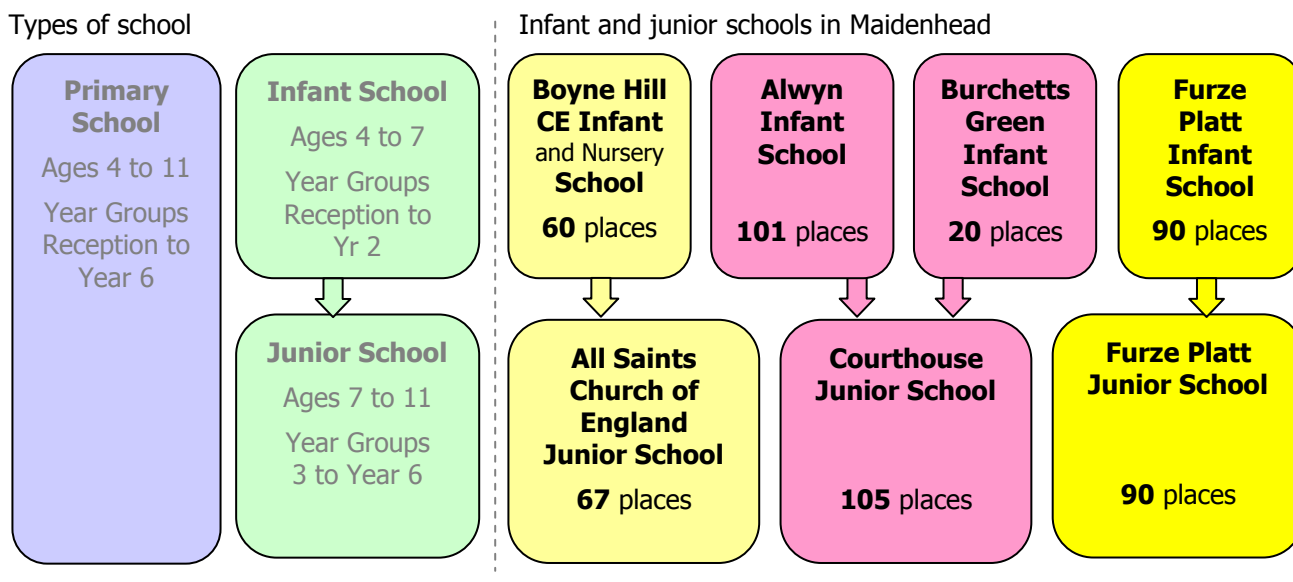
- 2.1 Many schools have more children wanting to attend than there are places available. It is necessary, therefore, to have oversubscription criteria for choosing which children will be offered places.
- 2.2 The body with the responsibility for setting out those criteria (the 'Admissions Authority') differs according to the type of school:
  - Academies and free schools: the relevant academy or free school trust.
  - Community and Voluntary Controlled schools: the local authority.
  - Voluntary Aided Schools: the governing body.
- 2.3 In each case the admissions authority must follow the government's School Admissions Code, last published in December 2014. The code sets out what oversubscription criteria can be used, and the process for changing them.
- 2.4 The Royal Borough is proposing to make two changes to its current oversubscription criteria, and must, therefore, carry out public consultation on the admissions arrangements. (See Section 15 for consultation details.)



## Changes to the designated areas of junior schools in Maidenhead

2.5 There are three infant schools, and four junior schools in Maidenhead, as set out in Table 1.

Table 1 – Infant and Junior Schools in Maidenhead, showing current links.



2.6 In response to rising demand in Maidenhead, All Saints Church of England Junior School has been expanded from 67 to 90 places per year group. This means that it now has enough places to take all of the children transferring from its current feeder school, Boyne Hill CE Infant and Nursery School, and from Burchetts Green Infant School.

2.7 Courthouse Junior School, however, does not have sufficient places to take all of the children from its two current feeder schools, Alwyn Infant School and Burchetts Green Infant School. In the past this has not been an issue because neither feeder school has been full.

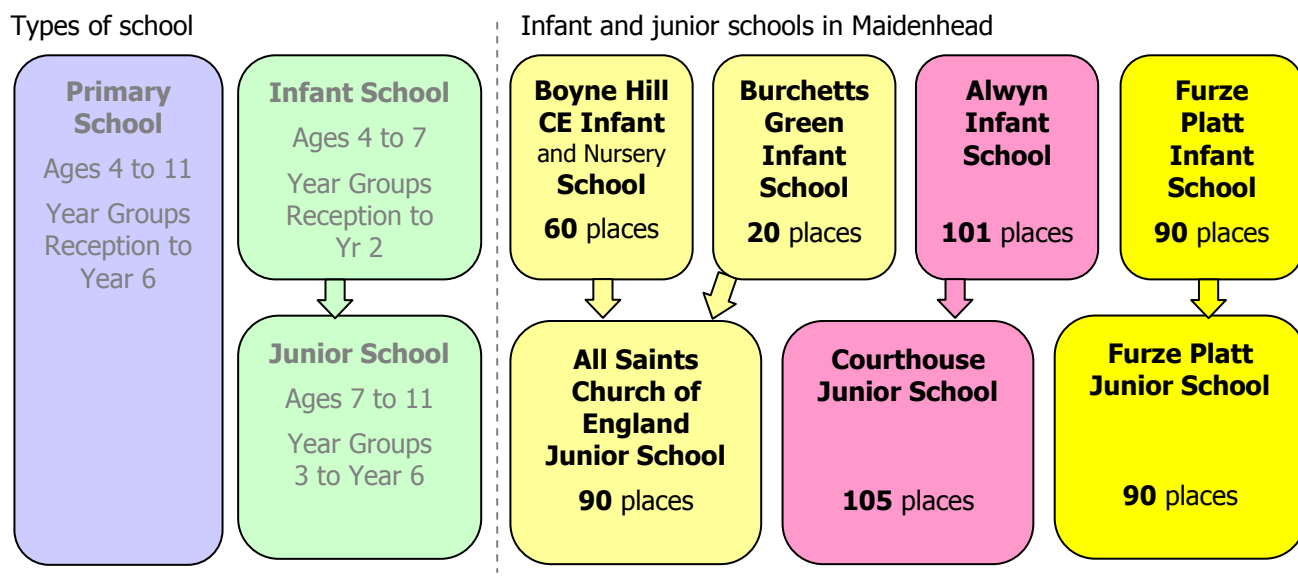
2.8 All Saints was chosen for expansion following public consultation in Autumn 2014 and now attracts an increasing proportion of Burchetts Green applicants. It is proposed that this arrangement is now formalised, so that residents in the Burchetts Green area, and pupils at the school, get priority for places at All Saints Junior School rather than Courthouse Junior School. Of the 20 children transferring to junior schools from Burchetts Green Infant School in September 2015, 12 put All Saints as their highest preference. The other children's highest preferences were Courthouse (four), Furze Platt Infants (two), out-borough schools (two).

2.9 To achieve this, it is proposed that:

- All Saints' designated area is extended to include the Burchetts Green designated area. Those living in the expanded designated area will have priority for places at All Saints.
- Courthouse's designated area is reduced so that it no longer covers the Burchetts Green area.
- Burchetts Green is named as a feeder school for All Saints, rather than for Courthouse.

- 2.10 These changes are highlighted in the proposed admissions arrangements oversubscription criteria in Appendix 1, paragraph 1.5, criterion 6.

Table 2 – Infant and Junior Schools in Maidenhead, showing proposed links.



- 2.11 There may be families with older children at Courthouse Junior, who live in the Burchetts Green area and who have younger siblings who may wish to attend Courthouse school in the future. To ensure that these families are not disadvantaged by the change it is proposed that interim arrangements are put in place so that these families continue to be considered as designated area children for as long as they have older siblings in attendance at Courthouse Junior School at the time the younger sibling(s) will start. The proposed change is in paragraph 1.5 of the new admissions criteria (Appendix 1).

- 2.12 No changes are proposed to the designated area of the other infant or junior schools.

### Preference for co-educational or single-sex education

- 2.13 Within the current oversubscription criteria is a priority for applicants who have expressed a preference for single-sex or co-educational settings. This priority is ranked just above the final criterion of 'all other applicants'.
- 2.13 It is proposed that this admissions criterion should be removed, as it no longer applies. The only two RBWM admitting authority secondary schools are co-educational middle schools – Trevelyan and Dedworth, so it is not possible for anyone to select a school on the basis of single sex. All the other middle and secondary schools are either Voluntary Aided, Academy or Free schools, who set their own admissions criteria. Charters school have already been advised by the Schools Adjudicator to remove this criterion from their list.

### Summer born children

- 2.14 In September 2015 the Schools Minister, Nick Gibb MP, wrote to admissions authorities nationally re-iterating the rights of parents of summer born children to seek admission outside of the normal age group. The Minister expressed disappointment that for some parents the current arrangements are not working. The DfE will, therefore, be consulting on allowing parents of summer born children to defer their

intake so that they can start in Reception as a five year old, in September, without needing the approval of the admissions authority or school. It is possible that this consultation may be carried out during the next few months, with Parliamentary approval following next year. The Royal Borough will need, therefore, to monitor this and make any necessary changes to its admissions arrangements in due course.

- 2.15 Currently, the decision to admit outside the normal age group is one that takes account of any extenuating circumstances and is taken in the child's best interests. This decision is made by the admissions authority, in consultation with the parents, the admitting school and any relevant medical professional.
- 2.16 The Statutory age for starting school is the term after a child's fifth birthday although they are able to start full-time at Primary school in September following their fourth birthday. Parents do have the right, however, to defer their child's start date until compulsory school age, provided that this is not later than the start of the summer term in that same academic year. Table 3 sets out when Autumn, Spring and Summer born children can start school, using the 2017/18 Reception intake as an example.

**Table 3 – Details of first admission to school for four year olds for 2017/18 intake**

Child's birthday term	Child's birthday month	Compulsory school age	Normal start date of child			Deferred start date
			Date	Year Group	Age at start date	
Autumn	Sept Oct Nov Dec	31 <sup>st</sup> Dec 2017	1 <sup>st</sup> Sept. 2017	Reception	Older four year olds, approaching fifth birthday	1 <sup>st</sup> Jan. 2018
Spring	Jan Feb Mar	31 <sup>st</sup> Mar 2018	1 <sup>st</sup> Sept. 2017	Reception	Around four and a half years old.	1 <sup>st</sup> Apr. 2018
Summer	Apr May June July Aug	31 <sup>st</sup> Aug 2018	1 <sup>st</sup> Sept. 2017	Reception	Younger four year olds; some will only just be four.	1 <sup>st</sup> Apr. 2018

- 2.17 Summer born children, who are the youngest children in any Reception year group, can normally defer their start only until April. This is because a deferral until September (2018 in this example) would mean that these children would have no Reception education, and would start straight into Year 1.
- 2.18 The borough's existing and proposed arrangements do comply with the Admissions Code, but the text in the borough's primary school admission booklet for the September 2016 intake has now been amended slightly to make the position even clearer, following the letter from the Schools Minister.
- 2.19 The number of parents applying for the admission of summer born children outside of their normal year group has been very small in the Royal Borough. In each case the process has been correctly applied.

### **Next steps**

- 2.20 If Cabinet approves the recommendations, the Royal Borough must consult on the proposals for a minimum of 6 weeks. That consultation must be completed by 31<sup>st</sup> January 2016, and the arrangements must be 'determined' by 28th February 2016. The final agreed arrangements must then be published by 1st March 2016.

### 3. OPTIONS

Options	Note
<b>Recommendation 1 – approves permission to consult with residents on the Admissions Arrangements set out at Appendix 1.</b>	<b>Recommended.</b>
Reject recommendation	Not recommended. The borough will not be able to make any changes to its published admissions arrangements.
<b>Recommendation 2 - delegates authority to the Lead Member for Education and the Director for Children’s Services to approve and thereby determine by 28 February 2016 the revised Admissions Arrangements in the light of consultation responses.</b>	<b>Recommended.</b>
Reject recommendation	<b>Not recommended.</b> Consultation and approval need to be complete by 28 <sup>th</sup> February in order to determine and publish by 1 <sup>st</sup> March.

### 4. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
The Royal Borough’s admissions arrangements are determined on time.	Not determined by 28 <sup>th</sup> February 2016	Determined by 28 <sup>th</sup> February 2016.	N/A	N/A	28 <sup>th</sup> February 2016.

### 5. FINANCIAL DETAILS

#### Capital

5.1 There are no capital implications arising from the recommendations in this report.

#### Revenue

5.2 There are no significant home to school transport implications arising from the change of designated areas for All Saints and Courthouse Junior Schools.

### 6. LEGAL

6.1 The School Admissions Code is issued under Section 84 of the School Standards and Framework Act 1998. The latest version of the Code came into effect on 19<sup>th</sup> December 2014 with immediate effect. The purpose of the code is to ensure that all

school places for maintained schools (excluding maintained special schools) and academies are allocated and offered in an open and fair way.

## 7. VALUE FOR MONEY

7.1 There are no 'value for money' implications arising from this report.

## 8. SUSTAINABILITY IMPACT APPRAISAL

8.1 There are no sustainability impacts arising from the recommendations in this report..

## 9. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
That pupils from Burchetts Green School do not get a place at All Saints Junior School	Medium	Change the Designated Area to include Burchetts Green School	Low
That parents of 4 year old believe they cannot defer their child's place	Low	Further clarify the text in the admissions arrangements.	Low

## 10. LINKS TO STRATEGIC OBJECTIVES

- Supporting Children and Young People
- Residents First
- Equipping Ourselves for the Future

## 11. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION (EQIA)

11.1 There are no EQIA impacts arising from the recommendations in this report.

## 12. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

12.1 There are no staffing/workforce or accommodation implications arising from the recommendations in this report.

## 13. PROPERTY AND ASSETS

13.1 There are no property and assets implications arising from the recommendations in this report.

## 14. ANY OTHER IMPLICATIONS

14.1 There are no other implications.

## **15. CONSULTATION**

- 15.1 The borough is required to consult for a minimum 6 week period between 1<sup>st</sup> October 2015 and 31<sup>st</sup> January 2016 on any proposed changes to its admissions arrangements for the 2017 intake. It is proposed that our consultation runs from early December 2015 to mid January 2016.
- 15.2 The School Admissions Code sets out that consultation must include:
- Parents of children between two and eighteen.
  - Other persons who, in the opinion of the borough, have an interest in the proposals.
  - All other admissions authorities in the borough
  - Adjoining local authorities
- 15.3 The borough must also publish a copy of the proposed admissions arrangements on the website, together with details of who comments can be sent to, and areas of the admissions arrangements upon which comments are not sought.

## **16. TIMETABLE FOR IMPLEMENTATION**

- 16.1 If approved following consultation, the new admissions arrangements will apply for the intake into schools in September 2017. The determined arrangements must be published on the RBWM website by 15<sup>th</sup> March 2016.

## **17. APPENDICES**

Appendix 1 – RBWM Admissions Arrangements (available electronically)

## **18. BACKGROUND INFORMATION**

### **Legislation and Guidance**

School Admissions Code, DfE, December 2014  
School Standards and Framework Act 1998

**19. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Cllr Burbage	Leader of the Council	30 10 15	2/11/15	
Michaela Rizou	Cabinet Policy Assistant	22 10 15	29 10 15	
Cllr Bicknell	Lead Member for Children's Services	23 10 15	26 10 15	
Shared Legal Services	Head of Legal Services/SLS	22 10 15		
Alison Alexander	Director of Children's Services	28 10 15	29 10 15	
Edmund Bradley	Finance partner	22 10 15	29 10 15	
<b>External</b>				

**Report History**

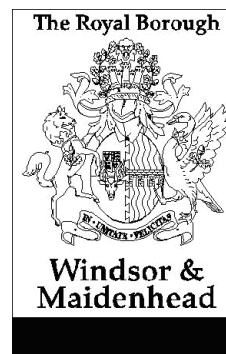
<b>Decision type:</b>	<b>Urgency item?</b>
Key decision	No

Full name of report author	Job title	Full contact no:
Shazia Umer	Admissions Team Leader	

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Report for:  
ACTION



<b>Contains Confidential or Exempt Information</b>	NO – Part I
<b>Title</b>	<b>Debt Recovery Strategy and Policy</b>
<b>Responsible Officer(s)</b>	Andy Jeffs
<b>Contact officer, job title and phone number</b>	Andy Jeffs – Head of Benefits and Business Services 01628 796527
<b>Member reporting</b>	Councillor Simon Dudley – Lead Member for Finance and Property
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 November 2015
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Debt Recovery, Council Tax, Business Rates, Housing Benefits, Sundry Debt, Policy

## Report Summary

1. The Council has both a legal and moral duty to all its residents, businesses, and other organisations that are active in the Royal Borough, to ensure that outstanding debts are recovered.
2. In 2015-16 it is estimated that the Council will bill residents and business around £199m across Council Tax, Business Rates, Housing Benefit Overpayment, Adult Social Care and Sundry Debt.
3. To maximise the collection of this debt the Council is in the process of making a number of changes and improvements.
4. The first of these is to revise the current internally focused Debt Recovery Policy. The key changes to the Policy relate to making it clearer service areas how we prioritise the collection of different debts, what part they play in the collection process, and how we will take a fair but firm approach to recovery from debtors.
5. The next is to introduce a new externally focused Debt Recovery Strategy that has been developed alongside the Policy that makes it clear to residents and businesses why we will pursue debt, our approach to collection when businesses or residents are experiencing financial difficulties, and what we will do if people will not pay.
6. Approval is sought for the proposed Debt Recovery Policy and Strategy.

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Supports the Manifesto commitment to freeze or reduce Council Tax	March 2017
2. Will increase the amount of non-Council Tax income	March 2017
3. Will provide additional income to the Council to allow further investment in services	March 2017
4. Will ensure that all residents contribute their fair share towards the services provided by the Council	March 2017

## 1. Details of Recommendation

### RECOMMENDATION: That Cabinet:

- i) **Approve the proposed Debt Recovery Policy and Strategy (Appendix 1 & 2).**

## 2. Reason for Recommendation

### 2.1. Background

2.2. Responsible financial management is critical to enabling the delivery of the Council's services in an efficient, effective and sustainable way.

2.3. The Council has both a legal and moral duty to all its residents, businesses, and other organisations that are active in the Royal Borough, to ensure that outstanding debts are recovered.

2.4. It is estimated that in 2015-16 the Council will bill residents and businesses around £199 million in Council Tax, Business Rates, Housing Benefit Overpayments, Adult Social Care, and Sundry Debt.

This is broken down in the table below:

<b>Income Source</b>	<b>Estimated Billing in 2015-16</b>
Council Tax	£76.2m
Business Rates	£80.6m
HB Overpayments	£2.1m
Sundry Debt (including Adult Social Care)	£40.1m
<b>Total</b>	<b>£199m</b>

## 3. Amendments included in the revised Debt Recovery Policy

3.1. The proposed Policy document (attached as Appendix 1) outlines the Council's duty to recover outstanding debt in a timely and efficient way, while ensuring that its processes are fair to everyone.

3.2. The Policy makes it clearer to service areas, what Council teams are responsible for collecting what type of debt, and what the service areas

responsibilities are when raising a debt to a resident or a business. Performance in relation to debt, broken down by Directorate, will be produced on a monthly basis and circulated to the appropriate staff, DMT and CMT.

- 3.3. The revised Policy changes the emphasis that wherever possible, services should not be provided until payment has been made and cleared funds received. This reduces the likelihood of debts arising while minimising administration costs and maximising cash flow.
- 3.4. The Policy sets out a set of common principles across all debts that if followed will improve the speed of payment and necessity for residents or businesses to query the demand for payment. The Policy also sets out what we should do if a query is raised.
- 3.5. Where collection of a debt needs to be enforced three further principles will apply. These are:
  - 3.5.1 Proportional – A balance will be struck between the potential loss of income to the Council and the costs of the enforcement action
  - 3.5.2 Consistent – That a similar approach to enforcement will be taken in similar circumstances. The aim is to achieve consistency in the:
    - Advice given
    - Powers used
    - Recovery action takenWhilst taking account of:
    - The debtors payment history
    - The debtors ability to pay
    - The social circumstances or vulnerability of the debtor
  - 3.5.3 Transparent – That reasons and clear explanations will be given for any enforcement action taken:
    - If action is required the reasons for the action should be clearly explained, in writing if required
    - Timescales for actions must be clearly stated
    - Communications should be in plain English unless the detailed wording is specified in regulations or legislation
  - 3.5.4 Finally, the revised Policy sets out how each debt type will be collected, how additional costs will be applied in certain circumstances and what the considerations will be where a debt remains outstanding after exhausting all avenues and whether or not the debt should be written off.

#### **4. Inclusions in new Debt Recovery Strategy**

- 4.1. The driving principle behind the proposed new Debt Recovery Strategy (attached as Appendix 2) is to ensure all income due to the Council is collected in the most fair and effective way available.

- 4.2. The Strategy sets out the principles that the Council will use in collecting debts, as well as the standards that will be applied when dealing with our residents.
- 4.3. The Strategy covers all major debts owed to the Council including Council Tax, Business Rates, Housing Benefit Overpayments, Sundry Debts, Adult Social Care Debts, Penalty Charge Notices and Legal Costs.
- 4.4. It is inevitable that the Council will be required to collect debts from residents and/or businesses that may experience difficulty in paying. The Strategy has been developed to manage and collect debts in a fair and consistent manner, encouraging those experiences difficulties to contact us to discuss this at the earliest opportunity.
- 4.5. If residents or businesses do not, or will not pay, and no contact is made with the Council, the Strategy lays out the prompt action the Council will take to pursue the debt through the Courts using among other things, County Court Judgements, Charging Orders, Liability Orders, deductions from state benefits, deductions from earnings or the use of Enforcement Agents. In the case of Council Tax or Business Rates, an individual may also be committed to prison.
- 4.6. The Strategy also sets out categories of residents which are potentially vulnerable and the actions that we can take under those circumstances.

## 5. Key Implications

- 5.1. The table below shows the key implications of achieving all the changes being made to the Council's collection not just the implementation of the Debt Recovery Policy and the new Debt Recovery Strategy.

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered</b>
The % of in-year Council Tax collected	<98.3%	>98.3% <98.6%	>98.6% <99%	>99%	31 March 2017
The % of in-year Business Rates collected	<97.5%	>97.5% <98%	>98% <98.5%	>98.5%	31 March 2017
The total amount of outstanding HB Overpayments not under arrangement	>£1.7m	<£1.2m	<£0.8m	<£0.5m	31 March 2017
The total amount of outstanding Sundry Debt older than 3 months	>£2.3m	<£1.8m	<1.6m	<1.4m	31 March 2017

## 6. Financial Details

For every 0.5% collected for Council Tax the Council will receive an additional £380k.

For Business Rates for every additional 0.5% collected the Council will receive an additional £400k gross but would only retain 50% of this sum.

Both of these are collection fund items and not revenue items and will therefore be accounted for as part of the Council's overall 2016-17 budget report.

Reducing the amount of Sundry Debt outstanding older than 3-months would not impact on revenue, but would increase cash collected. As at the end of October 2015, there was £2.3m of >3-month Sundry Debt outstanding.

Reducing the total amount of Housing Benefit Overpayments outstanding would have a direct impact on revenue. As at the end of October 2015 there was £4.9m of Housing Benefit Overpayments outstanding, £1.7m of which was not under a collection arrangement.

	<b>Year1 (2016/17)</b>	<b>Year2 (2017/18)</b>	<b>Year3 (2018/19)</b>
	Revenue £000	Revenue £000	Revenue £000
<b>Addition</b>	£150	£150	£150
<b>Reduction</b>	0	0	0

The Council's debt collection will be audited internally in the new year. The audit report produced as a result of this will then be reviewed by the Audit and Performance Review Panel.

## 7. Legal Implications

There are no legal implications.

## 8. Value for Money

The amount of debt collected will increase.

## 9. Sustainability Impact Appraisal

If successful, the initiative will provide the Council with more income to sustain and improve the delivery of services to residents and local businesses.

## 10. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Risk to Collection Fund	Low/Medium	Increase cash collection	Low

## 11. Links to Strategic Objectives

Residents First

- Improve the environment, economy and transport
- Work for safer and stronger communities

Value for Money

- Invest for the future

Delivering Together

- Strengthen partnerships

## 12. Equalities, Human Rights and Community Cohesion

No equality issues, arising from this initiative have been identified.

## 13. Staffing/Workforce and Accommodation Implications

Not applicable

## 14. Property and Assets

Not applicable

## 15. Any other Implications

No other implications

## 16. Timetable for Implementation

31 March 2017

## 17. Appendices

Appendix 1 – Proposed Debt Recovery Policy

Appendix 2 – Proposed Debt Recovery Strategy

## 18. Consultation

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	09/11/15	10/11/15	
Cllr Dudley	Lead Member for Finance and property	09/11/15	09/11/15	
Cllr Hill	Lead Member for Customer and Business Services	09/11/15	09/11/15	
Andrew Brooker	Head of Finance	03/11/15	04/11/15	
Simon Fletcher	Strategic Director of Operations	03/11/15	03/11/15	
Michael Llewelyn	Cabinet Policy Assistant	03/11/15	03/11/15	

Full name of report author	Job title	Full contact no:
Andy Jeffs	Head of Benefits and Business Services	01628 796527

## Appendix 1

# DEBT RECOVERY POLICY

## Guidelines for the billing, collection and recovery of monies due to the Council

November 2015

### Document Control

<b>Managed by:</b> Andy Jeffs	<b>Responsible position:</b> Head of Benefits and Business Services	<b>Version:</b> V1.0
<b>Contact person:</b> Andy Jeffs	<b>Approved by:</b> Cabinet	<b>Date approved:</b> 26/11/2015
<b>Contact number:</b> 01628796527	<b>Next review date:</b> November 2016	<b>Status:</b> Approved

## Contents

1. Introduction	3
2. General Principles	3
3. Common Principles across all debts	4
4. Principles of Enforcement	5
5. Council Tax	5
6. Business Rates	6
7. Sundry Debts including Adult Social Care	7
8. Income from Third Party Occupation of Council-Owned Property	8
9. Housing Benefit Overpayments	9
10. Treatment of Costs	10
11. Enforcement Agents and Enforcement Agents Management	10
12. WriteOffs (all debts)	12
13. Debts owed by Council Members and Employees	12



## **DEBT RECOVERY POLICY**

### **1. Introduction**

The Council has a duty to recover outstanding debt and in doing so seeks to ensure all monies due are collected in a timely and efficient way, ensuring that its processes are fair to everyone.

Recovery of outstanding debts relating to Council Tax, Business Rates, Sundry Debts (including Adult Social Care Debts) and Housing Benefit Overpayments is undertaken by the Benefits and Business Services team.

Parking enforcement is undertaken by the Parking Team.

Both teams are within the Operations Directorate.

The majority of customer initiated contact is dealt with by the Customer Service Centre.

This document outlines the Council's policy on the billing, collection and recovery of monies due.

Apart from setting out the recovery processes for various types of debt, the purpose of this policy is to ensure that those Council departments which raise a debt should do so with awareness that the collection of the debt may have to be enforced by the Debt Recovery Team.

This policy sets out the general principles to be applied in relation to debt management across all services provided by this Council.

### **2. General Principles**

The residents and businesses in the Royal Borough have a responsibility to pay for the services they receive and the charges for which they are liable.

Wherever possible, services will not be provided until payment has been made and cleared funds received. This reduces the likelihood of debts arising while minimising administration costs and maximising cash flow.

The cost of collection will be minimised by encouraging residents and businesses to use the most cost effective payment methods such as Direct Debit. Internet payments will also be promoted in preference to other methods.

The Council will notify the resident and/or business of the availability of relevant benefits, exemptions, discounts or other reliefs which may reduce the level of the debt or increase the income of the resident.

Where the Council is made aware that debtors have multiple debts or require budgetary advice, staff will signpost debtors to external advice agencies.

Disputes in relation to the demand or invoice, or the debt recovery process will be resolved at the earliest possible opportunity; with debtors being kept fully informed of the ways in which they can contact the Council to discuss any dispute they may have.

Where part of the debt is disputed the Council will still continue to collect the undisputed amount at the earliest possible opportunity whilst also dealing effectively with the disputed debt.

It is clearly important that the money is collected as efficiently as possible but without losing sight of the fact that this money is, in the main, collected from local residents and businesses. It is important, therefore, that the Council is seen, at all times, to be operating in a fair and reasonable manner.

In a minority of cases it will not be possible to collect the debt. In these cases the Council will ensure that there is clear guidance detailing the actions to be taken prior to an account being considered for write-off.

### **3. Common Principles across all debts**

The time and manner in which a demand or invoice is raised can ultimately affect the collection and enforcement of a debt.

Demands and invoices shall be raised as soon as possible after either the debt is incurred or the amount due is calculated.

Demands and invoices will, as a general rule, be issued on the day of production.

The issuing department will ensure that the name on the demand or invoice is correct and that first names rather than initials should be used where the debtor is a real person. The address should be checked to ensure demands, invoices and recovery notices will be received.

Sufficient evidence to secure recovery of a debt in the courts must be compiled when an invoice is raised. All documentation relating to the demand or invoice will be kept by the originating department, either in paper or a scanned image format, for 6 years after the last recovery action.

Where a demand or invoice is unpaid after the due date, the debt recovery process will begin.

The debt recovery process is different for each type of debt and these are outlined in this document. In each case the Council will use the most appropriate and effective method of recovery in order to maximise income.

Officers will employ flexibility when intervening in the recovery cycle to deal with hardship or dispute situations. This includes the ability to make deferred payment arrangements or suspend recovery action due to the debtor's lack of means.

Any member of staff, who has an interest in any debt must not participate in any form of monitoring/management of that debt and must declare their interest to the Debt Recovery Team Leader. This includes, but is not limited to:

- Self, including any business interest i.e. director, accountant, bookkeeper
- Family members
- Friends

As prompt recovery action is key to managing debt and maximising income the Council will:

- Set clear targets for the recovery of debt

- Regularly monitor the level and age of debt
- Have clear documented recovery procedures and processes
- Set and regularly review priorities for specific areas of debt and the recovery methods used to ensure maximum collection
- Regularly review irrecoverable debt and submit for write-off consideration by the Head of Finance

Performance in relation to aged debt, broken down by Directorate, will be produced on a monthly basis and circulated to the appropriate staff, DMT and CMT.

Third party Enforcement Agents will be used where appropriate.

The Debt Recovery Team will maintain a set of detailed guidelines for the collection and enforcement of each type of debt.

#### **4. Principles of Enforcement**

The Council will ensure that any enforcement action is:

**Proportional** – a balance will be struck between the potential loss of income to the Council and the costs of the enforcement action.

**Consistent** – that a similar approach to enforcement will be taken in similar circumstances. The aim is to achieve consistency in the:

- Advice given
- Powers used
- Recovery action taken

Whilst taking account of:

- The debtors payment history
- The debtors ability to pay
- The social circumstances or vulnerability of the debtor

**Transparent** – that reasons and clear explanations will be given for any enforcement action taken:

- If action is required the reasons for the action should be clearly explained, in writing if required
- Timescales for actions must be clearly stated
- Communications should be in plain English unless the detailed wording is specified in regulations or legislation.

#### **5. Council Tax**

The rules surrounding the recovery and enforcement of Council Tax are laid down in regulations.

Bills and adjustments will be issued as soon as is practical after the liability has been calculated.

Reminders should be issued within 15 working days of the date of the first overdue instalment.

The Council will make it clear to Council Tax payers the circumstances in which unpaid instalments will lead to the right to pay by instalments being lost and the full amount becoming payable immediately.

A Final Reminder will be sent where required by law.

The Council will apply to the Magistrates Court for the issue of a summons where the amount due remains unpaid, and costs, agreed with the Magistrates Court, will be charged.

Where the full amount due on the summons is not paid by the date of the Court Hearing, the Council will apply for a Liability Order at a Magistrates Court hearing, and further costs will be applied for.

Following the issue of a Liability Order, except where an arrangement to pay the amount due by instalments is agreed, the Council will issue a Notice of Liability Order letter to each debtor advising them of the amount due, requesting employment details, debtor's telephone number and asking for an offer of payment. The letter will state that it is a criminal offence not to complete and return the requested information.

The Notice of Liability Order will show the methods of enforcement available to the Council which are:

- Attachment of earnings
- Attachment of state benefit
- Attachment of councillors allowance
- Enforcement Agent (formerly Bailiffs)
- Bankruptcy
- Charging order
- Committal to prison

The Council will agree to a payment arrangement proposal at any stage prior to enforcement actions where reasonable.

Where a debtor has absconded, the Council will use its own records along with the use of a tracing agency to find where the debtor is now living.

Where a Council Tax payer contacts the Council regarding a Council Tax amount, their attention should be brought to all other Council Tax amounts due.

## **6. Business Rates**

The rules surrounding the recovery and enforcement of Business Rates are laid down in regulations

Bills and adjustments will be issued as soon as is practical after the liability has been calculated.

Reminders should be issued within 15 working days of the date of the first overdue instalment.

The Council will make it clear to Ratepayers the circumstances in which unpaid instalments will lead to the right to pay by instalments being lost and the full amount becoming payable immediately.

A Final Reminder will be sent where required by law.

The Council will apply to the Magistrates Court for the issue of a summons where the amount due remains unpaid, and costs, agreed with the Magistrates Court, will be charged.

Where the full amount due on the summons is not paid by the date of the Court Hearing, the Council will apply for a Liability Order at a Magistrates Court hearing, and further costs will be applied for.

After the Liability Order has been obtained, and where there is no agreed payment arrangement in place, Enforcement Agents will be instructed to collect the amount due.

Where a ratepayer has absconded, the Council will use its own records along with the use of a tracing agency to find where the ratepayer can be found.

## **7. Sundry Debts including Adult Social Care**

Sundry Debtors are those individuals or organisations who pay for the service provided to them by the Council.

Where possible, payment should be made and funds cleared before services are provided.

Invoices should be raised where payment in advance for a service is inappropriate.

Because there is a range in terms of value of debt and type of service user, recovery processes are tailored to the different groups of debtors.

For all debts (apart from those groups given specific treatment below), a First Reminder will be issued between 14 and 21 days of the invoice due date, and a second reminder after a further 7 days. A third reminder will be sent after a further 7 days.

After the Reminder process has been exhausted, the originating section will review the debt and advise if it can be passed to the enforcement agents after establishing with the debtor that there are no valid reasons why payment is not being made. If there is no reason for non-payment they will ensure the contact information held on Agresso is up to date and will supply to the debt recovery team any information in their possession, such as telephone number, e-mail, contact name (if a company or organisation).

If the debt is not to be immediately referred to the enforcement agents the request for a recovery hold must be authorised by the Head of Service of the originating Council section.

Where the enforcement agents have been unsuccessful, and it is determined that it will be in the Councils interest to pursue a debt further, then the Legal Team will be asked to assist in obtaining a County Court Judgement against the debtor which will allow the following:

- Attachments of Earnings
- Action by County Court Enforcement
- Insolvency

The following groups are given specific treatment:

- a. Social Services clients are an important group that need a specific approach. They will all have been through an assessment process that determines ability to pay but the recovery action needs to recognise that these clients are amongst the most vulnerable members of

our society. After initial reminders are sent reference is made to the care manager who will, in consultation with Case Officers, agree the most appropriate course for recovery action as recommended by debt recovery. This will involve a range of actions, from individually prepared statements to telephone conversations with family members, deferred payments, charging orders or as a last resort legal action.

- b. Allotment rents are generally low value transactions that fall outside usual recovery processes. If the initial reminder fails to generate a payment the Allotments manager will serve notice to quit the site in question.
- c. Sports Pitches, Hall/Venue hire and other ad-hoc fees: if an invoice is not paid after a reminder has been issued the facility is not made available to the hirer until payment has been made or arrangements have been agreed.
- d. Section 106 payments are due as set out in the Section 106 Legal agreement. This may be for example on commencement, on occupation or on a phased payment basis. Legal Services will place a Legal Charge on the property once the legal agreement has been signed, which shall be registered with the Land Registry. The standard Reminders will be sent as with other Sundry Debts.
- e. If agreed instalments on Interest Free Loans for Housing are not maintained, then no further loan may be made until the instalments are brought up to date.
- f. The amounts on Wayleaves are minimal so no recovery will take place.
- g. Due to the waiting period for awards of Housing Benefit to be assessed and applied, Bed and Breakfast invoices, the time after which a first, second and third reminder should be sent is to be agreed by Housing Options and the Head of Finance. This will be reviewed every six months.

## **8. Income from Third Party Occupation of Council-Owned Property**

This can be in the form of the rent payable under a Lease or the Licence Fee payable under a Licence. Modern leases & licences normally provide for the tenant/licensee to pay the Council on a quarterly in advance basis but some older documents may provide for payments to be made in arrears and/or on a more/less frequently basis, for example monthly or half yearly.

Before entering into a lease agreement, the Council's property services section will make use of all available information to assess if the tenant/licensee has the ability to pay the rental amount. This may include records already held by the council including business rates and previous rental information.

If the potential tenant has rented property from the Council before, the Council will have regard to the potential tenant's payment history before entering into a lease agreement, and this may be reflected in the deposit amount.

Normally tenants and licences are given a "period of grace" in the relevant lease/licence before interest can be charged by the Council on late payment. This period is usually either 14 or 21 days.

A First Reminder will be issued 14 days after the invoice due date if payment is not received in full, and a second reminder after a further 7 days.

If payment is not received in full after the second reminder, then the Council's Enforcement Agents may be instructed to collect the amount due on the Council's behalf.

The Property Services team may at this stage contact the tenant to advise of possible Enforcement Agent action, but the Enforcement Agents should be instructed if an invoice isn't paid in full at the end of the quarter.

If the Council's Enforcement Agents are unable to collect the amount due then the case will be referred to the Legal Team for court action.

In extreme circumstances Court Action may result in the Lease/Licence being forfeited, (i.e. extinguished), by the Court and the Council obtaining possession of the property.

Commercial Property under the ownership of the Berkshire Pension Fund is handled in a slightly different way. Reminders are issued after 21, 35 and 42 days after which point a list of outstanding debtors is passed to the Pension Fund Manager for follow up via their contacts/solicitors.

## **9. Housing Benefit Overpayments**

An overpayment of Housing Benefit occurs when a claimant has received more Housing Benefit than they are entitled to.

When an overpayment occurs, the Assessment Team will determine if it is recoverable from the claimant. If it is not recoverable, it will be submitted for write-off by the Assessment Team.

If a recoverable overpayment occurs, a letter will be sent to the customer explaining how much the overpayment is for, why it has occurred, and how much needs to be paid back. Normally overpayments of Housing Benefit will be recovered from the customer's on-going benefit entitlement at a specified weekly rate.

If there is no longer an apparent entitlement to Housing Benefit, an invoice will be sent asking for payment in full and offering payment by instalments.

If the claimant makes an appeal, the Assessment Team will place a hold on further recovery action until the appeal is resolved.

Following the issue of the invoice, the debtor may agree a payment arrangement with the Council.

If payment is not made in full or a payment arrangement is not agreed, a Reminder will be sent after 21 days and a further reminder after 14 days.

If full payment is not received and a payment arrangement is not agreed following the issue of the reminders, the debt will be considered for enforcement action, which may include:

- Enforcement Agents for collection
- Direct Earnings Attachment
- Attachment of State benefit
- County Court action

If the Enforcement Agents are unsuccessful, it will be determined whether it is in the Council's interests to register the debt through the County Court.

The debt may be registered with the County Court without first using the Enforcement Agents. It is anticipated that this would be done where the values are higher, and where County Court action may elicit payment in full.

If all appropriate methods of recovery have been utilised and the debt is still outstanding, then the debt is to be considered for write off.

## **10. Treatment of Costs**

Where legislation permits the Council will seek to levy and recover from the debtor all costs or fees lawfully raised as a result of the recovery action taken.

In exceptional cases, where it would not be in the public interest to pursue the costs or fees, authorised officers in the Debt Recovery Team may agree to waive the costs or fees. The decision to waive costs or fees will be in line with general guidelines approved by the Debt Recovery Team Leader, taking into account the individual circumstances of the debtor.

## **11. Enforcement Agents and Enforcement Agents Management**

The ability to refer debt to Enforcement Agents is an important tool in the recovery process. The Council appreciates the sensitivity surrounding Enforcement Agent action, therefore:

- Enforcement Agents will only be used where it is deemed to be the most effective method of collection
- Enforcement Agents will be selected with regard to their performance and customer service standards and capabilities. The Council will balance the requirement for effective debt collection with the reasonable and lawful behaviour of its Enforcement functions and Agents
- Enforcement Agents performance and contract management is in place to ensure that compliance with codes of conduct and good practice

## **12. Write-offs (all debts)**

Every effort will be made to minimise the cost of write-offs to the Council by utilising all available recovery action and all debts will be subject to the full collection, recovery and legal procedures outlined in this strategy.

Debts may be referred for write-off consideration in the following circumstances:

- Debts remitted by the magistrates court;
- The Council is unable to trace the debtor;
- The debt is a small balance and it is not cost effective to pursue further;
- The debtor has died and there are no or insufficient funds in the estate to settle the debt;
- The debtor is subject to insolvency proceedings and there is little likelihood of a dividend payment for unsecured creditors;
- The debt is not cost effective to pursue due to the likelihood of payment in relation to the cost of proceedings;



- The Council has evidence to confirm the debtor is suffering severe mental or physical illness which makes the enforcement action inappropriate;
- The Debt is Statute Barred

The limitations for authorisation of write-off of debt are those specified in the Council's Financial Regulations.

The Debt Recovery Team Leader is responsible for recommending debts for write-off to Cabinet or the Section 151 Officer as appropriate, once appropriate enforcement methods have been exhausted.

In the event of a disagreement between the originating department and the Debt Recovery Team Leader regarding recommended write off action, the Section 151 Officer will decide on the appropriate action.

Debts recommended for write-off will be referred to the Section 151 Officer or Cabinet, depending on the level of write-off, in accordance with write-off procedures at quarterly intervals and in an agreed format.

Any member of staff, Member or Contractor who has an interest in any debt must not participate in the decision making process regarding the write off of the debt and must declare their interest.

### **13. Debts owed by Council Members and Employees**

The Council will use the information it holds on Members and Employees to assist with debt recovery and to make arrangements to clear the debt by salary or allowance deduction or Direct Debit.

#### **REVISION RECORD**

<b>Date</b>	<b>Version</b>	<b>Revision description</b>

## Appendix 2

# DEBT RECOVERY STRATEGY

## Our approach to collecting monies due to the Council from residents, businesses and other organisations

November 2015

### Document Control

<b>Managed by:</b> Andy Jeffs	<b>Responsible position:</b> Head of Benefits and Business Services	<b>Version:</b> V1.0
<b>Contact person:</b> Andy Jeffs	<b>Approved by:</b> Cabinet	<b>Date approved:</b> 26/11/2015
<b>Contact number:</b> 01628796527	<b>Next review date:</b> November 2016	<b>Status:</b> Approved

## Contents

1. Introduction	3
2. The Purpose of the Strategy	3
3. Our Approach	3
4. Customer Contact	3
5. If People Will Not Pay	4
6. Vulnerable Customers	4
7. Other areas	5
7.1 Costs	5
7.2 Equality Duty	5
7.3 Use of Data	5
7.4 Fraud	5
8. Other Sources of Help	6
9. Contact Information	6

## **DEBT RECOVERY STRATEGY**

### **1. Introduction**

For the Royal Borough of Windsor and Maidenhead, responsible financial management is critical to enabling the delivery of services efficiently, effectively and sustainably. The Council has a legal duty to all its residents, and to businesses and other organisations that are active in the Borough, to ensure that outstanding debts are recovered as this is in the greater public interest.

The driving principle behind this strategy is to ensure all income due to the Council is collected in the most fair and effective way available. This strategy sets out the principles that the Council will use in collecting debts, as well as the standards that will be applied when dealing with our residents.

### **2. The Purpose of the Strategy**

The Council is required to collect money from both residents and businesses for a variety of reasons.

In undertaking this function it is inevitable that the Council will be required to collect from residents and/or businesses that may experience difficulty in paying. This strategy has been developed to manage and collect debts in a fair and consistent manner.

The strategy covers all debts owed to the Council including Council Tax, Business Rates, Housing Benefit Overpayments, Sundry Debts, Adult Social Care Debts, Penalty Charge Notices, and Legal Costs.

### **3. Our Approach**

The Council expects debt to be paid in the shortest time possible. However, where residents or businesses are experiencing financial difficulties we will encourage them to contact us at the earliest opportunity.

Different teams within the Council are responsible for recovering different types of debt:

- Benefits and Business Services – This service is responsible for collecting Council Tax, Business Rates, Housing Benefit Overpayments, Sundry Debts, and Adult Social Care Debt.
- Parking Team – The Parking Team is responsible for collecting Penalty Charge Notices
- Shared Legal Services – The Legal section is responsible for recovering debts through the County Court

### **4. Customer Contact**

The Council strives to improve customer contact with customers by:

- Ensuring all correspondence provides clear details on how to contact us
- Ensuring clear information on how to make payments is provided to customers
- Promoting advice and support services

Where residents or businesses do make contact we will aim to enter into an arrangement that is affordable to them, while ensuring that the debts are repaid in the shortest time possible.

The Council may request as much additional information about the residents and/or businesses financial circumstances as is deemed necessary in order to determine a realistic arrangement. Where multiple types of debt are owed to the Council we will make one combined payment arrangement if requested.

## **5. If People Will Not Pay**

Once a payment becomes overdue the Council will inform the resident or business in writing that they are at the risk of debt enforcement action being taken. If residents or businesses will still not pay or have defaulted on previous payment arrangements, we will take prompt action to pursue the debt through the Courts and use among other things, County Court Judgements, Charging Orders, Liability Orders, deductions from state benefits, deductions from earnings or the use of Enforcement Agents against the resident or business concerned. In the case of unpaid Council Tax or Non Domestic Rates, an individual may also be committed to prison.

If action is taken it could result in the following:

- Enforcement Agents attending the debtors property to remove goods to sell at auction to pay the outstanding balance
- Deductions being made straight from the debtors salary
- Deductions being made straight from the debtors state benefits
- A charge being registered against the debtors property
- The debtor being made bankrupt
- The debtor having a prison sentence imposed of up to three months, for unpaid Council Tax or Business Rates

## **6. Vulnerable Customers**

Whilst collection is paramount in order to provide services to our residents and businesses, we have a number of customers who can be described as vulnerable. For these customers, it may be a temporary or long term state which requires us to ensure we respond in a supportive manner when managing debt collection with such customers. While the Council has a legal obligation to pursue outstanding debt, this strategy outlines how we will do so in a manner that does not exacerbate the vulnerability of the individual.

This strategy sets out categories of residents which are potentially vulnerable and the potential actions that should be taken. However, it is not to be taken as either definitive or exclusive.

### **Vulnerable Adult Definition**

A vulnerable adult is a person aged 18 years or over who is or may be in need of community care services by reason of disability, age or illness; and who is or maybe unable to protect him or herself against harm or exploitation. Whether or not a person is vulnerable in these cases must be judged on its own merit. However, it may include, but not limited to the following:

- Physical and mental disability including long term illness
- Language barriers for customers who do not speak English
- Domestic violence, physical and mental abuse
- Homelessness
- Elderly persons
- A person recently bereaved

It is important to note the above does not constitute either an absolute list nor give automatic qualification. Each case must be decided on its own merits. It may be that a number of relatively minor issues in a number of categories may lead to overall vulnerability.

Vulnerability does not mean that a person will not be required to pay amounts they are legally obliged to pay; however, where a person is recognised to be vulnerable consideration should be given to:

- Allowing longer to pay
- Postponing enforcement action
- Assisting the person to claim benefits, discounts or other entitlements, referring the person to sources of independent advice
- Providing information in an accessible format

## **7. Other areas**

### **7.1 Costs**

Where legislation permits the Council will seek to levy and recover from the debtor all costs or fees lawfully raised as a result of the recovery action taken.

### **7.2 Equality Duty**

In determining this strategy consideration has been given to the Councils statutory equality duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

### **7.3 Use of Data**

The Council will collect and store personal data for the purposes of effective billing, collecting and recovery of sums due. Data retained for this purpose will be processed in accordance with the Data Protection Act 1998, and will be stored safely at all times.

Data will be shared with Agents or Contractors appointed by the Council for the purposes of billing, collecting and recovery of sums due. Data may also be shared within the Council or with external organisations where the law allows, and in particular, where it is in the interest of the debtor or where it will prevent fraud.

### **7.4 Fraud**

The evasion of payments due to the Council reduces the financial resources available to the Council and has a direct impact on all residents, businesses and other organisations that rely on Council services.

Unlawful evasion or fraud to avoid payment will not be tolerated and where this is identified then action will be taken to enforce payment, the Council will seek to impose such further penalties or sanctions as the law allows.

Where debts arise through evasion or fraud the Council will seek to recover payment in full as quickly as possible, and will only agree payment arrangements in exceptional circumstances.

## 8. Other Sources of Help

A list of external debt advice and support agencies can be found at [www.rbwm.gov.uk](http://www.rbwm.gov.uk)

## 9. Contact Information

Council Tax

Telephone: 01628 683800

Email: [counciltax@rbwm.gov.uk](mailto:counciltax@rbwm.gov.uk)

Business Rates

Telephone: 01628 796623/796965

Email: [business.rates@rbwm.gov.uk](mailto:business.rates@rbwm.gov.uk)

Housing Benefit Overpayments

Telephone: 01628 796517/796183

Email: [debt.recovery@rbwm.gov.uk](mailto:debt.recovery@rbwm.gov.uk)

Sundry Debts

Telephone: 01628 796274

Email: [debt.recovery@rbwm.gov.uk](mailto:debt.recovery@rbwm.gov.uk)

Adult Social Care Debts

Telephone: 01628 796207

Email: [debt.recovery@rbwm.gov.uk](mailto:debt.recovery@rbwm.gov.uk)

Parking Enforcement

Telephone: 01628 683800

Email: [parking@rbwm.gov.uk](mailto:parking@rbwm.gov.uk)



**REVISION RECORD**

Date	Version	Revision description



Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	Part I apart from <b>Appendix 1 - Not for publication by virtue of paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972.</b>
<b>Title</b>	<b>Procurement of Specialist Social Care Legal Services</b>
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director and Strategic Director of Children's Services
<b>Contact officer, job title and phone number</b>	Hilary Hall, Head of Strategy, Commissioning and Performance, 01628 683893
<b>Member reporting</b>	Cllr Natasha Airey, Lead Member for Youth Services and Safeguarding
<b>For Consideration By</b>	Cabinet
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<b>Affected Wards</b>	All
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## REPORT SUMMARY

1. This report deals with the procurement of specialist social care legal services which are currently provided by the Joint Legal Team in Reading Borough Council under an agreement across the six unitary authorities in Berkshire.
2. It outlines an approach to the procurement which will be an open market tendering exercise of specialist social care legal services.
3. The recommendations are proposed because: the service has not been subject to market testing since the Royal Borough became a unitary authority in 1998 and costs have continued to escalate annually. The value for money and to residents needs to be tested which will be achieved through allowing other potential providers the opportunity to tender.
4. If adopted, the key financial implications for the Council are that the current total spend on specialist social care legal services will be re-assessed with a view to realising savings for 2016-2017 and the opportunity for further savings in subsequent years.

## If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Better value for money with no detriment to the quality of the services secured by the Royal Borough.	From 1 April 2016

## **1 DETAILS OF RECOMMENDATIONS**

### **RECOMMENDATION that Cabinet:**

#### **1.1 Approve the approach to procuring specialist social care legal services through an open tendering exercise.**

## **2 REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED**

- 2.1 Specialist social care legal services are currently provided by the Joint Legal Team hosted by Reading Borough Council, under an agreement across the six unitary authorities dating from 1998. The latest agreement came into effect on 19 July 2013 and is a rolling annual agreement without any fixed term.
- 2.2 The host authority, Reading Borough Council, is required to carry out a review by 31 October each year of the operating costs and providing any required increase in funding is not greater than the rate of inflation, the increase takes effect.
- 2.3 Services provided under the agreement include:
- Conduct of proceedings under relevant legislation.
  - Court attendance under relevant legislation
  - General advice and representation, including advice on Cabinet reports.
  - Advice and representation in relation to Judicial Reviews.
  - Advice on commissioning of services, provider failure and safeguarding issues.
  - Conduct of claims to the Criminal Injuries Compensation Authority on behalf of children in care.
  - Advice and representation in connection with specific social care services.
  - Advice in connection with Local Safeguarding Children Boards and Safeguarding Adults Boards.
  - Advice and representation on matters involving disclosure of information.
  - Advice on complaints.
  - Legal training of staff.
- 2.4 Details of financial and other information incurred by the Royal Borough are at Appendix 1 (Part 2).
- 2.5 It is now appropriate to review the Royal Borough's involvement in the agreement in order to test whether the current provider offers value for money. Notice has been given that the Royal Borough will be withdrawing from the agreement with effect from 31 March 2016. It is important to note that the duration of cases can be anything from a month to a year; consequently, negotiations will take place with the Joint Legal Team to ensure that they continue to work on any cases open to them at the point of transfer until the close of the case.
- 2.6 There are a number of public and private sector legal bodies providing specialist social care legal services similar to that required by the Royal Borough. In order to assess the likely interest, it is proposed to go out to the market with a detailed specification in December 2015. The market testing would be open to all providers including those in the private and public sector.
- 2.7 The outcomes of the exercise would be assessed in January 2016. Subject to sufficient interest and securing value for money, detailed negotiations would commence in January 2016 with the new contract effective from 1 April 2016. In

giving notice on the existing agreement, the Royal Borough has invited Reading Borough Council to take part in the market exercise.

**Table 1: Options**

<b>Option</b>	<b>Comments</b>
Continue to participate in the rolling annual agreement for Joint Legal Team.	This is not recommended because the agreement has not been market tested and it is timely to test whether the Royal Borough is securing value for money from the agreement.
Pursue an approach to procuring specialist social care legal services through an open tendering exercise. <b>Recommended</b>	This approach will enable the Royal Borough to test the market and secure savings on its current investment.

### 3 KEY IMPLICATIONS

**Table 2: Defined outcomes**

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered by</b>
Reduction in spend on specialist social care legal services whilst maintaining quality of service	Less than 17%	17%-25%	25%-30%	More than 30%	1 April 2016

### 4 FINANCIAL DETAILS

#### **Financial impact on the budget**

- 4.1 The Royal Borough currently purchases specialist social care legal services and this is expected to rise in 2015-2016. The option proposed will secure savings for 2016-2017 with the potential for further savings in subsequent years.

**Table 3: Costs**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	Revenue £'000	Revenue £'000	Revenue £'000
Reduction	£0	17%-25% reduction	8% reduction

### 5 LEGAL IMPLICATIONS

- 5.1 If the current specialist social care legal services are to be carried out by a different provider this means that there is likely to be a TUPE transfer of staff

involved with the provision of that service as TUPE provisions apply where there is a 'Service Provision Change' (SPC).

- 5.2 A SPC can arise when a service is re-tendered to a new provider, or where the service is brought back in-house.
- 5.4 In order for TUPE to apply, there must be an 'organised grouping' of employees carrying out the 'activities' that will be transferring. It is likely that some employees at the Joint Legal Team may be within scope for a potential TUPE transfer. The Joint Legal Team has confirmed that they do not consider that any of their staff involved in children's social care legal work are in a position that they should transfer as no-one will be engaged wholly or for the majority of their time on RBWM matters either now or at the transfer date.
- 5.5 This TUPE situation is likely to arise in relation to the procurement of the service to a different provider. Therefore, any potential tender of the service (depending on what is decided following the market testing), will need to factor in TUPE consultation to the process. If there is a TUPE transfer, the staff will transfer to the new provider, not RBWM, and therefore it is likely that the new provider will factor this in to their tender offers.
- 5.6 In addition to any potential TUPE situation, the contract also states that if the service is no longer provided jointly at any time, the parties shall make 'every possible effort' to redeploy the staff. The Host Authority may seek to enforce this clause if it becomes apparent that no TUPE transfer will occur, in order to try and redeploy the staff elsewhere.
- 5.7 If there are redundancies due to the reduction of work, RBWM may be liable to contribute towards such redundancy costs in accordance with clause 11 of the contract. Clause 11.2 of the contract states that terms of redundancy 'shall be agreed between the Parties' or in default then a proportion dependent on the utilisation of the service (currently 4/25<sup>th</sup> of the cost).
- 5.8 There are no further contractual provisions in the contract regarding a party's exit from the joint agreement; therefore giving notice as it has done would appear sufficient to terminate the legal work.

## 6 VALUE FOR MONEY

- 6.1 Procuring specialist social care legal services through an open tendering exercise will provide better value for money for the Royal Borough's investment.

## 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 N/A

## 8 RISK MANAGEMENT

**Table 4: Risk management**

Risks	Uncontrolled Risk	Controls	Controlled Risk
Insufficient interest in the market and/or more costly	Medium	Option to renegotiate with Reading Borough Council to	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
		secure legal services through the Joint Legal Team	

## 9 LINKS TO STRATEGIC OBJECTIVES

9.1 The recommendations made within this report have been made in the context of achieving the Council's strategic objectives for Value for Money and Equipping Ourselves for the Future.

## 10 EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 N/A

## 11 STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 If the current specialist social care legal services are to be carried out by a different provider this means that there is likely to be a TUPE transfer of staff involved with the provision of that service as TUPE provisions apply where there is a 'Service Provision Change' (SPC).

11.2 This TUPE situation is likely to arise in relation to the procurement of the service to a different provider. Therefore, any potential tender of the service (depending on what is decided following the market testing), will need to factor in TUPE consultation to the process. If there is a TUPE transfer, the staff will transfer to the new provider, not RBWM, and therefore it is likely that the new provider will factor this in to their tender offers.

## 12 PROPERTY AND ASSETS

12.1 None.

## 13 ANY OTHER IMPLICATIONS

13.1 None.

## 14 CONSULTATION

14.1 None.

## 15 TIMETABLE FOR IMPLEMENTATION

**Table 5: Timetable**

Date	Details
December 2015	Undertake market testing with full specification.
January 2016	Evaluate outcomes of market testing and make decision on next steps.
January – March 2016	Negotiate terms of contract with preferred supplier.
1 April 2016	New contract fully operational.

## 16. APPENDICES

16.1 The appendices supporting this report are:

- Appendix 1: Financial and activity details for children's and adults social care legal services (PART II).

## 17. BACKGROUND INFORMATION

17.1 None.

## 18. CONSULTATION (MANDATORY)

**Table 6: Consultation schedule**

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr D Burbage	Leader of the Council	31/10/15	4/11/15	Report rewritten
Cllr N Airey	Lead Member for Youth Services and Safeguarding	25/10/15 13/11/15	27/10/15 15/11/15	Comments included
Cllr D Coppinger	Lead Member for Adult Services Health and Sustainability	25/10/15 13/11/15	27/10/15 16/11/15	Comments included
Alison Alexander	Managing Director	25/10/15 13/11/15	25/10/15 6/11/15	Comments included
Andrew Brooker	Interim Strategic Director of Corporate Services	26/10/15 13/11/15	2/11/15	Comments included
Christabel Shawcross	Deputy Managing Director and Strategic Director of Adults, Culture and Health	26/10/15 13/11/15	2/11/15	Comments included
Simon Fletcher	Strategic Director of Operations	26/10/15 13/11/15		
Shared Legal Solutions	Sean O'Connor and Jennifer Lee	25/10/15 13/11/15	27/10/15 16/11/15	Comments included
Edmund Bradley	Finance Partner	25/10/15 13/11/15	2/11/15	Comments included
Christopher Targowski	Cabinet Policy Manager	25/10/15 13/11/15	29/10/15	Comments included
Martin Strawson	Procurement and Business Development Manager	25/10/15 13/11/15	26/10/15	Comments included

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	
Key decision	No	
Full name of report author	Job title	Full contact no:
Hilary Hall	Head of Strategy, Commissioning and Performance	01628 683893

**Neighbourhood Plan Delivery (Projected) – Cabinet Meeting 26.11.2015**

	Steering Group /Parish stages					Council stages <sup>i</sup>		
	Issues & Options consultation / analysis responses / research	Draft sections / direction for plan	Plan with RBWM for comments and SEA / HRA screening	NP group's consultation (pre-submission)	Analyse responses / amend plan / write Consultation Statement	Submission to Council formal council checks / consultation	Examination	Referendum & Making the neighbourhood plan
Ascot, Sunninghill and Sunningdale				24/06/2013 to 07/08/2013		Sep 2013	21/11/2013	27/03/2014 29/04/2014
Bisham	To be confirmed							
Bray					By November 2015	Mid December 2015 (subject to additional Parish Council meeting on 14 <sup>th</sup> December)	Dependent on Council's timetable	
Central Windsor Business		Sep 2015	Dec 2015	Jan-Feb 2016	Feb-March 2016	April-May 2016	July 2016	September 2016
Datchet	New Parish Council and chair. Neighbourhood plan is being re-started. Not able to provide timetable at this moment in time							
Eton & Eton Wick	2 <sup>nd</sup> Public consultation 9/10 October to 26/10/2015	Winter 2015	Spring 2016	Autumn 2016				
Horton & Wraysbury		Oct 2015 – Feb 2016	Feb 2016	Mid Apr – End May 2016	Jun – Jul 2016	Aug 2016	Nov 2016	February 2017 (entire timetable subject to revision once a consultant is appointed)
Hurley & the Walthams				Early January 2016		Spring 2016	Dependent on Council's timetable	
Maidenhead & Cox Green		Dec 2015	Feb 2016	March 2016	April-May 2016	June 2016 (subject to getting some clarity on growth targets)	July-August 2016	October 2016
Old Windsor	In progress	Sep – Mid Nov 2015	End Nov 2015	Jan – Feb 2016	Mar 2016	End Apr 2016	Mid May – Mid Jun 2016	September 2016
Windsor		August 2015	October-November 2015	December-January	February 2016	March 2016	April/May 2016	July 2016

<sup>i</sup> Dependent on Council's timetable

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